



Vision

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

Values and Guiding Principles

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

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

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

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

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

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

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

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)

President

Dana K. Miller (At-Large)

Vice President

Carolee A. Conklin (At-Large)

Matt Haag (At-Large)

Adam C. McFadden (South District)

Jacklyn Ortiz (At-Large)

Molly Clifford (Northwest District)

Michael A. Patterson (Northeast District)

Elaine M. Spaul (East District)

Mayor

Lovely A. Warren

Deputy Mayor

Dr. Cedric L. Alexander

Office of Management & Budget

Christopher M. Wagner

Budget Director

Budget Staff

Sarah Boyce

Sharla D. Davenport

John Fornof

Joe Mustico

Sarah E. Ruekberg

Josephus Tisdale

Suzanne P. Warren

BUDGET AT A GLANCE

BUDGET AT A GLANCE

| | Amended Budget <u>2016-17</u> | Approved Budget <u>2017-18</u> | Dollar Change |
|-------------------------------------------|-------------------------------------|--------------------------------------|------------------|
| BUDGET | \$518,842,400 | \$525,604,100 | \$6,761,700 |
| PROPERTY TAX LEVY (Before STAR) | \$174,449,400 | \$174,449,400 | \$0 |
| TYPICAL HOMESTEAD BURDEN* | | | |
| Property Tax | \$1,394.65 | \$1,330.76 | -\$63.89 |
| Service Charges | <u>\$979.00</u> | <u>\$1,007.98</u> | <u>\$28.98</u> |
| Subtotal | \$2,373.65 | \$2,338.74 | -\$34.91 |
| TYPICAL NON-HOMESTEAD BURDEN** | | | |
| Property Tax | \$10,769.16 | \$11,251.14 | \$481.98 |
| Local Works Charge | <u>\$844.01</u> | <u>\$869.38</u> | <u>\$25.37</u> |
| Total | \$11,613.17 | \$12,120.52 | \$507.35 |
| PROPERTY TAX RATES (PER \$1,000) | | | |
| Homestead | \$19.21 | \$18.33 | -\$0.88 |
| Non-Homestead | \$37.76 | \$39.45 | \$1.69 |
| TYPICAL HOMESTEAD SERVICE CHARGES | | | |
| Water | \$373.93 | \$385.15 | \$11.22 |
| Refuse | \$380.00 | \$391.00 | \$11.00 |
| Local Works | <u>\$225.07</u> | <u>\$231.83</u> | <u>\$6.76</u> |
| | \$979.00 | \$1,007.98 | \$28.98 |

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

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

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INTRODUCTION

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Budget Process

This budget is for the City's 2017-18 fiscal year, which begins on July 1, 2017 and closes on June 30, 2018. The process and content requirements of the annual budget are stipulated in Section 3–9 of the City Charter. Consistent with these requirements, the Mayor prepares a proposed budget. Detailed budget requests are made by each department, reviewed and analyzed by the Office of Management & Budget, modified as necessary, and approved by the Mayor.

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

Scope of the Budget

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

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

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

Plan Appropriations from these programs are made during the year.

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

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

Budget Format – Organization

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

Budget Format - Departmental Sections

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

1. Mission Statement of the organization is provided. Vital Customers defines who are the primary recipients of this unit's work. Critical Processes present the critical processes this unit uses to carry out its mission. Department Highlights describe changes planned for the department in the new year. Key Performance Indicators measure how well objectives are being met.
2. Expenditures and Employee Years, which contains current and historical expenditure and personnel data. The expenditure data are presented in two ways — by major object (or type) of expense and by activity.
3. Personnel, which includes a calculation of employee years and a detailed listing of all full time position titles and pay brackets. The employee year calculations on this page produce the totals listed on the Expenditure and Employee Year pages.
3. Chargebacks, which accounts for the year to year change in charges for services provided to the activity by other units of City government. These services are duplicating, postage, motor equipment fuel and service, telephone service, and workers' compensation.
4. Vacancy Allowance, which accounts for the year to year change in the assumption of the vacancy allowance. This allowance is the difference between the actual expenditure requirements for personnel and that required if all positions were filled at all times.
5. Miscellaneous, which accounts for minor changes not accounted for by any of the other categories.
6. Major Change, which accounts for significant budget variances. If there are any major changes, a narrative explanation follows immediately.
7. Program Change, a written explanation of any significant changes in the operation or service delivery of the unit.

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

Budget Format Year-to-Year Comparisons

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

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

Basis of Accounting

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

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

GLOSSARY

Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY

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

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

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

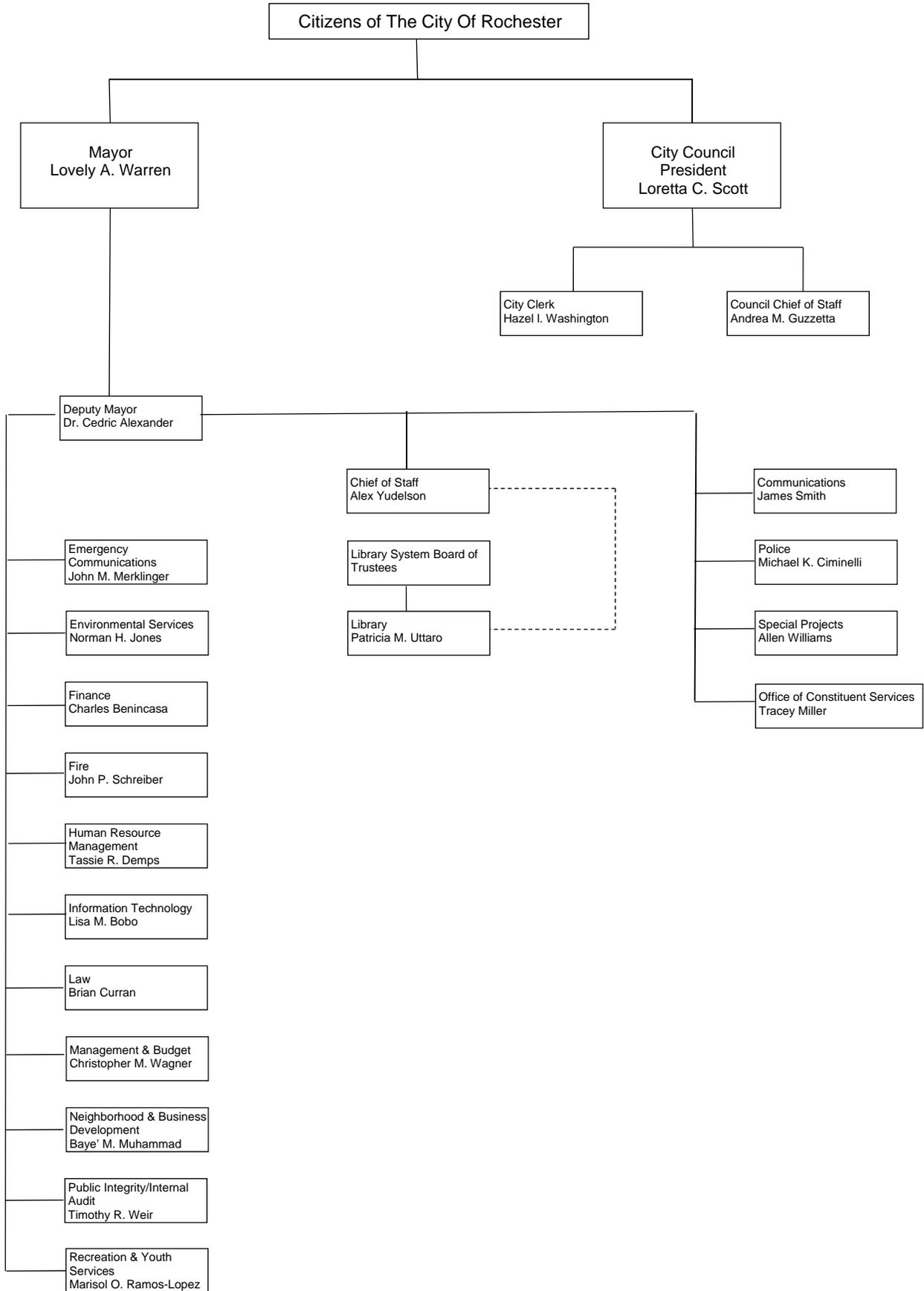
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

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

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

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

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





May 19, 2017

TO THE COUNCIL:

RE: The 2017-18 Budget

Ladies and Gentlemen:

In accordance with the City Charter, I submit to you the City of Rochester's annual budget estimate for the 2017-18 Fiscal Year. My 2017-18 Proposed Budget is \$525,604,100 which is 1.3 percent higher than the 2016-17 Amended Budget of \$518,842,400.

The City faced a significant all-funds gap of \$50.1 million as we began planning for the 2017-18 Budget. I believe we have taken a prudent approach to closing that gap that preserves critical programs and makes necessary investments to support more jobs, safer and more vibrant neighborhoods, and better schools and educational opportunities.

In summary, this budget:

- Lowers the typical homeowner's overall burden by \$34.91
- Complies with the state's tax cap and does not raise the tax levy
- Includes modest rate increases of about 3% for Water, Refuse, and Local Works
- Reduces overall staffing by 11 full-time positions
- Uses a portion of Enterprise Fund Balances to support capital needs in those funds
- Invests in public safety by funding a Police recruit class in the fall to maintain higher staffing during the summer months when demand peaks
- Continues funding for developmental screening of 3-year olds
- Includes a City capital investment of over \$54 million to:
 - Maintain our water system, including an allocation for a lead service replacement program;
 - Continue land acquisition to support the development of Bulls Head;
 - Install CO detectors at many City facilities
 - Replace Fire Trucks and Police vehicles
 - Support Development in Neighborhoods and Downtown



Again this year I solicited community input through a facilitated meeting at City Hall, a telephone town hall meeting, and an online survey. A full report on this is included with this budget.

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

More Jobs:

- Support for anti-poverty initiatives such as Kiva, Market Driven Community Cooperatives, Bridges to Success, and the vanpool pilot program through the Office of Innovation and Strategic Initiatives
- Continued funding for staff in DRYS and Library to support the AmeriCorps Program to provide assistance with job searches and resume writing, and to promote financial and overall literacy
- Improved tracking and follow-up services for Operation Transformation Rochester (OTR) participants
- Enhancements to the Junior Recreation Leader program to move youth through a recreation career path
- Oversight and program management for the EPA-funded Rochester Environmental Job Training (REJob) Program
- City Business Development Financial Assistance and Neighborhood Commercial Assistance programs
- Continued support for the Young Adult Manufacturing and Training Employment Program (YAMTEP)
- Continued funding for the Summer of Opportunity Program and City internships

Safer and More Vibrant Neighborhoods:

- Funding for Police and Fire Department Recruit Classes
- An allocation for police section offices as we work to identify appropriate sites in neighborhoods
- Enhanced planning and customer service by implementing recommendations from the independent study of Neighborhood and Business Development
- Enhanced Community Partnership through the establishment of a Police Training Advisory Committee
- Improvements at Genesee Valley Park including field house and playground renovations
- Funding to begin a GIS-based Land Management software solution that will improve permitting and code enforcement and provide enhanced transparency
- Continued funding for assistance programs such as the Roofing and Emergency Assistance Repair Programs

- Continued funding for vacant and abandoned structure demolition program
- Funding to begin the first section of the new Eastman trail
- Enhanced staffing at the Public Market to support expanded vendor hours upon completion of renovations

Better Schools and Educational Opportunities:

- Capital funding in partnership with RCSD for improvements to Adams Street and Thomas P. Ryan R-Centers
- Partnership with RCSD for Literacy Aides in Libraries and R-Centers
- Continued advocacy efforts for early childhood education through the National League of Cities Education and Families Committee
- Support for a variety of literacy programs, including Books Before Birth, Raising a Reader, and Storytime with Style
- Collaboration with RCSD to provide school-based violence prevention services through Pathways to Peace
- Support for the ongoing partnership for the Beacon School Model at School 17
- Data-sharing between the City and RCSD
- Ongoing support for Pillars of Hope and My Brother's Keeper initiatives
- Completion of a nutritional education center at the Public Market
- Developmental screening for 3-year-olds
- Pregnancy Prevention Programs
- Fire Department CERT Program

Innovation and Efficiency:

- Implementation of new personnel/payroll system
- Creation of an Office of Business Intelligence in RPD focused on improving analysis and transparency through an Open Data Initiative
- Development of a Climate Action Plan to reduce greenhouse gas emissions by 40% by 2030
- Initiation of a Climate Vulnerability Assessment to prepare for climate change impacts
- Completion of a 7-acre solar field on the former Emerson Street Landfill
- LED lighting upgrades at several city facilities, including the Blue Cross Arena at the War Memorial, 911, Charlotte Library, and 13 R-Centers
- Continued replacement of street lights with energy-efficient LED fixtures
- Development and expansion of shared mobility services, including bike share, car share, and vanpool

- Completion of the transition to single-stream recycling
- We will continue to work with NYS to pass legislation to implement a traffic violations agency in Rochester

Closing the Budget Gap

As I indicated above, planning for this budget began with a \$50.1 million all-funds gap. We closed this gap through:

- Expenses
 - Adjustments to capital program and enterprise fund balances to support capital in those funds - \$20.7 million
 - Department Reductions and Efficiencies - \$5.1 million
 - Adjustment to Debt Service - \$1.6 million

- Revenues
 - Targeted use of General Fund Balance - \$8.8 million
 - Targeted use of Premium and Interest to pay Debt Service - \$3.5 million
 - Enterprise Fund Fee Increases - \$2.4 million
 - Use of Health Care Rate Stabilization Fund - \$2.2 million
 - Increased PILOT revenue - \$1.6 million
 - Revenue from the Sale of Real Property - \$1.6 million
 - Higher collection rates for Current and Delinquent Property Taxes - \$1.5 million
 - Additional Consolidated Highway Improvements (CHIPS) revenue - \$0.5 million
 - Transfer from Refunds and Overpayments- \$0.4 million
 - Net of other changes - \$0.2 million

Earlier this year the City received upgrades to its bond rating from both Fitch and S&P, citing strong management and strong budgetary performance, and recently our Finance Department received an award from GFOA for Excellence in Financial Reporting. I believe this budget continues the tradition of strong financial management by striking the necessary balance between funding for infrastructure and the critical services our citizens need with what we can afford, all while lowering the burden for the average homeowner.

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

Respectfully submitted,



Lovely A. Warren
Mayor

2017-18 CHILDREN AND FAMILIES FUNDING

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

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

Read more at www.rocthefuture.org.

| ROC the Future Topic: Every Child is School Ready | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>The first three years of a child's life are an opportunity for enormous social, emotional, physical, and intellectual growth. The pace of this growth depends on whether the child's eagerness to learn is stimulated by his/her environment. For children to grow into successful adults they need a supportive and healthy early environment.</i> | | | |
| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
| Developmental Screening of Three-Year Olds | Supports the screening of 3-year-olds with the aim of identifying developmental delays and intervening where appropriate. | \$50,000 | In 2016, 37% of Rochester pre-K children were determined to be delayed or below expected performance levels. (Source: ACT Rochester, Brigance Early Childhood Screen II) |
| Lead Hazard Control | The City of Rochester Lead Hazard Control Program provides financial assistance to privately-held 1-4 unit residential structures to control lead based paint hazards. | \$1,320,000 | Exposure to even small amounts of lead significantly raises a child's risk of developing long-term cognitive, physiological, and behavioral complications. 1.2% of children in Monroe County had elevated blood lead levels in 2014. (Source: ACT Rochester, NYS Department of Health) |
| Lead Paint Initiative Grant | A NYS grant provides funding to assist with lead paint testing and reduction activities. | \$310,000 | |
| Lincoln Toy Library | The Toy Library offers a wide variety of toys and equipment to support the cognitive, creative, social-emotional, perceptual, and physical developmental needs of children. | \$73,300 | Developing satisfactory social, physical, and academic skills in pre-K and kindergarten sets a crucial foundation for future success. In spring 2016, 63% of Rochester pre-K students scored at typical or advanced development level. (Source: ACT Rochester, Children's Institute) |
| Raising a Reader | Works to foster healthy development, relationships, literacy, and a passion for reading by involving parents or guardians and their children in a book sharing routine. | \$109,200 | |

| ROC the Future Topic: Every Child is Supported | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>City of Rochester students make similar academic progress during the school year compared to their suburban peers. However without summer and other extended learning opportunities, they lose ground over the years. City of Rochester students also face high levels of stress, violence, and trauma due in part to high levels and concentrations of poverty in their neighborhoods.</i> | | | |
| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
| Community Libraries and Other City Tax Support | Total City funds for community libraries, exclusive of specific programs listed elsewhere. | \$6,165,034 | Public libraries supply communities with vital resources including books, access to technology, and special programming to support their specific patrons. In addition, libraries function as a "Safe Place" for youth. |

| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Comprehensive Adolescent Pregnancy Prevention | A collaboration of community service agencies working together to reduce teen pregnancies and reduce STD/HIV rates among youth within the City of Rochester. | \$616,816 | Adolescent pregnancy can be detrimental to both mother and child. Pregnancy can prevent young women from further education and self-sufficiency, and puts the child at a greater risk of low birth rate or infant mortality. In 2014, the City of Rochester's teen pregnancy rate was 6.3%, down from 15.6% in 2008. (Source: ACT Rochester, NYS Department of Health) |
| Teenage Pregnancy Prevention Grant | A federal grant that supports efforts to reduce the teenage pregnancy rate in Rochester, which is higher than the state average. | \$999,999 | Adolescent pregnancy can be detrimental to both mother and child. Pregnancy can prevent young women from further education and self-sufficiency, and puts the child at a greater risk of low birth rate or infant mortality. In 2014, the City of Rochester's teen pregnancy rate was 6.3%, down from 15.6% in 2008. (Source: ACT Rochester, NYS Department of Health) |
| Do the Right Thing Program | Recognizes youth for their positive behavior, accomplishments, and good deeds by distinguishing school-age children who strive to make good choices. | In Kind | Do the Right Thing helps foster positive relationships between the Rochester Police Department, as well as other local police agencies, and the youth of Monroe County. |
| R-Centers, Athletics/ Aquatics, Summer Camps | R-Centers offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships. | \$8,923,566 | <p>Afterschool programs can provide opportunities for social, academic, and physical development.</p> <p>In 2016, Rochester's overall School Age Program Quality Assessment (SAPQA) score was 4 out of 5 for grades K through 6, and the Youth Program Quality Assessment (YPQA) score was 3.5 out of 5 for grades 4 to 12."</p> <p>(Source: ACT Rochester, Children's Institute)</p> |
| Rehabilitation and Security Enhancements at Recreation facilities | R-Centers offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships. | \$1,091,000 | |
| Safe to be Smart | The Safe to be Smart program provides programming opportunities for children and adolescents in a consistent manner at five branch libraries as well as Central Library. | \$283,100 | |
| After School in the Park (ASIP) | Located in Cobb's Hill Park, ASIP provides homework help, fitness and arts activities, healthy snacks and dinners, and field trips. | \$126,500 | |
| Quad A for Kids | This after school program provided in three elementary schools provides academics linked to youth development activities. | \$50,000 | |
| Youth Bureau Funded Programming | OCFS funding passed through Monroe County to the City for youth development. | \$55,300 | |

| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Youth Voice/ One Vision | Youth Voice, One Vision (YVOV) is an active council of young people working together to make Rochester a better place to live. | \$127,100 | |
| Summer Food Program Grant | Provides breakfast and lunch to children at sites including schools, R-Centers, and various day camps free of charge to any child 18 and under who lives in the city. | \$301,200 | Ensures that low-income children receive consistent access to nutritious meals, even when school is not in session. A healthy meal is crucial to a child's development and ability to play and grow during the summer months. |
| Youth Literacy Program with RCSD | Program employs RCSD students as Literacy Aides to provide literacy support to younger students at R-Centers. | \$103,300 | 3rd grade reading scores are an important predictor of future academic success. In 2016, only 8.2% of RCSD 3rd graders passed the state English Language Arts exam compared to 37% in the region (scored a 3 or 4 out of 4). (Source: ACT Rochester; NYS Education Department) |
| ROC The Future | Promotes alignment and focuses community resources to improve the academic achievement of children in the City of Rochester. | \$15,000 | ROC the Future is committed to improving academic achievement in Rochester. |

ROC the Future Topic: Every Child is Successful

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

| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
|----------------------------|------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| RCSD Maintenance of Effort | A state-required annual payment from the City to the RCSD. | \$119,100,000 | A solid academic foundation is vital to a child's success in school and life. Meeting key milestones throughout their academic career is a good indicator that children are on the right track to academic success and post-secondary achievement. |
| Teen Empowerment | Empowers youth and adults as agents of individual, institutional, and social change | \$25,000 | This program inspires young people and the adults who work with them to think deeply about the most difficult social problems in their communities, and gives them tools to work with others in creating positive change. |
| Champion Academy | Mentoring program to help middle and high school youth become more positive and productive citizens. | \$25,000 | The Champion Academy takes pride in having the courage to do and say what is necessary to get underachieving middle and high school students to become high academic performers, leaders, and productive citizens. |

| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ROC the Future Topic: Every Child is College/Career Ready | | | |
| <i>Financial self-sufficiency in the 21st Century global economy demands education beyond high school, whether it is a 2-year or 4-year college degree or a technical certification.</i> | | | |
| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
| Biz Kid\$ | Biz Kid\$ provides interactive, applied business and entrepreneurial education to city youth ages 10-18. | \$24,500 | Entrepreneurial education supplies students with real-world skills and inspires the next generation of business leaders and empowered consumers. |
| Youth Leadership and Civic Engagement | Skills training and employment coaching. | \$100,000 | Youth development provides support and opportunities to help bridge a successful transition into a productive adulthood. |
| Jr. Rec Leaders | Leadership training and job readiness skill building for youth. | \$14,800 | |
| Operation Transformation Rochester | Offers comprehensive programs geared toward education, vocation, and employment. | \$557,500 | |
| Pathways to Public Safety | A partnership between the RCSD and the City of Rochester to increase minority representation in its uniformed divisions, while increasing the awareness of career opportunities within the Public Safety departments. | \$32,700 (Emergency Comm.), \$298,900 (RFD), \$94,200 (RPD) | Offers preparatory training that impacts school retention and graduation rates, influences a student to attend a post-secondary institution to further their education and/or initiates desire to serve the community. |
| City of Rochester's Urban Fellows Program | This program provides graduate and undergraduate students an introduction to the governance, operations, and administration of City government. | \$337,800 | Fellowships or internships are valuable educational experiences that open doors, spark ideas and enrich the knowledge and skills of students who take part. |
| Summer of Opportunity Program | The Summer of Opportunity Program is an employment and training program for youth ages 14-20 and who are still in high school. | \$823,900 | Provides training and employment opportunities to youth while making a direct connection to success in school. |

| Additional Items in Support of Mayor's Priorities | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>This section includes programs that do not fall directly in the four ROC the Future categories, but align with the Mayor's priorities: Safer and More Vibrant Neighborhoods, More Jobs, Better Schools and Educational Opportunities, and Innovation and Efficiency.</i> | | | |
| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
| Community Outreach Program | Expanding fire safety education in schools and increasing the amount of outreach events. | \$127,900 | Fire safety allows children to interact with firefighters, become familiar with their equipment, and learn both proactive and reactive safety techniques in case of an emergency situation. |

| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fire Related Youth Program | Program addresses the juvenile fire setters issue through education, intervention, and community/citizen involvement. | \$67,000 | In 2014, U.S. fire departments responded to an estimated 5,100 home structure fires started by someone, usually a child, playing with fire. These fires caused 60 civilian deaths, 430 injuries and \$115 million in property damage. (Source: NFPA "Home Fires Started by Playing - 2014", August 2016) |
| Demolition Funding | Allows for the removal of vacant and blighted privately-held and City-owned structures. | \$1,450,000 | Demolition helps make cities safer and more livable by removing decrepit structures and increasing green space. |
| Durand Eastman Beach | The City of Rochester maintains and operates Durand Eastman Beach for the enjoyment of the community. | \$161,000 | Parks bestow benefits not only on their users, but also on the environment and economy. They are a safe place for supervised play with children and can also help decrease violence and crime. |
| Emergency Solutions Grant | Strengthens and expands current range of services and programs for individuals and families who are homeless or at risk of homelessness in the greater Rochester community. | \$673,400 | In 2015, Monroe County funded 2,318 placements for homeless families and 5,137 placements for individuals. Placements were down from 2013 to 2015. (Source: ACT Rochester; Monroe County Department of Human Services) |
| Parks Operations | Our park amenities include picnic areas, lodges, playgrounds, ball fields and tennis courts. Some include beaches, ice-skating rinks and pools. Employees of this bureau work to ensure that streets and neighborhoods are clean, safe, and attractive for residents and visitors. | \$3,019,600 | Parks bestow benefits not only on their users, but also on the environment and economy. They are a safe place for supervised play with children and can also help decrease violence and crime. |
| Pathways to Peace | Pathways to Peace offers prevention, intervention and direct monitoring of youth receiving the services needed to support their positive progress. | \$670,235 | Helps keep youth safe and prevents them from engaging in criminal activities as adults, helping to reduce the social and economic consequences of crime to society. |
| Play Apparatus | The City's playgrounds provide safe, healthy, and fun outdoor recreational opportunities to youth, with structures to meet the needs of toddlers, older youth, and every child in between. | \$400,000 | Play is important in keeping children active and helping them build teamwork and social skills. |
| Recreation on the Move | The Recreation on the Move mobile recreation centers bring the offerings and benefits of City R-Centers right to city neighborhoods. | \$244,500 | |
| Police Activities League | Connects police officers with volunteer and engagement opportunities in the city. | In Kind | Aims to strengthen the relationship between inner-city youth and the Rochester Police Department by engaging them in a positive way. |

| <u>City Program</u> | <u>Description</u> | <u>17-18 Allocation</u> | <u>Why This is Important</u> |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public Market Public Market Funding (capital) | Rochester's Public Market offers fresh produce, ethnic delicacies, specialty items, general merchandise, and more 52 weeks per year. | \$849,063 \$46,000 | The Public Market serves as a community anchor, not only bringing diverse members of the community together, but also making fresh, healthy foods more affordable for residents of all income levels. |
| Owner Occupied Roofing Program | The City is provides financial assistance for roof replacement of owner-occupied single-family homes in the city covering the cost of roof replacement and other related repairs up to \$12,000 per household. | \$500,000 | Eases the financial burden of new roofs, a key component of safe housing, for income eligible Rochester residents. |
| School Crossing Guards | Helps children safely cross intersections and helps to control the traffic flow. | \$584,000 | Crossing guards keep children safe while going to and from school, and can also assist in reporting dangerous or inappropriate incidents to the appropriate authority. |
| Vacant Lot Maintenance | Between May and September, vacant lots are cleaned by cutting tall grass and removing debris. Adjacent sidewalks and curb lanes are swept clean. | \$787,400 | Caring for vacant lots has proven to be the starting point for homeowners to increase the value and security of their collective neighborhoods, to improve the safety of their residents, and to encourage growth and opportunities in their area. |
| Youth Services Unit: School Resource Officers and Other Youth- Related Initiatives | Responsible for the development and implementation of programs designed to prevent and control juvenile delinquency including School Resource Officers (SROs). | \$1,892,200 | SROs work to prevent juvenile delinquency by supporting positive relations between youth and law enforcement. |

TOTAL

153,627,013



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

Your **OPINION** *Matters*

COMMUNITY

2017-18 Citizen Budget Input

FINAL REPORT • May 2017

Believe.

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



“We are working
together. And
together, we have
reignited our City.”

-Mayor Lovely Warren
2017 State of the City Address



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INTRODUCTION

The City of Rochester is planning now for the fiscal year that begins July 1, 2017 and ends June 30, 2018, or fiscal year 2017-18. The Office of Management and Budget estimated a budget gap of \$50.1 million when planning began.

Mayor Warren asked to hear about the community's priorities in relation to City programs and services as decisions were made on how to close the gap. As in previous years, this report highlights the citizen perceptions and opinions gathered through a telephone town hall, a public citizen input forum and an online survey, with 4,178 participants overall.

| Date | Event |
|---------------------|----------------------------------|
| March 9 | Telephone Town Hall |
| April 17 | Citizen Input Forum at City Hall |
| March 8 to April 22 | Online Citizen Survey |

Telephone Town Hall Meeting: A total of 17,568 households in the city of Rochester were directly dialed and invited to participate in the Telephone Town Hall on March 9th and 3,999 individuals took part in the call. Mayor Warren, Budget Director Chris Wagner, Police Chief Michael Ciminelli, Department of Environmental Services Commissioner Norman Jones, and Commissioner of Neighborhood and Business Development Baye' Muhammad all provided information about current and proposed city programs and services. Twelve callers were put on air to ask questions, and five poll questions were asked over the course of the hour-long telephone-based Town Hall.

Facilitated Citizen Input Forum at City Hall: Mayor Warren welcomed participants at an April 17th Citizen Input Forum, and Budget Director Christopher Wagner delivered a presentation on the current state of the budget. Participants joined breakout groups to discuss the City's three major priority areas, plus innovation and efficiency:

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

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

Online Citizen Survey: The online survey asked about issues ranging from expanded broadband service to early childhood learning opportunities to enhancements in 311 Call Center services. Responses were received from 169 individuals. Nearly half of respondents were young adults ages 18 to 34 (47%), while 37% were 35 to 54, and 16% were 18 to 34.

Most respondents (92%) live in the city, while 70% of respondents work in the city, and 97% attend events, church or other activities in the city of Rochester.

Fifty-nine percent of respondents indicated they live in the Southeast quadrant of the city (Browncroft, Culver/Winton, Strong/Mt. Hope, Monroe/Park/East), 13% live in the Southwest (19th Ward, Genesee-Jefferson, Plymouth-Exchange, SWAN), 9% live in the Northwest (Charlotte, Maplewood, Lyell, JOSANA), 7% are from Center City (Downtown, Corn Hill, High Falls), and 5% live in the Northeast (14621, Upper Falls). In addition, seven percent of respondents were from the Monroe County suburbs, and 1% were from outside the county.

This report provides an overview of themes and comments heard from the telephone town hall, the citizen input forum at City Hall and the online citizen survey. This input is organized by the Mayor's priority areas.

MAYOR'S PRIORITY AREA: SAFER AND MORE VIBRANT NEIGHBORHOODS

Police Reorganization and Body Worn Cameras

The Police Department's reorganization to a community policing model has been in place for over a year. Among survey respondents, one-quarter (24%) indicate they see more officers in their neighborhood since the reorganization. The same number (24%) agree that the reorganization has improved police-community relations, and 20% agree that it has made their neighborhood safer.

| What Impact Has The Police Reorganization Had On Your Neighborhood? | |
|---------------------------------------------------------------------|------|
| | 2017 |
| It has made my neighborhood safer | 20% |
| It has improved police-community relations | 24% |
| I see more officers in my neighborhood | 24% |

"Reducing crime takes the entire community, we must recognize that there are many issues and we can't arrest our way out of them. True community policing takes partnership, leadership and opportunity."

*-Mayor Lovely Warren
2017 State of the City Address*

When asked in the Telephone Town Hall whether they have seen more officers in their neighborhood, 36% answered yes out of 383 individuals who answered the question.

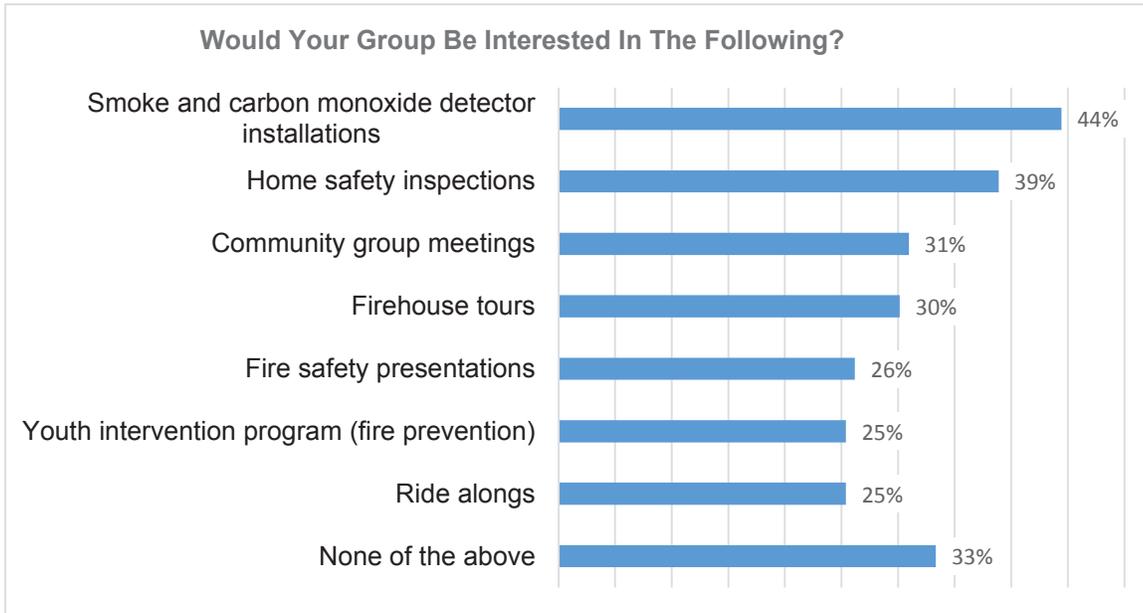
Comments from the online survey on this topic included:

- In the Park Ave area there are always officers around. I like that feeling of security.
- Haven't noticed any change in my neighborhood but do think it's a good idea overall.
- I bought my house off Atlantic because it was right down the street from a police sub-station. I think that seeing police buildings in the community is as useful as seeing the police themselves.
- My highest priority is to see a major change in police-community relations. I want an end to fear of police, and fear of police retaliation. The perception of unequal justice in our community is one of the leading causes of our failing community.
- I am upset that Goodman section still does not have an office.

The Body Worn Camera program continues to be deployed, and when asked about the continuation of the program an overwhelming 91% of Telephone Town Hall participants said they were in favor.

Fire Department Services

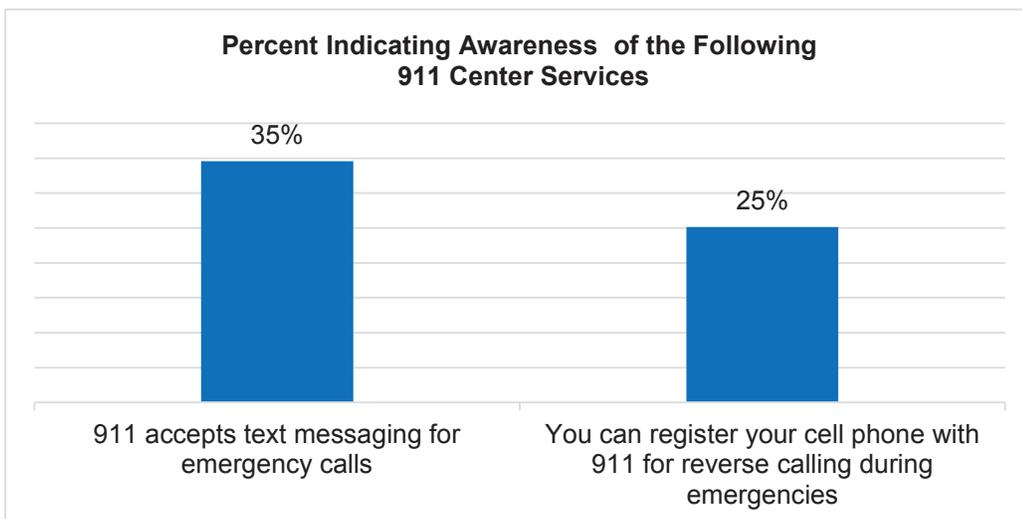
The Rochester Fire Department teaches Community Emergency Response Team (CERT) programs. CERT educates people about disaster preparedness including skills such as fire safety, search and rescue, team organization, and disaster medical operations. The survey asked whether individuals would be interested in participating in such a program, and the response was split, with 37% interested, 42% not sure, and 21% not interested.



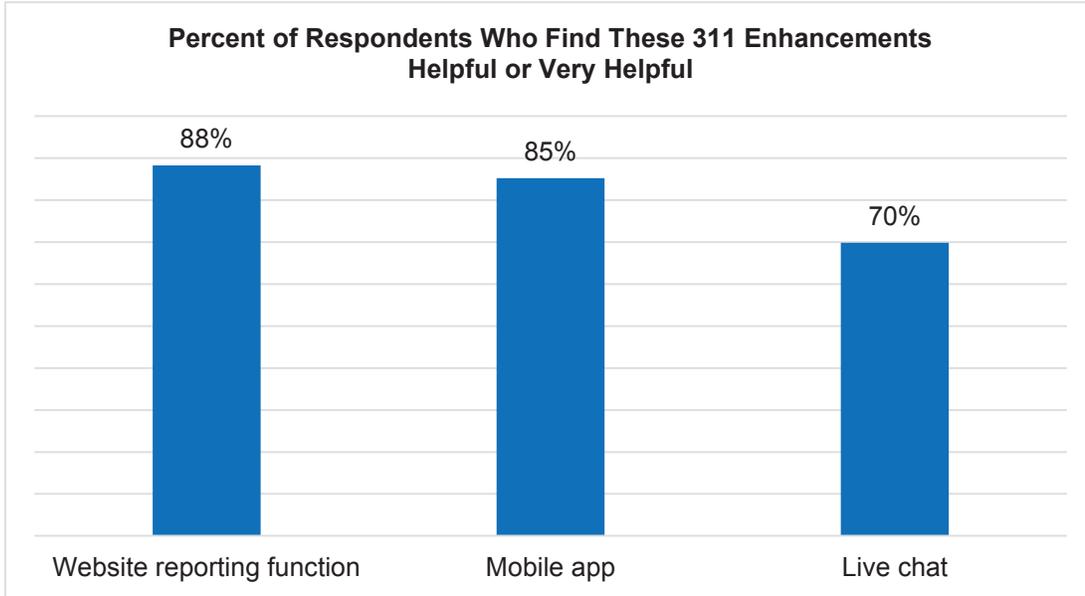
The Fire Department also provides a number of Community Risk Reduction programs, and the survey asked whether the respondent’s neighborhood association, block club or civic group would be interested. Nearly half of those responding to the question indicated they would be interested in smoke and carbon monoxide installations (44%) and almost 4 in 10 in home safety inspections (39%).

911 Emergency Communications and the 311 Call Center services

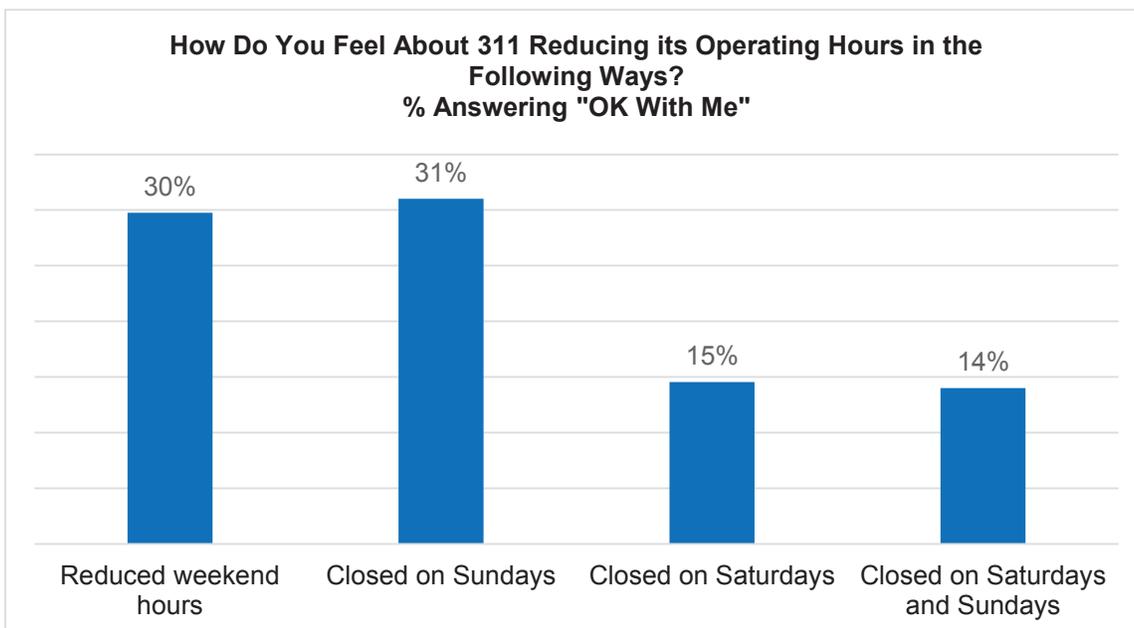
The 911 Emergency Communications Center offers services that the public may not be aware of, including text messaging and the ability to register a cell phone number for reverse calling in an emergency. Based on survey responses, about one-quarter to one-third of the public appear to be aware of these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



The 311 Call Center is considering enhancements to its current services, including a mobile app, a “live chat” interface, and a reporting function on the City website. Respondents were supportive of all three possible enhancements, even more so than last year. This year, 88% of respondents indicated the website reporting function would be helpful or very helpful. More than three-quarters of respondents indicated the mobile app would be helpful or very helpful, and 70% support a live chat enhancement.

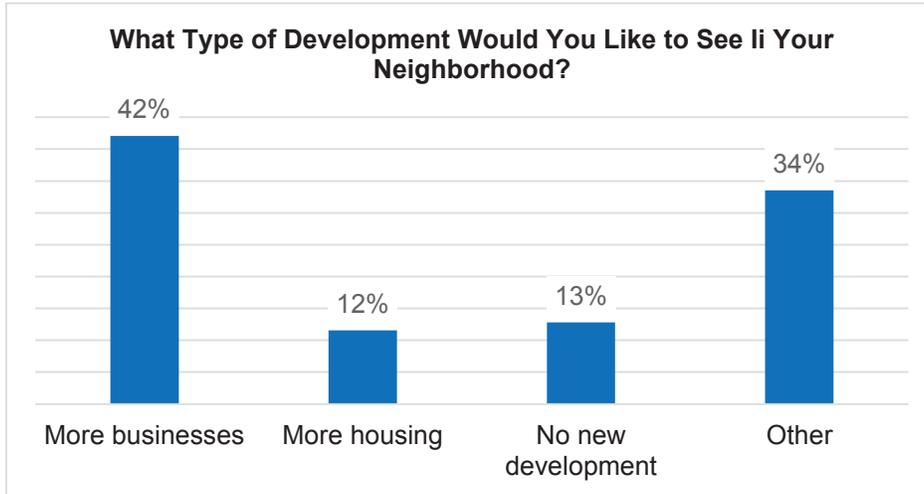


As City Departments look to save costs and find efficiencies, the 311 service has reviewed its hours of operation. When asked what type of reduced hours residents would find most acceptable, 30% said weekend hour reductions would be okay. During the citizen input session, a suggestion was made to reduce hours on Thursdays, but to leave weekends staffed because people with mental health issues may not see caseworkers on weekends and might need to call for help.

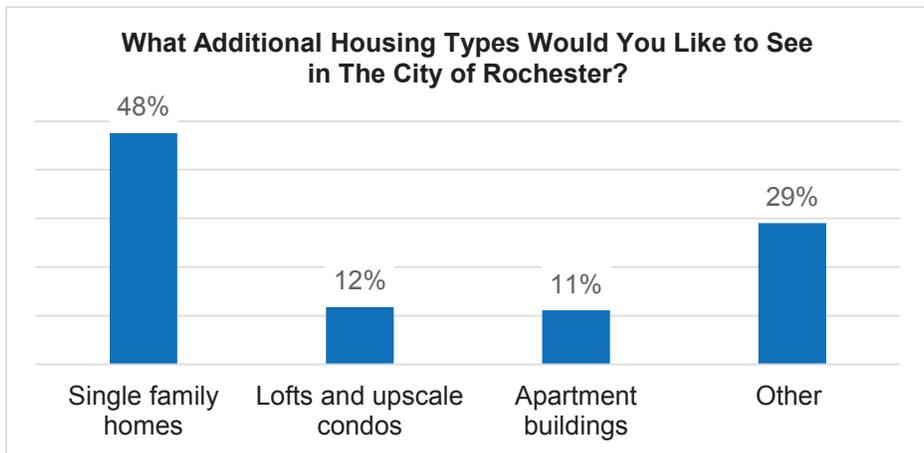


Development Priorities

The survey asked respondents what type of new developments they would like to see in their neighborhoods, if any. More than 4 in 10 would like to see more businesses (42%), 12% would like housing, 13% said they do not want to see further development, and the remaining 34% would like some other type of development.



When asked what type of housing they would like to see in the city, 48% of respondents want to see single family homes, 12% want to see lofts and upscale condos and 11% want apartment buildings.



Twenty-nine percent of respondents to the housing question want to see some other kind of housing such as affordable or moderately priced housing, cooperative/co-housing, rehabilitation of existing single-family homes, handicapped accessible and aging-friendly housing and more mixed-use development.

City Events

Survey respondents appear to be very interested in the opportunity to attend various events held annually in the city. More than 8 in 10 plan to attend Party in the Park, for example. In addition, three-quarters said they would attend “free, guided bike rides through city neighborhoods” and 60 percent said they would attend a “free event that allows children to interact with trucks, buses and police cars.”

| % Who Plan to Attend the Following Events this Year | |
|-----------------------------------------------------|-----|
| Party in the Park | 82% |
| Roc the Park | 70% |
| 4th of July Celebration | 67% |
| MusicFest | 65% |

Citizen Input Session and Online Survey Comments on “Safer and More Vibrant Neighborhoods”

- Place a high priority on improving the culture of the police department and prosecutor’s office to insure fairness and the perception of fairness.
- Why is there no animal control after 8:30 p.m.? Pit bulls are running all around and there is no one to call but RPD.
- Do something for the homeless. Build some tiny units for them to live in.
- We need more grants to help homeowners - or low-cost loans.
- We need more low-income housing efforts.
- Too much weight is given to new developments and not enough to restoring existing buildings.
- Rochester has the foundation to be a cultural center for NYS. We should invest in infrastructure.
- More than half our Downtown surface area is dedicated to parking. Explore shared use agreements and apps to communicate parking availability.
- Find ways to sponsor bike stations!
- We need a separate and more robust planning department.
- Need increased support to get the sophisticated drug dealers and illegal immigrant smugglers out of our neighborhoods.
- No more tax breaks for housing developments.
- Resources for low-income homeowners for home repairs, lists of contractors for small jobs approved by the City.
- Develop the Aqueduct and Erie Canal - development would surely follow.

MAYOR'S PRIORITY AREA: MORE JOBS

Use of Library Computers

City libraries provide computer use and Internet access to individuals who may not have steady access elsewhere. While 83% of respondents said they have not used the library's computers or Internet for any employment or career purposes in the last twelve months, 9% said they have used them to look for work, 8% have prepared a job application, and 8% have used them to do work for their current job. Two percent have used library computer resources for job training and ten percent have used them for some other career or employment purpose.

| In the Last 12 Months, Did You Use the Library's Computers or Internet Connection for Employment or Career Purposes? | % of Respondents |
|----------------------------------------------------------------------------------------------------------------------|------------------|
| Yes, to look for work | 9% |
| Yes, to prepare a job application | 8% |
| Yes, to do work for my current job | 8% |
| Yes, to get job training | 2% |
| Yes, for some other career or employment purpose | 10% |
| No | 83% |

Participants could select multiple categories.



City of Rochester Hiring and Recruitment

The City is always looking for ways to expand recruitment initiatives to reach minority and female representation in our Public Safety Departments (Police, Fire, and 911). Responses from survey takers included the following:

- TV, radio, flyers
- Improve the culture of those Departments to feel inclusive to new recruits
- Social media
- Job fairs at city schools, create better relationships in schools starting at elementary level
- Employment fairs at colleges, coffee shops, neighborhood association meetings
- Offer reimbursements for training costs
- Outreach at local gyms, social services, Rochester Works, other community organizations

The City also used the survey to ask how it can better inform the community, including veterans and persons with disabilities, about the City employment process including job opportunities and Civil Service examinations. Responses ranged from traditional to more contemporary approaches:

- TV, radio, flyers
- Letters in the mail and email
- Billboards, newspaper
- Advertise on the bus
- Work with veterans outreach groups, homeless shelters
- Build a web page where people can sign up and indicate skills and work experience; Civil service postings could be tagged with skill needs and candidates would automatically be emailed
- Contact bases in VA and SC and ask about recruitment flyers for departing servicemen and women

- The City website does it pretty well already
- City’s job website isn’t very clear
- Better website integrated with County
- Mayor should have a public meeting with veterans groups to get their personal input, ideas, and suggestions
- Water bill mailing
- Create a City of Rochester app with job opportunities, city events, housing programs

Citizen Input Session and Online Survey Comments on “More Jobs”

- Need more internship opportunities for at-risk youth
- More jobs in city center, along with more transit options
- Increase funding for youth jobs year-round

MAYOR’S PRIORITY AREA: BETTER SCHOOLS AND EDUCATIONAL OPPORTUNITIES

Recreation Services and Programs

Of all the programs and services provided by the Department of Recreation and Youth Services, survey respondents felt that education and literacy programs are the most important, followed by environmental education and Science, Technology, Engineering and Math (STEM), and arts and cultural programs.

| Please Choose the 3 Most Important Recreation and Youth Services Activities or Programs | |
|-----------------------------------------------------------------------------------------|-------------------------------------------|
| | % Selecting Item as Top 1, 2, or 3 Choice |
| Educational and literacy programs | 87% |
| Environmental education and STEM program | 59% |
| Arts and cultural programs | 52% |
| Organized sports | 50% |
| Structured activities such as arts and crafts, horticulture, gardening | 48% |
| Free play | 30% |
| Swimming pools | 20% |
| Fitness centers | 17% |
| Spray parks | 14% |
| Durand Eastman Beach | 13% |



Fewer respondents indicated that fitness centers, spray parks or Durand Eastman Beach were among the top three most important.

As far as hours of operation, 53% of respondents indicated that after-school hours are very important to their family, compared to 45% for Saturdays, and 42% who said evenings (6-9 p.m.) are very important. Similarly, among the Telephone Town Hall participants, the most important hours were after school (43%) followed by weekends (30%) and evenings (27%).

Citizen Input Session and Online Survey Comments on “Better Schools and Educational Opportunities”

- State law requires separation of City and RCSD, but the two should still pursue more crossover collaboration and coordination
- The City should find a way to obtain more input from parents, perhaps develop the equivalent of the Parent Advisory Council at the RCSD
- Need more school district science bowls, leadership programs, Biz Kids
- City and RCSD could pursue a joint calendar
- Enrichment programs at the R- Centers are good and should continue. They give city school-aged children the same opportunities as their suburban counterparts receive
- Ensure the staff at R-Centers receive background checks
- Explore implementing culinary programs at R-Centers
- Residents need better information about the schedule and hours of operation of R-Centers, particularly in advance to plan for school half days, holidays, etc.
- Out of school time programs very important, summer educational activities should be promoted
- Develop a City app that could show City programs and services. Must be user friendly
- R-Centers hours should be consistent across Centers, not at the whim of the Center Director
- Library should have a ‘book mobile’ that goes into as many communities as possible to serve those without transportation
- Please keep the Central Library open on Sundays
- More funding to hire full-time library staff
- Arnett Library has great programs
- By closing at 6 p.m. it is very difficult for those who need to use the library after work to do so

MAYOR’S PRIORITY AREA: INNOVATION AND EFFICIENCY

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

Dog Parks

The Rochester City Council recently authorized the establishment of a dog park in a portion of Cobbs Hill Park. In the online survey, 32% said they would use the dog park, 55% said they do not have a dog, and 13% said they have a dog but would not use the park. In the Citizen Input Forum, one participant indicated that perhaps every quadrant should have a dog park.

During the Telephone Town Hall, 51% of respondents said a dog park at Cobbs Hill was something they would utilize.

Downtown Waterfront

Three-quarters of Telephone Town Hall respondents indicated they agree that the City should invest in developing our waterfront areas Downtown.

Traffic Ticket Adjudication

Outside of the city, residents may contest—or plead down—a traffic violation ticket and receive a reduced fine. This is not possible in the city. The online survey asked whether this should be an option in the city as well and 84% of respondents said that it should.

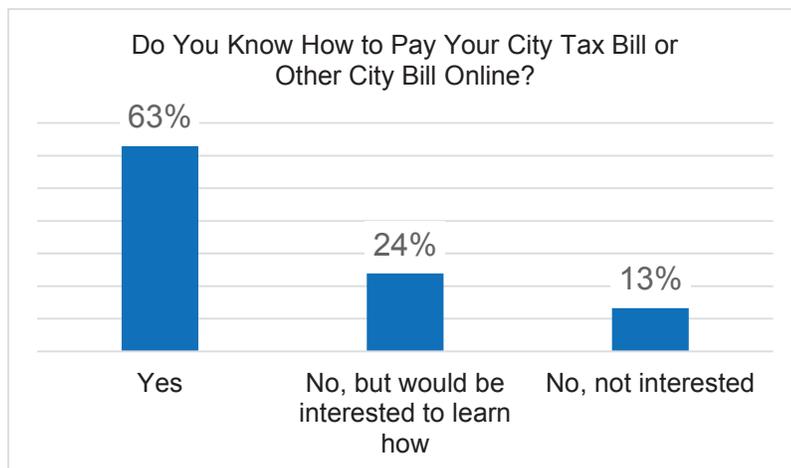
If a City Traffic Violations Bureau were established, people receiving a ticket could potentially have the option of using an online tool to plea and pay for the ticket. Ninety percent of respondents said they would use that option, while seven percent said they would only pay in person and the remainder were unsure.

Community Broadband

Nearly eight in ten respondents said that broadband service is important to them (79%). While 42% of respondents said they would be willing to pay more in taxes to support faster broadband service in the city, 34% said they might be willing to pay more, and the remaining 24% would not be willing to pay more in taxes. One respondent stated that “Rochester needs stronger Internet to support work-from-home employment, and press existing suppliers into performing long-overdue infrastructure upgrades.” Another stated the need for stronger power and telecommunications infrastructure as the economy shifts towards a service-based economy that will employ more workers in the science, technology, engineering, and math fields.

Paying City Bills Online

Nearly two-thirds of respondents indicated that they know how to pay a City bill online, while one-fourth (24%) would like to learn how.



City of Rochester Website

The City is always looking for suggestions for additional information or capabilities on its website, www.cityofrochester.gov. Selected comments include the following:

- It is hard to navigate and information seems to be hidden
- Need easier reporting of potholes
- Site is full of dead links, redundant pages and outdated content
- GIS is a great feature

- Remove fees associated with making payments
- Employment application portal is a nightmare. Does not allow uploading of a true resume
- Need more detail on City development projects, interactive maps or details on when projects will be happening
- Need user-friendly online planning/zoning board schedules along with information associated with the submissions
- Add interactive map displaying all bicycle parking/bike racks in the city
- More GIS maps
- Like the Monroe County website, the HR department should offer the opportunity for job alerts via email
- Make it reflective of the services citizens want, not government departments
- Make the tax schedule due dates easily available on the website instead of taxpayers fiddling with tons of pieces of paper from multiple tax bills
- Return the interactive projects page
- Add a more comprehensive community resources or community page

Citizen Input Session and Online Survey Comments on “Innovation and Efficiency”

- The Municipal Code Violations Bureau should be combined with City Court as it is in Buffalo, Syracuse and Yonkers
- Departments have too many levels of management
- City should better utilize the RFP process to find better prices; too many exceptions are granted
- Should be a more open process for funding special activities and programs
- City must increase budget for sidewalk snow removal. Not realistic to expect residents to remove snow
- Develop protections for long-term residents as home prices rise, followed by higher property taxes
- Implement more participatory budgeting opportunities. It is imperative that citizens have stronger representation in municipal financing
- More funding for walking and bike infrastructure
- Better public transportation
- Lease light poles to cell companies to raise revenue
- Auction off blocks of parking meters to management companies for multi-year leases to raise revenue
- Reconsider Visionary Square as an option for Parcel 5; I would love to see more greenspace



“I feel blessed to lead a city at a time when cities are becoming a beacon of hope in the defense for the American dream.”

*-Mayor Lovely Warren
2017 State of the City Address*



Thank you to the following city employees who volunteered their time to assist in the Telephone Town Hall, Community Input Forum or the Online Survey:
Sarah Boyce • Ted Capuano • Sharla Davenport • Tremain Harris • John Hawk
Phil LaPorta • Gloria Matos • Tom Miller • Joe Mustico • Dave Mohney
Mia Roan • Sarah Ruckberg • Sandra Simon • Suzanne Warren • Brad Willows

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

City Hall • 30 Church Street • Rochester, NY 14614
www.cityofrochester.gov

Produced by the City of Rochester Communications Bureau.



Loretta C. Scott, President
Councilmember At-Large

July 1, 2017

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

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

Molly Clifford
Councilmember
Northwest District

Carolee A. Conklin
Councilmember At-Large

Dear Mayor Warren:

Matt Haag
Councilmember At-Large

Subsequent to our thorough review of your 2017-18 Proposed Budget for the City of Rochester, we herein present you with the comments and judgments of City Council regarding that document.

Adam C. McFadden
Councilmember
South District

Jacklyn Ortiz
Councilmember At-Large

General Overview

Michael A. Patterson
Councilmember
Northeast District

- The Approved Budget of \$525,604,100 represents an increase of \$6,761,700 or 1.3% above the Amended 2016-17 Budget.
- The tax rate for homestead properties decreased by (4.58%) and non-homestead properties increased by 4.5%. There was no increase to the tax levy.
- Refuse rates increase by 2.89%, Local Works rates increase by 3.01% and Water rates increase by 3%, increasing the annual payments for homeowners by \$11.00, \$6.76, and \$11.22, respectively.
- Assessed value of property decreased this year by (0.43%) or (\$27,876,517) for an overall value of \$6,449,624,164. It should be noted that this is the first time since the 2003-04 Budget that the citywide assessment has decreased; last year the assessment rose 8.31%.
- The City of Rochester remains grateful for the support that it receives from New York State but will continue to emphasize the disparity between Rochester's per capita state aid, and the levels of state aid provided to Buffalo and Syracuse. Achieving parity in state aid is critical to the ongoing fiscal health of the community.
- Staffing levels for the City decreased by 11 full-time positions for an overall total of 2,736.

Elaine M. Spaul
Councilmember
East District

- This year the City did not exercise its option to participate in the New York State's Pension Amortization Program. The City's 2017-18 payment to the New York State Retirement System is budgeted at \$43.1 million, an increase of \$400,000 from last year's payment. The 2018-19 payment is expected to increase next year by \$1,500,000 for a total bill of \$44.6 million. Further out years fluctuate between \$44.6 million and \$44.8 million. Going forward the City needs to be mindful of actual staffing needs and consider the long-term financial implications when adding new positions to our workforce.

Review Process

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

The City is obligated through New York State Legislation to fund the Rochester City School District (RCSD) at \$119.1 million annually. While the Council has no authority on the line item spending within the RCSD's Budget, we do approve their Budget as a whole. Therefore, it is imperative that the RCSD Superintendent and senior staff come before the Council to answer questions and address concerns that we have, similar to the method applied to City departments. It is important that communication between the City and RCSD remain open and transparent. In order to enhance communication the City Council continues to lead the "3-3-3" effort; a working group that brings together three City Council Members, three Board of Education Commissioners, and three members of the Monroe County Legislature.

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

We would further note several items that balanced this budget and closed the original \$50.1 million budget gap while ensuring that programs and services to residents were maintained. These items include:

- \$20.7 million from adjusting the capital program and usage of the Enterprise Fund balance
- \$8.8 million from the Fund Balance
- \$5.5 million in department reductions and efficiencies
- \$3.5 million from the Premium and Interest Fund
- \$2.4 million from the increase to enterprise fees
- \$2.2 million from the Health Care Rate Stabilization Fund
- \$1.6 million from additional PILOT payments
- \$1.6 million from the sale of real property
- \$1.6 million from the adjustment of Debt Service
- \$1.5 million from the payment of delinquent taxes and penalties
- \$500,000 from the Consolidated Local Street and Highway Improvement Program
- \$400,000 from overpayments and refunds

- \$200,000 from various cost savings

This Budget continues the delivery of essential services while maintaining a certain quality of life that Rochesterians have come to expect. Yes, cuts were made, but they were made in a way that had minimal impact on the residents of Rochester and core services and facilities were all maintained.

Items of Concern

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

The \$119,100,000 that New York State has mandated the City give to the Rochester City School District, irrespective of enrollment, school closings, or performance, and with no accountability on spending, is a preposterous agreement. This dollar amount represents 68% of the entire tax levy, leaving only 32% of taxes to provide residents with police services, fire services, street plowing, road repair, water system maintenance, 911 service, recreation services for our youth, libraries, supporting development projects, and all other city services and programs. We, as a city, do all of this with only 32% of the taxes collected, while the School District, regardless of enrollment size or need, is entitled to 68% or \$119,100,000. This does not make sense, and we will continue to urge Albany to rethink this level of funding irrespective of circumstances such as enrollment or the City's ability to pay. We want to support our schools and the students attending, but we want to do it in a way that makes sense, that is reasonable, and is tied to the actual needs of the students in our schools.

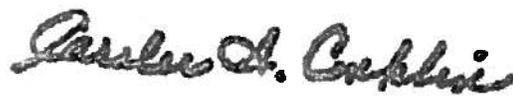
Conclusion

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

Respectfully submitted,



Loretta C. Scott
President



Carolee A. Conklin
Chair, Finance Committee

Increases

Revenue:

- Sales tax increases \$2,745,200
- In lieu of tax payments increase \$1,631,900
- A local works rate increase is proposed to balance the budget
- A water rate increase is proposed to balance the budget
- A refuse rate increase is proposed to balance the budget

Expense:

- Cash capital expense
- Payments for debt service
- Program enhancements
- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care

Decreases

Revenue:

- Unrestricted aid from New York State does not recur \$6,000,000
- Red light camera program ends \$4,045,400
- Appropriation of fund balance assigned for capital projects does not recur \$1,000,000

Expense:

- Departmental reductions and efficiencies
- Contract expenditures for red light camera program
- Fuel costs
- Utility expense including heat, light, power

REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

General Fund 2017-18 revenue estimates are \$391,373,200, 0.1% less than the 2016-17 Budget. Unrestricted aid from New York State does not recur \$6,000,000. Fine revenue of \$4,045,400 is eliminated with the cancellation of the red light camera program. Growth in sales tax is expected to generate an additional \$2,745,200 in revenue. In lieu of tax payments increase \$1,631,900 due to additional COMIDA properties and non-homestead tax rate increase. Transfer from Premium & Interest to offset debt service increases by \$1.0 million. An appropriation of \$1 million of fund balance assigned for capital projects does not recur. Delinquent property tax revenues increase \$705,200 in addition to increased interest and penalty revenues of \$400,000. Use of General Fund surplus increases \$641,000 as planned. No increase to the tax levy is proposed.

Special Fund 2017-18 revenue estimates are \$18,742,000, 1.0% less than the 2016-17 Budget. Appropriation of Animal Control fund balance of \$144,000 to offset capital expenditures in 2016-17 does not recur. Receipt of \$70,000 NYS grant towards Central Library renovations does not recur.

Enterprise Fund 2017-18 revenue estimates are \$115,488,900 or 6.8% more than the 2016-17 Budget. An appropriation of fund balance of \$2,986,900 from the Refuse Fund balance is budgeted as planned capital expenditures increase. The appropriation of fund balance for the Parking Fund increases \$1,037,200 as planned capital expenditures increase. The appropriation of fund balance for Local Works increases \$645,600 as planned capital expenditures increase. Appropriation of \$352,400 of Cemetery Fund balance does not recur. Rate increases are budgeted for the Parking, Water, Refuse and Local Works Funds.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

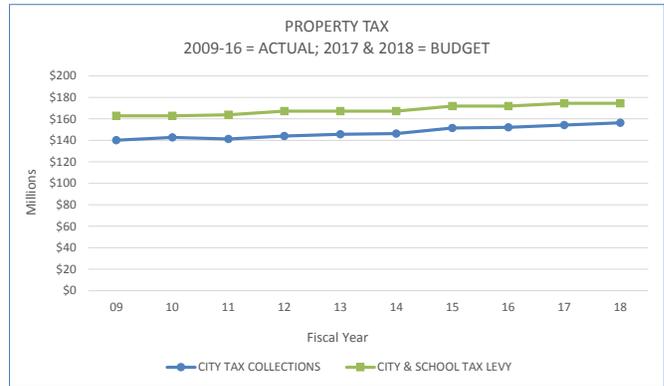
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| | Amended 2016-17 | Proposed 2017-18 | Change | Percent Change |
|------------------------------------------|--------------------|---------------------|------------|-------------------|
| General | | | | |
| Taxes | | | | |
| Property Tax (City & School) | 142,914,700 | 145,821,900 | 2,907,200 | 2.0% |
| Delinquent & Supplemental Taxes | 5,376,800 | 6,082,000 | 705,200 | 13.1% |
| In-Lieu-of-Tax Payments | 11,767,200 | 13,399,100 | 1,631,900 | 13.9% |
| Interest & Penalties | 1,958,000 | 2,358,000 | 400,000 | 20.4% |
| Sales Tax | 144,500,000 | 147,245,200 | 2,745,200 | 1.9% |
| Utilities Gross Receipts Tax | 5,200,000 | 5,200,000 | 0 | 0.0% |
| Mortgage Tax | 1,500,000 | 1,500,000 | 0 | 0.0% |
| Taxes Total | 313,216,700 | 321,606,200 | 8,389,500 | 2.7% |
| Departmental Income | 7,892,500 | 8,528,000 | 635,500 | 8.1% |
| Use of Money & Property | 375,000 | 412,000 | 37,000 | 9.9% |
| Fines & Forfeitures | 7,080,200 | 3,277,900 | -3,802,300 | -53.7% |
| Licenses & Permits | 2,742,800 | 3,246,100 | 503,300 | 18.3% |
| Sale of Property & Compensation for Loss | 2,476,600 | 2,516,000 | 39,400 | 1.6% |
| Miscellaneous | 18,351,100 | 18,338,400 | -12,700 | -0.1% |
| Intergovernmental – New York State | 111,844,200 | 105,136,100 | -6,708,100 | -6.0% |
| Intergovernmental – Federal | 5,741,000 | 5,537,300 | -203,700 | -3.5% |
| Intergovernmental – Other | 19,917,600 | 19,944,500 | 26,900 | 0.1% |
| Interfund Revenue & Transfers | -97,817,100 | -97,169,300 | 647,800 | -0.7% |
| General Total | 391,820,600 | 391,373,200 | -447,400 | -0.1% |
| Animal | 2,385,700 | 2,273,800 | -111,900 | -4.7% |
| Library | 16,553,600 | 16,468,200 | -85,400 | -0.5% |
| Water | 41,840,800 | 42,782,900 | 942,100 | 2.3% |
| War Memorial | 3,411,500 | 2,750,100 | -661,400 | -19.4% |
| Parking | 11,902,100 | 13,470,900 | 1,568,800 | 13.2% |
| Cemetery | 3,382,800 | 2,883,400 | -499,400 | -14.8% |
| Public Market | 892,600 | 1,041,700 | 149,100 | 16.7% |
| Refuse | 26,396,000 | 30,809,200 | 4,413,200 | 16.7% |
| Local Works | 20,256,700 | 21,750,700 | 1,494,000 | 7.4% |
| Grand Total | 518,842,400 | 525,604,100 | 6,761,700 | 1.3% |

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Property Tax

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



Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 the annual increase in STAR is capped at 2%. In 2016-17, the credit for STAR exemptions for properties purchased after February 1, 2015 is no longer issued on the property tax bill but instead is issued by check directly from New York State in accordance with the Governor’s STAR program. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary section.

Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation decreases by \$27,196,917 or 0.42% from the 2016-17 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 2016-17 budget:

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|---------------------------------------|--------------------|--------------------|------------------|
| Expenses | 518,842,400 | 525,604,100 | 6,761,700 |
| Non-Property Tax Revenue | <u>364,648,800</u> | <u>369,228,400</u> | <u>4,579,600</u> |
| Property Tax Required (City & School) | 154,193,600 | 156,375,700 | 2,182,100 |

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

3. The Collection Rate – It is anticipated that 94.0 percent of the tax levy will be collected during 2017-18. In addition, anticipated collections for the first sixty days following the current year are accrued as 2016-17 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.5 percent. A Tax Reserve of 4.5 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2017-18 and an amount for the settlement of assessment review proceedings. In accordance with Generally Accepted Accounting Principles, the tax reserve is not reflected in the budget.

4. STAR Program – In 1998-99 New York State enacted the School Tax Relief (STAR) Program, which provides two types of exemption for owner-occupied primary residences. The “Enhanced” program is for property owners 65 years of age or older, with incomes of \$86,000 or less. Approximately 4,725 property owners will benefit from this program in 2017-18. All owner-occupied property owners with incomes less

REVENUE SUMMARY DESCRIPTIONS & CHANGES

than \$500,000 are eligible for the “Basic” STAR program. Approximately 19,224 property owners will take advantage of the “Basic” program in 2017-18. Additional owner-occupied properties purchased since February 1, 2015 are subject to the new STAR program implemented with the New York State’s 2016-17 fiscal year. These property owners no longer receive a credit on their property tax bill but instead are required to register with the state to receive a credit directly from NYS. A new provision in 2017-18 will require NYS to pay interest on the STAR rebate if homeowners do not receive their checks on time. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Major Change

No change to the tax levy is proposed however STAR revenues from NYS decrease as a result of lower homestead tax rates and shift in STAR program to credits issued directly by NYS. This results in a higher collection of current property taxes.

Year-to-Year Comparison

All Funds

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 154,193,600 | 156,375,700 | 2,182,100 |

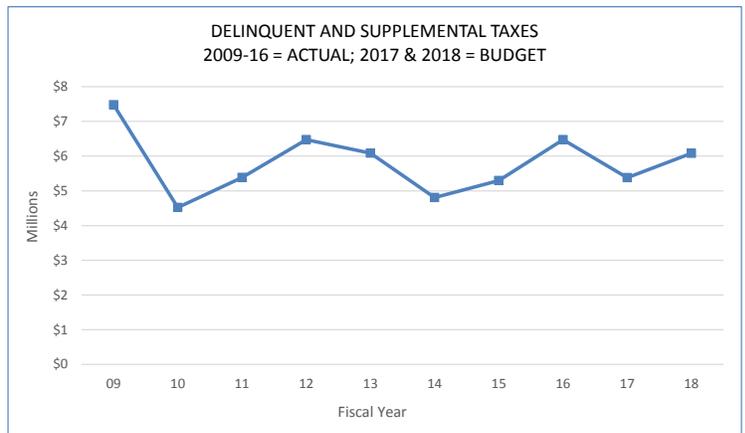
General Fund

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 142,914,700 | 145,821,900 | 2,907,200 |

Delinquent & Supplemental Taxes

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

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



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

Major Change

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

Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 5,376,800 | 6,082,000 | 705,200 |

REVENUE SUMMARY DESCRIPTIONS & CHANGES

In Lieu Of Tax Payments

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

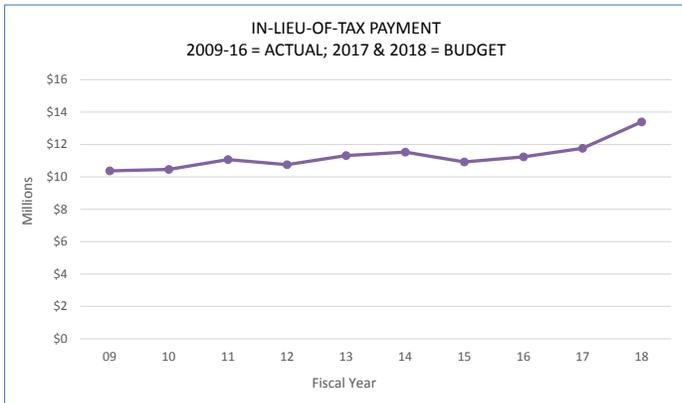
1. The Private Housing Finance Law applies to projects constructed with private resources to provide housing for low and moderate income families. Payments for such projects are generally calculated at a rate of 10% of sheltered rents. Sheltered rents are determined by subtracting that portion of rent needed for utility service from total rent payments.

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

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

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

There will be one-hundred twenty-four COMIDA projects that make payments in lieu of taxes in 2017-18. Seventy-one housing projects will make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.



Major Change

Revenue increases due to new COMIDA projects in addition to declining exemption values and an increased non-homestead tax rate. Two new housing projects begin making payments in 2017-18.

Year-to-Year Comparison

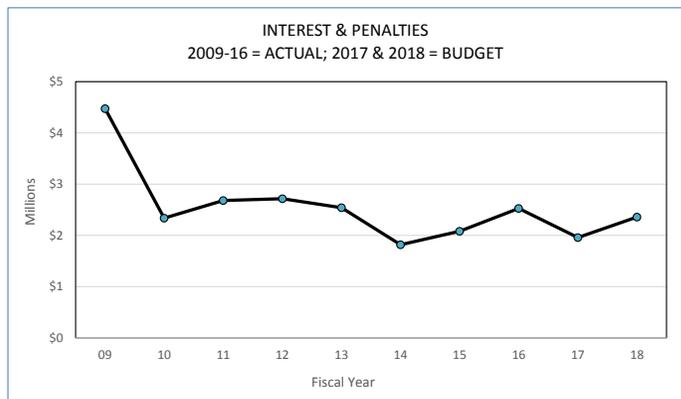
| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 11,767,200 | 13,399,100 | 1,631,900 |

Interest & Penalties

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

Major Change

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



REVENUE SUMMARY DESCRIPTIONS & CHANGES

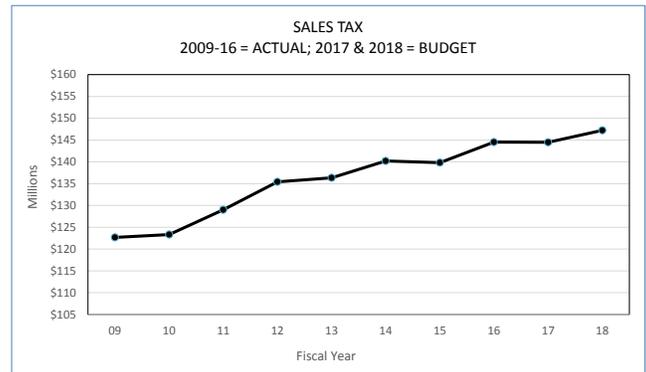
Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 1,958,000 | 2,358,000 | 400,000 |

Sales Tax

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

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



Major Change

Taxable sales are expected to increase 1.9% on a higher than expected base.

Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 144,500,000 | 147,245,200 | 2,745,200 |

Utilities Gross Receipts Tax

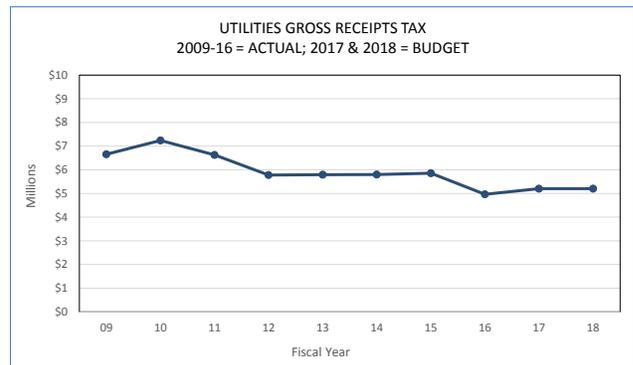
As provided by Section 20b of the General City Law, Rochester imposes a 3% tax on the gross income of utility company transactions in the City. Rochester Gas & Electric Corporation and Frontier Corporation pay approximately 85% of these taxes.

Major Change

Revenue remains flat due to more severe weather being offset by fewer Energy Service Companies (ESCOs) assessing and remitting tax.

Year-to-Year Comparison

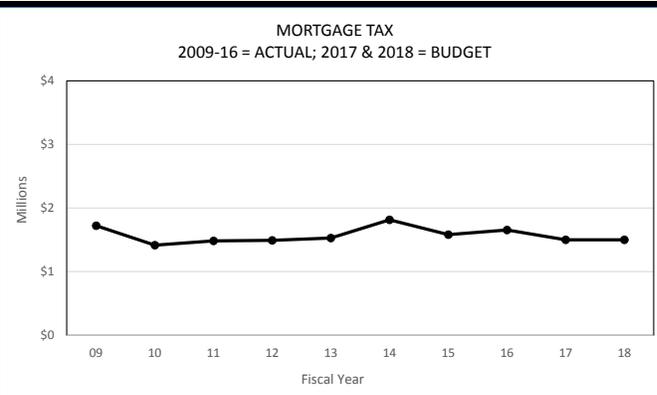
| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 5,200,000 | 5,200,000 | 0 |



REVENUE SUMMARY DESCRIPTIONS & CHANGES

Mortgage Tax

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

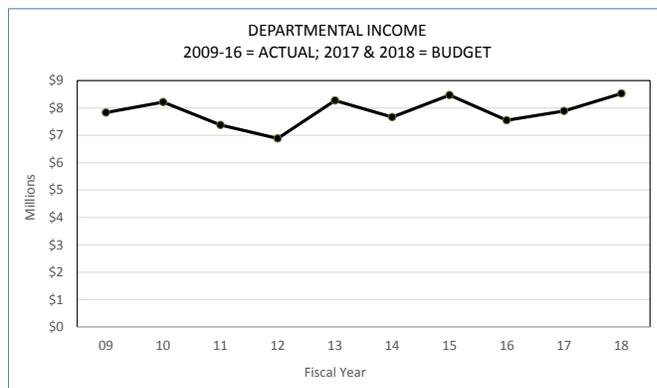


Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 1,500,000 | 1,500,000 | 0 |

Departmental Income

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



Major Change

Reimbursement from MCC for fire training increases \$337,000 as training activity increases, resulting in additional revenue to the PSTF to offset the cost of operations. A transfer of forfeited bid specification deposits is planned \$269,500 in addition to a proposed increase in the fee. Publication and abstract fees increase \$190,000 with proposed fee increase and foreclosure activity increase. Reimbursement for police overtime decreases \$166,600 based on lack of reimbursement for soccer stadium events and other non-recurring reimbursements. Reimbursement for services provided by the City to the Land Bank do not recur \$126,000. Convenience fee collected to offset cost of credit cards no longer received as part of new merchant agreement \$74,000. Collection of demolition costs increases \$65,000. Revenue from West Brighton for fire service increases \$60,200 in accordance with agreement. Recreation fees decrease net of \$54,800 due primarily to: Adams Street R Center \$32,000; Genesee Valley Park Ice Rink and Field House decrease combined total of \$15,000; and miscellaneous other recreation fees \$7,800. Reimbursement from RCSD for School Resource Officers expected to increase \$51,600 based on increased City cost. New revenue from bike sharing program \$45,000. Towing and storage fees decrease total of \$26,000 despite proposal to increase towing fee. Zoning fees increase \$22,000. New J-PAL grant for Office of Innovation \$20,600. Grant for zombie properties increases \$13,800. Net of other changes is an increase of \$8,200.

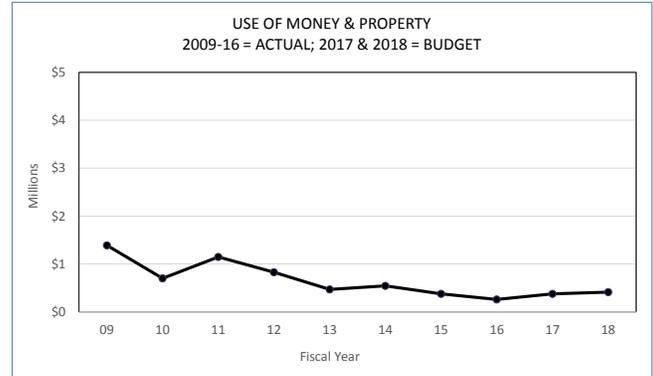
Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 7,892,500 | 8,528,000 | 635,500 |

REVENUE SUMMARY DESCRIPTIONS & CHANGES

Use Of Money & Property

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



Major Change

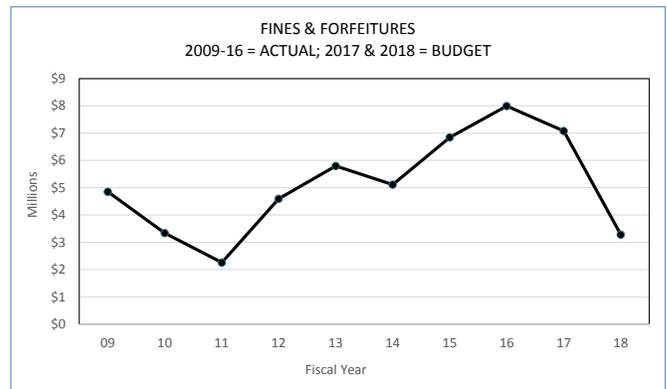
Rental revenue from miscellaneous City properties increases by \$30,000. Rental income from City utility poles increases \$5,000. Net of other changes is an increase of \$2,000.

Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 375,000 | 412,000 | 37,000 |

Fines & Forfeitures

The revenue in this category consists of fines and penalties levied by the Criminal Branch of City Court, municipal code fines collected by the Parking & Municipal Violations Bureau, and a distribution of fines collected by New York State for traffic violations committed in the city.



Major Change

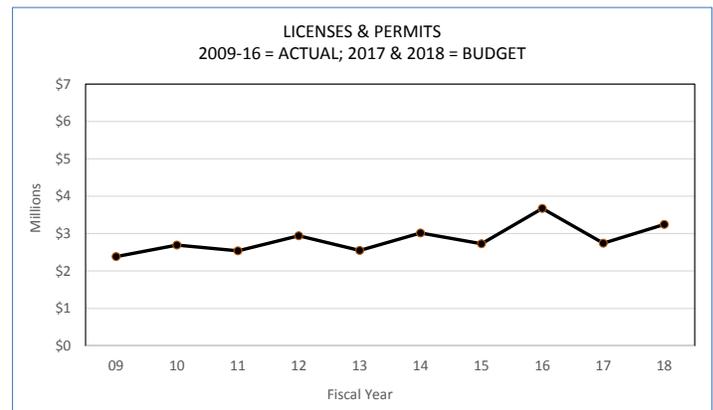
Red light camera program ends \$4,045,400. Collection of municipal code violations increase \$200,000 due to collection of balances added to tax bill. Parking ticket surcharge recorded in General Fund to be used for local criminal justice programs and purposes decreases \$113,100 due to lower collection of parking tickets. Fines assessed against ambulance contractor increase \$100,000 due to non-performance. Moving violation revenue increases \$56,200 to reflect higher than expected collections despite the City absorbing a larger share of NYS adjudication expense.

Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 7,080,200 | 3,277,900 | -3,802,300 |

Licenses & Permits

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



Major Change

Building permits increase \$296,000 due to large projects and to reflect historical building activity. Professional licenses increase \$284,700 due to on-year for biannual renewal. Street opening permits

REVENUE SUMMARY DESCRIPTIONS & CHANGES

expected to decline \$60,000. Net reduction in business and occupational licenses \$14,300. Corn Hill parking permits decline \$2,600. Net of other changes is a decrease of \$500.

Year-to-Year Comparison

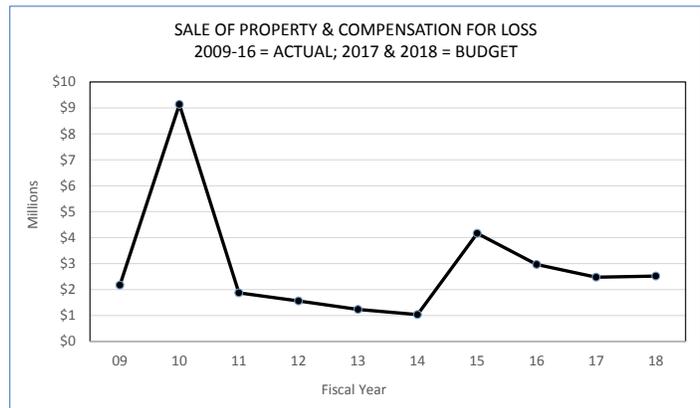
| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 2,742,800 | 3,246,100 | 503,300 |

Sale of Property & Compensation for Loss

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

Major Change

Sale of city properties increases \$110,000. One time reimbursement for faulty street signs does not recur \$51,300. Auto auction proceeds decrease \$25,000 based on historical actuals. Reimbursement for damage to police vehicles increases \$3,700. Net of other changes is an increase of \$2,000.



Year-to-Year Comparison

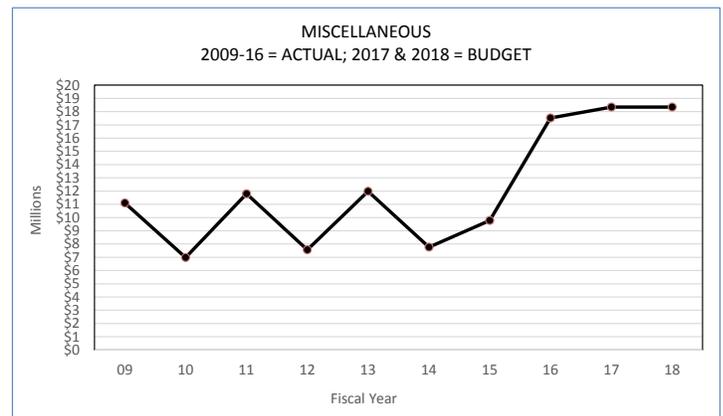
| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 2,476,600 | 2,516,000 | 39,400 |

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

Appropriation of \$1,000,000 fund balance assigned for capital projects does not recur. Appropriation of general fund surplus increases \$641,000, as planned. Cancellations of prior year encumbrances increase \$350,000 to reflect historical actuals. Use of fund balance committed for property tax relief decreases by \$138,800. Use of fund balance committed for retirement costs increases \$100,000. Cable TV Franchise revenue increases \$26,600 based on projected sales activity. First responder franchise fee increases with inflation \$8,500.



Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 18,351,100 | 18,338,400 | -12,700 |

Intergovernmental – New York State

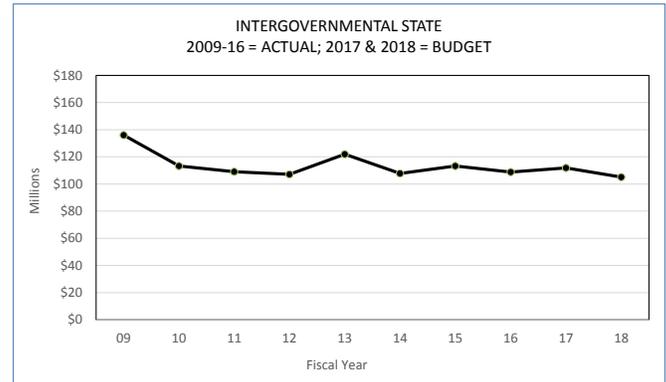
Revenues received from New York State constitute this category. There are four types of aid: general purpose, categorical, miscellaneous, and New York State Tax Relief (STAR).

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

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

3. Miscellaneous aid includes reimbursements for various services.

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



Major Change

Unrestricted aid expires \$6,000,000. STAR revenue is reduced \$1,309,800 as homestead property tax rate declines and revised program provides direct credit from NYS rather than credit on tax bill. Net increase of \$536,900 to Consolidated Highway Improvement Program with Extreme Winter Recovery program. Assessment aid of \$305,000 from 2016 reassessment does not recur. Summer of Opportunity (SOOP) funding is restored in 2017-18 \$300,000. Support for Crime Victim’s Service program increases \$118,100. Support for environmental quality projects is reduced \$48,900. Miscellaneous state grants decrease \$48,500 which is largely attributable to the following grants not recurring: Auto Theft Prevention \$23,200; Community Policing (Ranzenhofer) \$8,500; Youth Board \$7,800; Clarissa Street Reunion \$5,000; and Goodman Section investigations (Funke) \$4,000. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) increases \$45,600. GIVE grant funding for RPD increases \$3,000. Net of other changes is an increase of \$500.

Year-to-Year Comparison

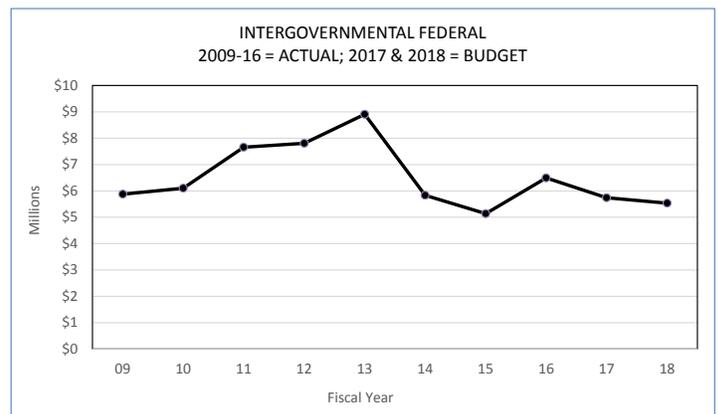
| 2016-17 | 2017-18 | Change |
|-------------|-------------|------------|
| 111,844,200 | 105,136,100 | -6,708,100 |

Intergovernmental – Federal

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

Major Change

Reimbursement for pavement management declines due to delay in street work \$85,000. RASA grant ends \$74,400. Net increase in Federal Pregnancy Prevention grant funds \$61,000 in accordance with planned expenditures. Net reduction occurs in State Homeland Security Program (SHSP) federal pass-through grant \$54,900. Project Safe



REVENUE SUMMARY DESCRIPTIONS & CHANGES

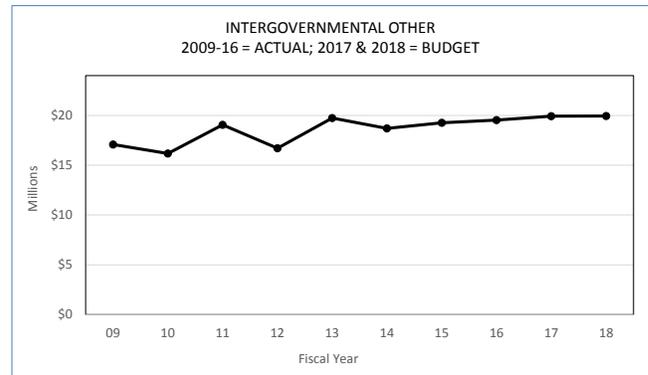
Neighborhoods grant expires \$49,900. Summer lunch program declines by \$28,300 corresponding with planned expense. Mural arts project supported by CDBG increases \$21,900. Support for environmental quality projects increases \$14,700. One time RPD grants for Bomb Squad initiative and K9 grant expire \$6,500. Net of other changes is a decrease of \$2,300.

Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 5,741,000 | 5,537,300 | -203,700 |

Intergovernmental – Other

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



Major Change

County reimbursement for Emergency Communications increases \$183,000 to correspond with approved 2017 County budget. Monroe County traffic shares decrease \$94,000 due to delay in street project completion. STOP-DWI grant funding decreases \$70,000 pending new grant award in calendar year 2018. Election inspector reimbursement increases \$8,900 with Mayoral primary. Net of other changes is a decrease of \$1,000.

Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 19,917,600 | 19,944,500 | 26,900 |

Interfund Revenues & Transfers

Interfund transfers consist of three categories:

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

Major Change

Transfer from Premium & Interest to offset interest expense on debt service increases \$1,000,000. A transfer from the Refunds & Overpayments fund is budgeted \$400,000. Allocation of forfeiture funds for community-based programs and overtime for special details expires \$334,300. Annual allocation for GRANET expires \$200,000. One time allocation of \$60,000 from the Recreation Trust Fund to purchase

REVENUE SUMMARY DESCRIPTIONS & CHANGES

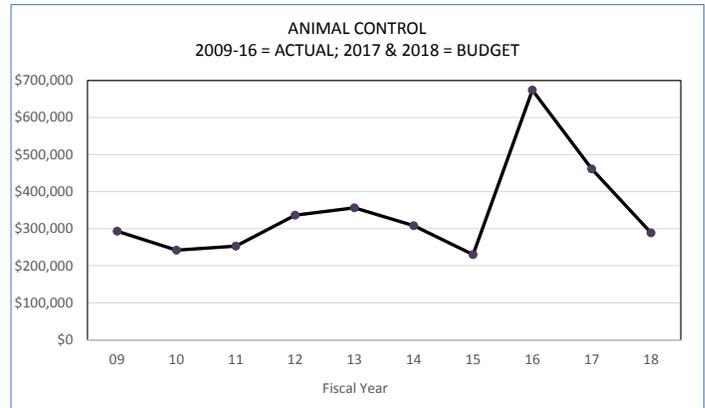
transport vans does not recur. The transfer from the rate stabilization allocation of the internal service fund reserved for health care expense decreases \$48,600. Reimbursement from capital funds for internal staff support decreases \$44,600. Transfer from Special Events trust fund decreases by \$28,300. Transfer from Foreign Insurance Fund decreases \$20,900 in accordance with approved spending plan. Transfer for street lighting decreases \$11,500. Downtown Enhancement District transfer decreases \$4,000.

Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| -97,817,100 | -97,169,300 | 647,800 |

Animal Control Fund

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



Major Change

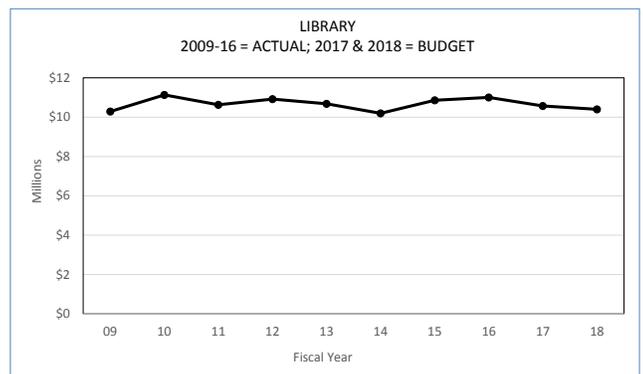
Appropriation of fund balance to offset planned capital expenditures does not recur \$144,000. Net reduction in PETCO grant of \$33,000. Revenue from sale of cats and dogs increases \$7,000 due to promotional events and grant supporting adoption. One time grant from Maddie’s Fund does not recur \$5,000. Redemption fees decline \$4,000. Dog licensing fees expected to increase with new dog park and other planned activities \$4,400. Increase in rabies shots administered \$2,000. Net of other changes is an increase of \$500. Property tax support needed to balance the budget increases \$60,200.

Year-to-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-------------------|------------------|------------------|-----------------|
| Operating Revenue | 461,000 | 288,900 | -172,100 |
| Property Tax | 1,924,700 | 1,984,900 | 60,200 |
| Total | 2,385,700 | 2,273,800 | -111,900 |

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.



REVENUE SUMMARY DESCRIPTIONS & CHANGES

Major Change

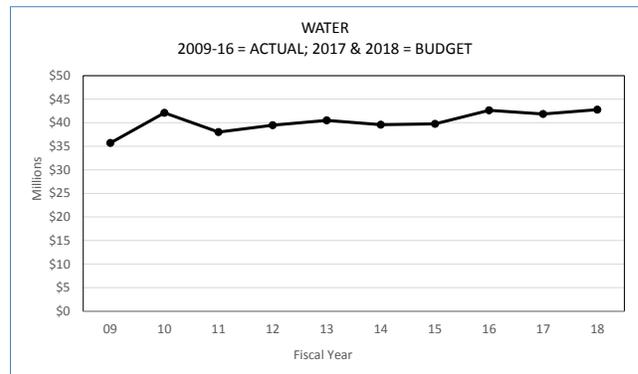
One-time capital grant of \$70,000 from NYS does not recur. Net reduction in miscellaneous grants including one-time bullet aid from NYS \$53,000. Sands grant to support Literacy Labs and evening literacy programs does not recur \$25,000. Support from City School District for Literacy Aide program decreases \$17,500. Transfer from Premium & Interest to offset interest expense on debt service decreases \$2,900. Net of other changes is an increase of \$1,100. Property tax support needed to balance the budget increases \$81,900.

Year-to-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-------------------|------------------|------------------|---------------|
| Operating Revenue | 10,565,800 | 10,398,500 | -167,300 |
| Property Tax | <u>5,987,800</u> | <u>6,069,700</u> | <u>81,900</u> |
| Total | 16,553,600 | 16,468,200 | -85,400 |

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

Proposed rate increases on consumption and base rates result in \$870,900 incremental revenue based upon slight reduction in consumption. One time grant from NYS for fluoridation does not recur \$155,700. Appropriation of fund balance declines \$114,900. A transfer of \$106,700 from the rate stabilization allocation of the internal service fund reserved for health care expense is made in accordance with the City's Labor Management Health Care Committee memorandum of agreement to offset increasing health care costs. Interest and penalties and delinquent collections increase \$90,500 and \$34,400 respectively to reflect actual collections and tax lien sale. Upland water sales increase slightly \$47,800. Reimbursement of workers' compensation costs from the NYS Injury Fund is budgeted \$46,400. Sales to other municipalities increase \$20,000. Interest earnings on investments decrease \$3,000 due to low rate environment. Net of other changes is a decrease of \$1,000.

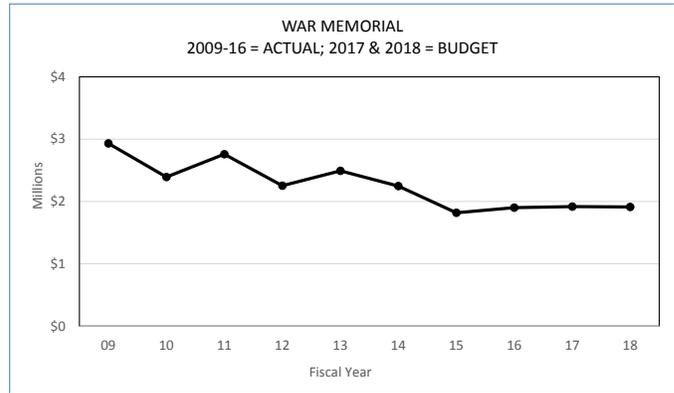
Year-to-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--|----------------|----------------|---------------|
| | 41,840,800 | 42,782,900 | 942,100 |

REVENUE SUMMARY DESCRIPTIONS & CHANGES

War Memorial Fund

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



Major Change

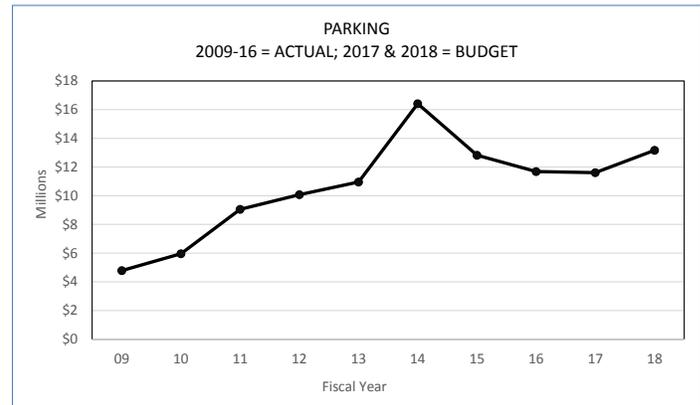
Transfer from Premium & Interest to offset interest expense on debt service decreases \$4,200. Property tax support needed to balance the budget declines \$657,200.

Year-to-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-------------------|------------------|----------------|-----------------|
| Operating Revenue | 1,916,600 | 1,912,400 | -4,200 |
| Property Tax | <u>1,494,900</u> | <u>837,700</u> | <u>-657,200</u> |
| Total | 3,411,500 | 2,750,100 | -661,400 |

Parking Fund

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



Major Change

Appropriation of fund balance increases \$1,037,200 to offset planned capital expenditures. Revenue increases in Washington Square Garage primarily due to addition of large group of parkers during 2016-17 \$552,800. Parking ticket collections decrease due to the loss of booting for red light camera tickets \$191,500. Proposed increase in parking garage rates results in \$184,700 additional revenue. Interest expected from the sale of Midtown Garage \$138,700. No revenue from Midtown operations \$129,400. Revenue increases in Court Street Garage to reflect actual experience \$39,400. Revenue decreases in the following garages to reflect actual experience: Mortimer Garage \$45,200, East End Garage \$34,400, and Crossroads Garage \$34,300. A transfer of \$31,300 from the rate stabilization allocation of the internal service fund reserved for health care expense is made in accordance with the City's Labor Management Health Care Committee memorandum of agreement to offset increasing health care costs. Transfer from Premium & Interest to offset interest expense on debt service increases \$5,200. Net of other changes is an increase of \$5,700. Property tax support needed to balance the budget increases \$8,600.

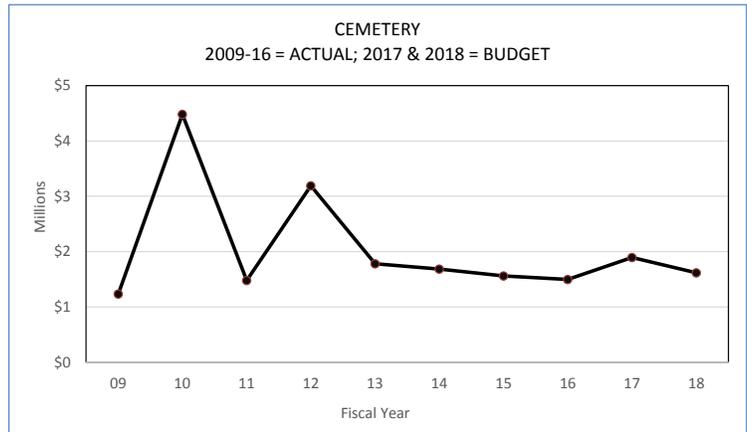
REVENUE SUMMARY DESCRIPTIONS & CHANGES

Year-to-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-------------------|-------------------|-------------------|------------------|
| Operating Revenue | 11,612,100 | 13,172,300 | 1,560,200 |
| Property Tax | <u>290,000</u> | <u>298,600</u> | <u>8,600</u> |
| Total | 11,902,100 | 13,470,900 | 1,568,800 |

Cemetery Fund

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



Major Change

The appropriation of fund balance of \$352,400 to offset planned capital expenditures does not recur. Sales of interment space and related products and service fees increase \$48,000.

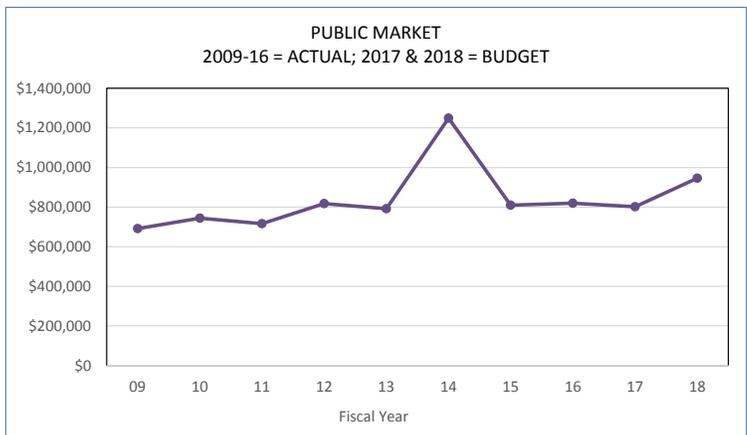
Increase in memorial service fee activity is partially reduced by lower product sales \$15,000. Cremation activity increase \$15,000. Revenue from service fees increase \$3,000. Transfer from Premium & Interest to offset interest expense on debt service decreases \$1,700. Interest earnings on perpetual care investments decline \$2,800. Property tax support needed to balance the budget declines \$223,500.

Year-to-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-------------------|------------------|------------------|-----------------|
| Operating Revenue | 1,892,600 | 1,616,700 | -275,900 |
| Property Tax | <u>1,490,200</u> | <u>1,266,700</u> | <u>-223,500</u> |
| Total | 3,382,800 | 2,883,400 | -499,400 |

Public Market Fund

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



Major Change

Market fees increase \$101,100 due to increased activity and events. Transfer from Premium & Interest to offset interest expense on debt service increases \$42,600. Property tax support needed to balance the budget increases \$4,900. Net of other changes is an increase of \$500.

Year-to-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-------------------|----------------|------------------|----------------|
| Operating Revenue | 801,300 | 945,500 | 144,200 |
| Property Tax | <u>91,300</u> | <u>96,200</u> | <u>4,900</u> |
| Total | 892,600 | 1,041,700 | 149,100 |

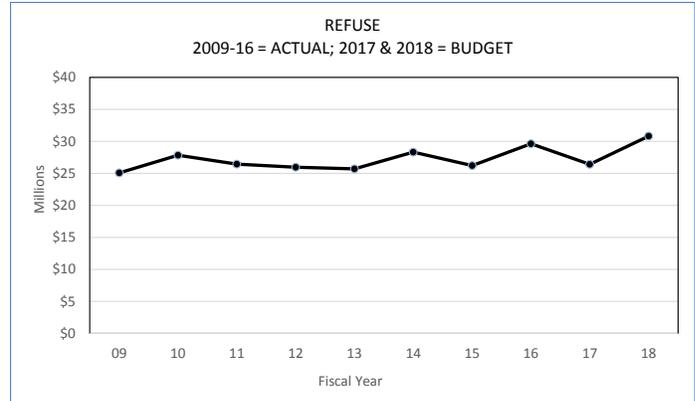
REVENUE SUMMARY DESCRIPTIONS & CHANGES

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 of \$2,986,900 is budgeted as planned capital expenditures increase. Proposed rate increase generates additional \$752,200. Delinquent collections increase \$399,100 to reflect increased collection rate. Reimbursement of workers' compensation costs from the NYS Injury Fund is budgeted \$175,000. A transfer of \$95,000 from the rate stabilization allocation of the internal service fund reserved for health care expense is made in accordance with the City's Labor Management Health Care Committee memorandum of agreement to offset increasing health care costs. Sale of scrap decreases \$20,000. Violation revenue from enforcement of the refuse code increases \$15,000. Recycling revenue increases \$10,000.



Year-to-Year Comparison

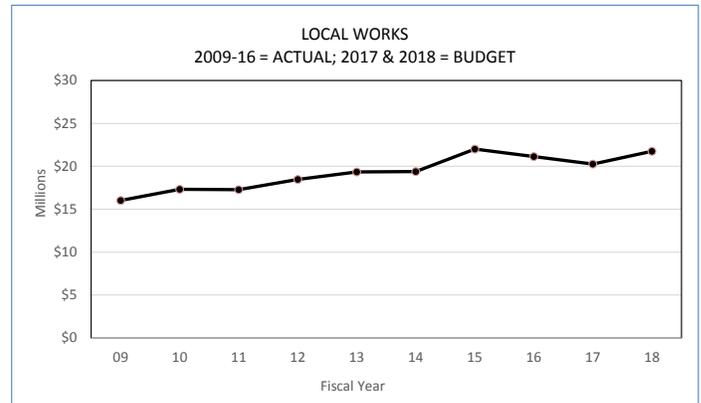
| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 26,396,000 | 30,809,200 | 4,413,200 |

Local Works Fund

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

Major Change

Appropriation of fund balance increases \$645,600 as planned capital expenditures increase. Proposed rate increase generates \$572,400 additional revenue. Delinquent collections increase \$105,800 due to larger beginning delinquent balance. Reimbursement of workers' compensation costs from the NYS Injury Fund is budgeted \$81,000. A transfer of \$65,600 from the rate stabilization allocation of the internal service fund reserved for health care expense is made in accordance with the City's Labor Management Health Care Committee memorandum of agreement to offset increasing health care costs. Transfer from Premium & Interest to offset interest expense on debt service increases \$18,600. Reimbursement from NYS for plowing increases \$5,000.



Year-to-Year Comparison

| <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 20,256,700 | 21,750,700 | 1,494,000 |

**REVENUE SUMMARY
REVENUE ESTIMATES**

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-----------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| General | | | | |
| Taxes | | | | |
| Property Tax (City & School) | 141,633,138 | 145,043,600 | 142,914,700 | 145,821,900 |
| Delinquent & Supplemental Taxes | 6,475,162 | 5,676,200 | 5,376,800 | 6,082,000 |
| In-Lieu-of-Tax Payments | 11,237,645 | 11,763,800 | 11,767,200 | 13,399,100 |
| Interest & Penalties | 2,527,193 | 2,351,300 | 1,958,000 | 2,358,000 |
| Sales Tax | 144,550,489 | 146,600,000 | 144,500,000 | 147,245,200 |
| Utilities Gross Receipts Tax | 4,964,505 | 5,200,000 | 5,200,000 | 5,200,000 |
| Mortgage Tax | <u>1,656,670</u> | <u>1,750,000</u> | <u>1,500,000</u> | <u>1,500,000</u> |
| Taxes Total | 313,044,802 | 318,384,900 | 313,216,700 | 321,606,200 |
| Departmental Income | | | | |
| Police Fees | 1,347,756 | 1,215,000 | 1,481,700 | 1,271,100 |
| Fire Fees | 686,239 | 665,600 | 696,200 | 692,000 |
| Finance Fees | 257,056 | 308,000 | 290,000 | 406,000 |
| Repairs & Clean-up Fees | 442,767 | 440,000 | 275,000 | 350,000 |
| Recreation Fees | 782,190 | 828,300 | 875,400 | 820,600 |
| Zoning Fees | 105,115 | 100,000 | 80,000 | 102,000 |
| Charges for Service | 2,588,881 | 3,331,000 | 2,908,300 | 3,242,800 |
| Other Dept. Income | <u>1,342,425</u> | <u>1,559,600</u> | <u>1,285,900</u> | <u>1,643,500</u> |
| Departmental Income Total | 7,552,429 | 8,447,500 | 7,892,500 | 8,528,000 |
| Use of Money & Property | | | | |
| Interest Earnings | 98,596 | 105,000 | 140,000 | 140,000 |
| Rental of Real Property | <u>161,292</u> | <u>220,000</u> | <u>235,000</u> | <u>272,000</u> |
| Use of Money & Property Total | 259,888 | 325,000 | 375,000 | 412,000 |
| Fines & Forfeitures | | | | |
| City Court Fines | 20,256 | 21,700 | 23,100 | 23,100 |
| Moving Violations | 454,765 | 454,800 | 398,600 | 454,800 |
| Parking Violations | 1,025,252 | 891,500 | 1,013,100 | 900,000 |
| Municipal Code Fines | 1,961,739 | 1,700,000 | 1,300,000 | 1,500,000 |
| Miscellaneous | 467,040 | 563,400 | 300,000 | 400,000 |
| Red Light Camera Violations | <u>4,070,105</u> | <u>1,804,900</u> | <u>4,045,400</u> | <u>0</u> |
| Fines & Forfeitures Total | 7,999,157 | 5,436,300 | 7,080,200 | 3,277,900 |
| Licenses & Permits | | | | |
| Business & Occupational Licenses | 329,794 | 323,000 | 315,100 | 300,800 |
| Bingo Licenses | 8,933 | 9,000 | 10,500 | 9,500 |
| Professional Licenses | 312,850 | 38,600 | 38,600 | 323,300 |
| Other Licenses | 71,655 | 64,200 | 70,600 | 68,500 |
| Building Permits | 2,467,939 | 1,912,000 | 1,873,000 | 2,169,000 |
| Street Opening Permits | <u>478,711</u> | <u>450,000</u> | <u>435,000</u> | <u>375,000</u> |
| Licenses & Permits Total | 3,669,882 | 2,796,800 | 2,742,800 | 3,246,100 |
| Sale of Property & Compensation for Loss | | | | |
| Sale of Scrap | 158,409 | 250,000 | 250,000 | 250,000 |
| Sale of Real Property | 2,363,747 | 1,850,000 | 1,750,000 | 1,860,000 |
| Sale of Unclaimed Property | 267,273 | 262,600 | 281,500 | 258,500 |
| Other Compensation for Loss | <u>171,634</u> | <u>201,000</u> | <u>195,100</u> | <u>147,500</u> |
| Sale of Property & Compensation for Loss Total | 2,961,063 | 2,563,600 | 2,476,600 | 2,516,000 |

REVENUE SUMMARY
REVENUE ESTIMATES

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|-------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Miscellaneous | | | | |
| General Fund Surplus | 5,152,000 | 5,030,000 | 5,030,000 | 5,671,000 |
| Appr. Of Fund Balance Capital Projects | 0 | 1,000,000 | 1,000,000 | 0 |
| Appr. Of Fund Balance Retirement Costs | 4,500,000 | 4,500,000 | 4,500,000 | 4,600,000 |
| Appr. Of Fund Balance Tax Relief | 4,019,100 | 5,138,800 | 5,138,800 | 5,000,000 |
| Cable TV Franchise Revenue | 1,760,464 | 1,800,900 | 1,842,900 | 1,869,500 |
| Miscellaneous | 1,758,318 | 1,075,000 | 500,000 | 850,000 |
| First Responder Franchise Fee | <u>331,144</u> | <u>339,400</u> | <u>339,400</u> | <u>347,900</u> |
| Miscellaneous Total | 17,521,026 | 18,884,100 | 18,351,100 | 18,338,400 |
| Intergovernmental – New York State | | | | |
| Aid & Incentives to Municipalities | 88,234,464 | 88,234,400 | 88,234,400 | 88,234,400 |
| STAR | 12,106,785 | 11,213,100 | 11,533,300 | 10,223,500 |
| Youth Aid | 62,521 | 55,300 | 63,100 | 55,300 |
| Consolidated Highway Improvements | 4,066,700 | 4,488,300 | 4,488,300 | 5,025,200 |
| Miscellaneous | 2,370,539 | 1,441,300 | 1,525,100 | 1,597,700 |
| Unrestricted Aid | <u>2,000,000</u> | <u>6,000,000</u> | <u>6,000,000</u> | <u>0</u> |
| Intergovernmental – New York State Total | 108,841,009 | 111,432,400 | 111,844,200 | 105,136,100 |
| Intergovernmental – Federal | | | | |
| Community Development Block Grant | 3,616,411 | 3,568,200 | 3,624,100 | 3,643,700 |
| Transportation Grants | 77,135 | 12,000 | 110,000 | 25,000 |
| Federal Nutrition | 250,392 | 280,800 | 329,500 | 301,200 |
| Lead Programs | 77,753 | 97,500 | 97,500 | 97,500 |
| Substance Abuse Grant | 43,353 | 0 | 0 | 0 |
| Miscellaneous | <u>2,426,171</u> | <u>1,275,900</u> | <u>1,579,900</u> | <u>1,469,900</u> |
| Intergovernmental – Federal Total | 6,491,215 | 5,234,400 | 5,741,000 | 5,537,300 |
| Intergovernmental – Other | | | | |
| Off Track Betting | 267,671 | 205,000 | 200,900 | 200,000 |
| Emergency Communications | 17,527,773 | 17,417,600 | 17,982,600 | 18,165,600 |
| Police Services-Firearms Instruction | 55,675 | 55,700 | 55,700 | 55,700 |
| Election Inspectors | 271,845 | 232,900 | 211,100 | 220,000 |
| Traffic Shares | 59,290 | 38,000 | 204,000 | 110,000 |
| STOP-DWI | 200,114 | 126,000 | 128,000 | 58,000 |
| Hotel/Motel Tax (Convention Center) | 795,000 | 795,000 | 795,000 | 795,000 |
| Miscellaneous | <u>349,829</u> | <u>340,300</u> | <u>340,300</u> | <u>340,200</u> |
| Intergovernmental – Other Total | 19,527,197 | 19,210,500 | 19,917,600 | 19,944,500 |

**REVENUE SUMMARY
REVENUE ESTIMATES**

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Interfund Revenue & Transfers | | | | |
| City School District | -119,100,000 | -119,100,000 | -119,100,000 | -119,100,000 |
| Water Fund | 5,373,600 | 5,373,600 | 5,373,600 | 5,373,600 |
| Special & Enterprise Funds | 6,639,100 | 6,639,100 | 6,639,100 | 6,639,100 |
| Street Lighting Districts | 16,203 | 27,000 | 35,000 | 23,500 |
| Premium & Interest Fund | 3,588,900 | 4,800,000 | 4,800,000 | 5,800,000 |
| Foreign Insurance Fund | 180,882 | 160,400 | 181,300 | 160,400 |
| Downtown Enhancement District | 705,997 | 666,300 | 666,300 | 662,300 |
| Seized Property Fund | 478,912 | 624,100 | 663,100 | 128,800 |
| Capital Funds | 394,600 | 394,600 | 394,600 | 350,000 |
| Trans. Refunds & Overpayment | 0 | 0 | 0 | 400,000 |
| Bloomberg Innovation Fund | 478,974 | 0 | 0 | 0 |
| Recreation Trust Fund | 0 | 60,000 | 60,000 | 0 |
| Health Care Reserve Fund | 0 | 2,000,000 | 2,000,000 | 1,951,400 |
| Special Events Trust Fund | 251,746 | 469,900 | 469,900 | 441,600 |
| Interfund Revenue & Transfers Total | -100,991,086 | -97,885,000 | -97,817,100 | -97,169,300 |
| General Total | 386,876,582 | 394,830,500 | 391,820,600 | 391,373,200 |
| Animal | | | | |
| Animal Control Center Fees | 205,378 | 200,400 | 211,400 | 219,900 |
| Dog Licenses | 41,257 | 39,000 | 34,600 | 39,000 |
| Animal Fines | 22,192 | 12,300 | 23,000 | 20,000 |
| Miscellaneous | 55,056 | 48,000 | 48,000 | 10,000 |
| Appropriation of Fund Balance | 350,000 | 144,000 | 144,000 | 0 |
| Property Tax | 1,568,000 | 1,924,700 | 1,924,700 | 1,984,900 |
| Animal Total | 2,241,883 | 2,368,400 | 2,385,700 | 2,273,800 |
| Library | | | | |
| Library Charges | 2,769,998 | 2,621,500 | 2,655,000 | 2,656,100 |
| County Reimbursement | 6,770,000 | 6,770,000 | 6,770,000 | 6,770,000 |
| State Aid | 820,274 | 939,300 | 971,900 | 918,900 |
| Miscellaneous | 495,563 | 149,700 | 152,100 | 39,600 |
| Trans. Premium & Interest | 1,700 | 16,800 | 16,800 | 13,900 |
| Trans. Trust Funds | 150,000 | 0 | 0 | 0 |
| Property Tax | 6,282,500 | 5,987,800 | 5,987,800 | 6,069,700 |
| Library Total | 17,290,035 | 16,485,100 | 16,553,600 | 16,468,200 |

REVENUE SUMMARY
REVENUE ESTIMATES

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Water | | | | |
| Metered Water Sales | 33,514,763 | 34,299,100 | 34,186,000 | 35,056,900 |
| Upland Sales/MCWA | 2,058,223 | 2,195,200 | 2,087,500 | 2,135,300 |
| Other Municipalities | 339,149 | 334,000 | 280,000 | 300,000 |
| Delinquent Collections | 815,561 | 888,700 | 715,600 | 750,000 |
| Service Charges | 217,073 | 161,000 | 139,000 | 161,600 |
| Interest & Penalties | 1,176,151 | 1,037,100 | 950,000 | 1,040,500 |
| State Aid | 1,000 | 155,700 | 155,700 | 0 |
| Miscellaneous | 352,866 | 269,400 | 222,200 | 245,000 |
| Interest Earnings | 1,039 | 300 | 4,000 | 1,000 |
| Intergovernmental – Federal | 3,409 | 3,400 | 3,400 | 3,400 |
| Trans. Premium & Interest | 1,587,900 | 1,000,000 | 1,000,000 | 1,000,000 |
| MCWA Reimbursements | 243,000 | 243,000 | 243,000 | 243,000 |
| Trans. Health Care Reserve | 0 | 0 | 0 | 106,700 |
| Appropriation of Fund Balance | <u>2,324,100</u> | <u>1,854,400</u> | <u>1,854,400</u> | <u>1,739,500</u> |
| Water Total | 42,634,234 | 42,441,300 | 41,840,800 | 42,782,900 |
| War Memorial | | | | |
| Hotel/Motel Tax | 905,000 | 905,000 | 905,000 | 905,000 |
| War Memorial Revenue | 994,299 | 996,500 | 996,500 | 996,500 |
| Interest Earnings | 48 | 0 | 0 | 0 |
| Trans. Premium & Interest | 1,100 | 15,100 | 15,100 | 10,900 |
| Property Tax | <u>637,900</u> | <u>1,494,900</u> | <u>1,494,900</u> | <u>837,700</u> |
| War Memorial Total | 2,538,347 | 3,411,500 | 3,411,500 | 2,750,100 |
| Parking | | | | |
| Parking Ramps | 6,839,138 | 7,415,100 | 6,754,300 | 7,300,500 |
| Parking Lots | 253,890 | 189,000 | 189,000 | 189,000 |
| Meters | 1,176,067 | 1,016,400 | 1,131,000 | 1,121,700 |
| Parking Fines | 3,161,553 | 2,783,900 | 2,916,900 | 2,725,400 |
| Miscellaneous | 117,688 | 1,995,700 | 95,400 | 97,800 |
| Sale of Property & Compensation for Loss | 11,013 | 0 | 0 | 0 |
| Intergovernmental – Federal | 1,733 | 1,700 | 1,700 | 1,700 |
| Trans. Premium & Interest | 24,200 | 189,100 | 189,100 | 194,300 |
| Trans. Health Care Reserve | 0 | 0 | 0 | 31,300 |
| Appropriation of Fund Balance | 50,000 | 280,500 | 280,500 | 1,317,700 |
| Use of Money & Property | 49,345 | 89,400 | 54,200 | 192,900 |
| Property Tax | <u>421,700</u> | <u>290,000</u> | <u>290,000</u> | <u>298,600</u> |
| Parking Total | 12,106,327 | 14,250,800 | 11,902,100 | 13,470,900 |

**REVENUE SUMMARY
REVENUE ESTIMATES**

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|----------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Cemetery | | | | |
| Sales | 436,226 | 450,000 | 520,000 | 550,000 |
| Service Charges | 588,110 | 567,000 | 567,000 | 610,000 |
| Miscellaneous | 182,602 | 93,000 | 157,000 | 150,000 |
| Interest Earnings | 8,349 | 700 | 3,500 | 700 |
| Trans. Premium & Interest | 19,400 | 17,700 | 17,700 | 16,000 |
| Appropriation of Fund Balance | 0 | 352,400 | 352,400 | 0 |
| Cremation Service fees | 260,156 | 270,000 | 275,000 | 290,000 |
| Property Tax | 1,490,200 | 1,490,200 | 1,490,200 | 1,266,700 |
| Cemetery Total | <u>2,985,043</u> | <u>3,241,000</u> | <u>3,382,800</u> | <u>2,883,400</u> |
| Public Market | | | | |
| Market Fees | 773,281 | 748,900 | 748,900 | 850,000 |
| Embellishment Fees | 45,649 | 48,000 | 48,000 | 48,000 |
| Miscellaneous | 234 | 0 | 0 | 0 |
| Interest Earnings | 153 | 1,000 | 500 | 1,000 |
| Trans. Premium & Interest | 0 | 3,900 | 3,900 | 46,500 |
| Property Tax | 91,300 | 91,300 | 91,300 | 96,200 |
| Public Market Total | <u>910,617</u> | <u>893,100</u> | <u>892,600</u> | <u>1,041,700</u> |
| Refuse | | | | |
| Current Collections | 21,253,587 | 21,270,900 | 21,022,500 | 21,774,700 |
| Commercial Charges | 3,567,354 | 3,510,000 | 3,510,000 | 3,510,000 |
| Delinquent Collections | 2,143,225 | 2,248,025 | 1,709,000 | 2,108,100 |
| Miscellaneous | 297,519 | 140,000 | 115,000 | 315,000 |
| Interest Earnings | 1,507 | 3,200 | 4,500 | 4,500 |
| Sale of Scrap | 54,919 | 15,000 | 35,000 | 15,000 |
| Trans. Health Care Reserve | 0 | 0 | 0 | 95,000 |
| Appropriation of Fund Balance | 2,311,700 | 0 | 0 | 2,986,900 |
| Refuse Total | <u>29,629,811</u> | <u>27,187,125</u> | <u>26,396,000</u> | <u>30,809,200</u> |
| Local Works | | | | |
| Current Collections | 17,948,994 | 18,017,300 | 17,870,200 | 18,442,600 |
| Delinquent Collections | 1,376,700 | 1,373,100 | 1,300,000 | 1,405,800 |
| State Aid | 21,700 | 0 | 0 | 0 |
| Miscellaneous | 166,242 | 215,000 | 84,000 | 165,000 |
| Interest Earnings | 5,129 | 6,000 | 10,000 | 10,000 |
| State Reimbursement-Snow & Ice Control | 72,054 | 65,000 | 60,000 | 65,000 |
| Trans. Premium & Interest | 58,200 | 67,800 | 67,800 | 86,400 |
| Trans. Health Care Reserve | 0 | 0 | 0 | 65,600 |
| Appropriation of Fund Balance | 1,492,900 | 864,700 | 864,700 | 1,510,300 |
| Local Works Total | <u>21,141,919</u> | <u>20,608,900</u> | <u>20,256,700</u> | <u>21,750,700</u> |
| Total All Funds | 518,354,798 | 525,717,725 | 518,842,400 | 525,604,100 |

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

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

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

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

The 2017-18 STAR revenue of \$10,223,500 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) in 2017-18 is \$72,600. The assessed value for a typical commercial property (Non-Homestead) is \$285,200 in 2017-18.

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> | <u>Percent Change</u> |
|-------------------------|-------------------|-------------------|-----------------|---------------------------|
| TAX RATE (per \$1,000) | | | | |
| Homestead Class | | | | |
| - City | 6.11 | 5.83 | -0.28 | -4.58% |
| - School | <u>13.10</u> | <u>12.50</u> | <u>-0.60</u> | -4.58% |
| Total | 19.21 | 18.33 | -0.88 | -4.58% |
| Non-Homestead Class | | | | |
| - City | 11.98 | 12.52 | 0.54 | 4.51% |
| - School | <u>25.78</u> | <u>26.93</u> | <u>1.15</u> | 4.46% |
| Total | 37.76 | 39.45 | 1.69 | 4.48% |
| TAX BURDEN | | | | |
| Single Family Residence | | | | |
| - City | \$443.59 | \$423.26 | -\$20.33 | -4.58% |
| - School | <u>\$951.06</u> | <u>\$907.50</u> | <u>-\$43.56</u> | -4.58% |
| Total | \$1,394.65 | \$1,330.76 | -\$63.89 | -4.58% |
| Commercial Property | | | | |
| - City | \$3,416.70 | \$3,570.70 | \$154.00 | 4.51% |
| - School | <u>\$7,352.46</u> | <u>\$7,680.44</u> | <u>\$327.98</u> | 4.46% |
| Total | \$10,769.16 | \$11,251.14 | \$481.98 | 4.48% |

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of City 2017-18 Property Tax Levy

| | <u>Current Operations</u> | <u>Cash Capital</u> | <u>Debt Service</u> | <u>Total</u> |
|-----------------------------|-------------------------------|-------------------------|-------------------------|--------------------|
| EXPENSE | | | | |
| Operating | 456,048,800 | | | 456,048,800 |
| Cash Capital | | 31,933,000 | | 31,933,000 |
| Debt Service | | | 37,622,300 | 37,622,300 |
| Tax Reserve | <u>1,143,414</u> | <u>614,356</u> | <u>732,953</u> | <u>2,490,723</u> |
| Total | 457,192,214 | 32,547,356 | 38,355,253 | 528,094,823 |
| REVENUE | | | | |
| Operating | 431,783,023 | | | 431,783,023 |
| Cash Capital | | 18,895,000 | | 18,895,000 |
| Debt Service | | | <u>22,067,400</u> | <u>22,067,400</u> |
| Total | <u>431,783,023</u> | <u>18,895,000</u> | <u>22,067,400</u> | <u>472,745,423</u> |
| TOTAL TAX LEVY | 25,409,191 | 13,652,356 | 16,287,853 | 55,349,400 |
| Homestead (39.93527%)** | | | | 22,103,932 |
| Non-Homestead (60.06473%)** | | | | 33,245,468 |
| ASSESSED VALUE | | | | |
| Homestead | | | | 6,450,303,764 |
| Non-Homestead | | | | 3,794,339,627 |
| | | | | 2,655,964,137 |
| TAX RATE | | | | |
| Homestead | 2.68 | 1.44 | 1.71 | 5.83 |
| Non-Homestead | 5.75 | 3.09 | 3.68 | 12.52 |

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2017-18 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2016-17 Homestead and Non-Homestead apportionment was 41.81205% and 58.18795%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of School 2017-18 Property Tax Levy

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

| | <u>Current Operations</u> | <u>Cash Capital</u> | <u>Debt Service</u> | <u>Total</u> |
|-----------------------------|-------------------------------|-------------------------|-------------------------|-------------------|
| EXPENSE | | | | |
| Operating | 76,403,770 | | | 76,403,770 |
| Cash Capital | | 14,253,979 | | 14,253,979 |
| Debt Service | | | 61,846,372 | 61,846,372 |
| Tax Reserve | <u>3,600,178</u> | <u>471,204</u> | <u>1,288,118</u> | <u>5,359,500</u> |
| Total | 80,003,948 | 14,725,183 | 63,134,490 | 157,863,621 |
| REVENUE | | | | |
| Operating | 0 | 0 | 0 | 0 |
| Cash Capital | | 4,253,979 | | 4,253,979 |
| Debt Service* | <u>0</u> | <u>0</u> | <u>34,509,642</u> | <u>34,509,642</u> |
| Total | 0 | 4,253,979 | 34,509,642 | 38,763,621 |
| TOTAL TAX LEVY | 80,003,948 | 10,471,204 | 28,624,848 | 119,100,000 |
| Homestead (39.93527%)** | | | | 47,562,907 |
| Non-Homestead (60.06473%)** | | | | 71,537,093 |
| ASSESSED VALUE | | | | 6,460,534,698 |
| Homestead | | | | 3,804,435,783 |
| Non-Homestead | | | | 2,656,098,915 |
| TAX RATE | | | | |
| Homestead | 8.40 | 1.10 | 3.00 | 12.50 |
| Non-Homestead | 18.09 | 2.37 | 6.47 | 26.93 |

*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 2017-18 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2016-17 Homestead and Non-Homestead apportionment was 41.81205% and 58.18795% respectively.

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of Property Tax Revenue For The General Fund

| | |
|--------------------------|-------------|
| City Property Tax Levy | 55,349,400 |
| School Property Tax Levy | 119,100,000 |
| Total Property Tax Levy | 174,449,400 |

Less: Allowance for Uncollectables (Tax Reserve) 7,850,223

Less: STAR Revenue 10,223,500

Combined City and School Property Tax Revenue 156,375,700

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

| | |
|---------------------------------------|-------------|
| Animal Control Fund | 1,984,900 |
| Library Fund | 6,069,700 |
| War Memorial Fund | 837,700 |
| Parking Fund | 298,600 |
| Cemetery Fund | 1,266,700 |
| Public Market Fund | 96,200 |
| Net General Fund Property Tax Revenue | 145,821,900 |

Property Tax Cap

On June 24, 2011 New York State enacted a property tax cap that imposes a limit on the annual growth of property taxes levied by local governments to 2% or the rate of inflation, whichever is less. The calculation of the basic cap of up to 2% is subject to several exclusions or modifications. The calculation is adjusted by a tax base growth factor reflecting the “quantity change” in taxable property values in the base year which is reflective of actual physical changes including new construction. The levy limit is further impacted by the level of change for In Lieu of Tax Payments (PILOTs). The increase in PILOTs for 2017-18 at the revised homestead tax rate results in additional revenue of approximately \$1,673,500. The cap calculation is also adjusted by any pension contribution increases that exceed two percentage points of covered payroll. The final adjustment in the calculation is the ability of a local government to use a carryover of up to 1.5% of any unused tax levy growth from the prior year calculation. For 2017-18, the allowable levy growth factor is 1.26% as published by the NYS Office of the Comptroller. The available carry-over from 2016-17 is limited to \$228,492 given the tax levy increase that occurred. The resulting allowable tax levy increase for 2017-18 is \$1,190,898. There is no proposed increase to the property tax levy; however the proposed 3% increase to the Local Works levy counts against this cap.

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

STAR

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of \$86,000 or less. The second, called Basic STAR, is for all other home owners regardless of age with incomes less than \$500,000.

The Board of Real Property Services may establish special equalization rates that may result in revised STAR exemption amounts if the determined STAR exemption is 5% or more different than the previous year's exemptions. Approximately 4,700 property owners will benefit from the existing Enhanced STAR program and 19,200 property owners for the Basic STAR program in 2017-18 on their property tax bill. As a result of recent NYS law changes, properties purchased since February 1, 2015 receive a STAR check directly from NYS instead of receiving a credit on their tax bill. The amount of the benefit will be the same. Current STAR exemption recipients will not be impacted as long they continue to own their current home.

Eligible property owners for the 2017-18 program receive up to a \$43,890 and \$20,100 assessment exemption for the Enhanced program and Basic program respectively. The exemption levels for 2016-17 were recertified to \$47,360 and \$21,760 based on the 2016-17 reassessment which increased the City's assessed value by 8.26%. In subsequent years after a reassessment, the STAR exemption values are recalculated to return to the "base" STAR amounts. Both values are adjusted by the equalization rate. For large cities with fiscally dependent school districts, the enacting legislation assumed 67% of the combined tax rate to be for school purposes. Beginning in 2011-12, the maximum STAR savings can't exceed more than 2% of the prior year maximum savings. The maximum savings in 2016-17 for the Enhanced and Basic programs were \$859 and \$413 respectively. The 2017-18 maximum STAR savings is limited to \$888 for the Enhanced program and \$421 for the Basic program.

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

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

The calculation of the 2017-18 STAR revenue estimate to be reimbursed from the state for those enrolled in the original STAR program is as follows:

| | Assessed Value <u>Exemption</u> | Tax Rates | STAR Revenue | Capped STAR Revenue |
|---------------|---------------------------------------|--------------|-----------------|---------------------------|
| City: | | | | |
| Homestead | 545,687,783 | 5.83 | 3,181,360 | 3,181,360 |
| Non-Homestead | <u>4,620,092</u> | 12.52 | <u>57,844</u> | <u>57,844</u> |
| | 550,307,875 | | 3,239,203 | 3,239,203 |
| School: | | | | |
| Homestead | 548,653,396 | 12.50 | 6,858,167 | 6,858,167 |
| Non-Homestead | <u>4,680,782</u> | 26.93 | <u>126,053</u> | <u>126,053</u> |
| | 553,334,178 | | 6,984,220 | 6,984,220 |
| Total | N/A | N/A | 10,223,423 | 10,223,423 |

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Value – Changes

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

| | |
|------------------------|---------------|
| 2017-18 Assessed Value | 6,450,303,764 |
| 2016-17 Assessed Value | 6,477,500,681 |
| Change | -27,196,917 |
| Percent Change | -0.42% |

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

Non-Homestead Assessment:

| | |
|--------------------------------------------|-------------|
| 21 Humboldt Street | 1,626,400 |
| 1175 Monroe Avenue | 575,000 |
| 65 Hudson Avenue (Rochester Fire Fighters) | 370,000 |
| Roll Section 5 (Special Franchise) | -23,171,356 |
| 274-390 N. Goodman Street (to COMIDA) | -4,574,900 |
| Roll Section 7 (Railroad) | -3,029,445 |
| 22 E. Main Street | -2,850,000 |
| 460 E. Henrietta Rd. (to COMIDA) | -1,500,000 |
| 450 E. Henrietta Rd. (to COMIDA) | -770,000 |
| 760 Brooks Ave. (to COMIDA) | -635,770 |
| 1255 University Ave. (to COMIDA) | -603,900 |
| 600 East Ave. (to COMIDA) | -514,700 |

| | |
|------------------------------------|------------------|
| Non-Homestead net of other changes | <u>3,075,338</u> |
| Subtotal | -32,003,333 |

Homestead Assessment :

| | |
|--------------------------------|------------------|
| Decrease in Veterans Exemption | 1,498,532 |
| Homestead net of other changes | <u>3,307,884</u> |
| Subtotal | 4,806,416 |

| | |
|-------------------------|-------------|
| Total Assessment Change | -27,196,917 |
|-------------------------|-------------|

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> |
|--------------------|-----------------------------------|----------------------------|--------------------------------|-------------------------------|
| 2017-18 | 6,450,303,764 | 10,230,934 | 6,460,534,698 | -28,695,449 |
| 2016-17 | 6,477,500,681 | 11,729,466 | 6,489,230,147 | 496,368,503 |
| 2015-16 | 5,980,614,540 | 12,247,104 | 5,992,861,644 | 23,740,117 |
| 2014-15 | 5,922,584,257 | 46,537,270 | 5,969,121,527 | 37,771,486 |
| 2013-14 | 5,882,907,153 | 48,442,888 | 5,931,350,041 | 20,358,462 |
| 2012-13 | 5,860,652,793 | 50,338,786 | 5,910,991,579 | 131,083,111 |
| 2011-12 | 5,729,224,760 | 50,683,708 | 5,779,908,468 | 2,534,057 |
| 2010-11 | 5,723,156,652 | 54,217,759 | 5,777,374,411 | 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 | 37,975,473 |

*Subject to General Municipal Purposes but not School Purposes.

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

Tax Collection Experience

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

A. Current Taxes

| <u>Fiscal Year</u> | <u>Tax Billed July 1</u> | <u>Current Collections</u> | <u>Percent of Levy</u> | <u>Tax Balances June 30*</u> |
|--------------------|--------------------------|----------------------------|------------------------|------------------------------|
| 2016-17 | 217,466,400 | 202,726,779 | 93.22 | 14,739,621 |
| 2015-16 | 213,822,938 | 198,982,136 | 93.06 | 14,247,070 |
| 2014-15 | 213,694,121 | 198,289,077 | 92.79 | 14,789,367 |
| 2013-14 | 206,187,605 | 191,616,333 | 92.93 | 14,423,393 |
| 2012-13 | 206,013,149 | 190,290,555 | 92.37 | 15,025,054 |
| 2011-12 | 205,558,194 | 190,955,268 | 92.90 | 15,009,884 |
| 2010-11 | 201,211,222 | 185,325,233 | 92.10 | 14,879,786 |
| 2009-10 | 197,218,680 | 182,280,504 | 92.43 | 14,354,317 |
| 2008-09 | 196,088,229 | 181,217,589 | 92.42 | 13,496,524 |
| 2007-08 | 190,297,840 | 174,901,972 | 91.91 | 14,634,571 |

**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> |
|--------------------|-------------------------------------------|---------------------------------------|---------------------------------------------------|---------------------------------------------|-----------------------------------------|
| 2016-17 | 25,848,886 | 10,182,140 | 39.39 | 15,666,746 | 28,732,127 |
| 2015-16 | 24,042,857 | 10,491,733 | 43.64 | 11,601,816 | 25,848,886 |
| 2014-15 | 21,196,943 | 9,729,027 | 45.9 | 9,253,490 | 24,042,857 |
| 2013-14 | 17,595,933 | 8,683,531 | 49.35 | 6,773,716 | 21,196,943 |
| 2012-13 | 17,491,685 | 9,953,813 | 56.91 | 2,570,879 | 17,595,933 |
| 2011-12 | 17,188,963 | 9,163,776 | 53.31 | 2,481,801 | 17,491,685 |
| 2010-11 | 21,084,138 | 9,355,618 | 44.37 | 2,309,177 | 17,188,963 |
| 2009-10 | 20,889,811 | 8,212,294 | 39.31 | 6,729,821 | 21,084,138 |
| 2008-09 | 28,448,291 | 12,409,403 | 43.62 | 7,393,287 | 20,889,811 |
| 2007-08 | 25,881,808 | 9,997,175 | 38.63 | 13,813,720 | 28,448,291 |

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

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

Constitutional Operating Tax Limit

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

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

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

| <u>Fiscal Year</u> | <u>Assessed Value</u> | <u>Equalization Ratio</u> | <u>Full Assessed Valuation</u> |
|---------------------------|-----------------------|-------------------------------|------------------------------------|
| 2017-18 | 6,460,534,698 | 96.99 | 6,661,031,754 |
| 2016-17 | 6,489,230,147 | 98.18 | 6,609,523,474 |
| 2015-16 | 5,992,861,644 | 91.81 | 6,527,460,673 |
| 2014-15 | 5,969,121,527 | 99.69 | 5,987,683,345 |
| 2013-14 | 5,931,350,041 | 99.64 | 5,952,780,049 |
| Five Year Total | | | 31,738,479,295 |
| Five Year Average | | | 6,347,695,859 |
| Constitutional Percentage | | | 2% |
| Constitutional Limit | | | 126,953,917 |

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Constitutional Tax Limit & Margin – Historic

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

Constitutional Operating Tax Limit 2008-09 to 2017-18

| <u>Fiscal Year</u> | <u>Limit</u> | <u>Amount Used</u> | <u>Tax Margin</u> |
|--------------------|--------------|--------------------|-------------------|
| 2017-18 | 126,953,917 | 86,261,900 | 40,692,017 |
| 2016-17 | 122,588,990 | 86,682,510 | 35,906,480 |
| 2015-16 | 120,915,400 | 95,608,916 | 25,306,484 |
| 2014-15 | 120,630,471 | 87,869,202 | 32,761,269 |
| 2013-14 | 118,271,244 | 83,788,131 | 34,483,113 |
| 2012-13 | 117,713,012 | 81,464,027 | 36,248,985 |
| 2011-12 | 117,971,445 | 88,313,937 | 29,657,508 |
| 2010-11 | 117,705,892 | 83,918,841 | 33,787,051 |
| 2009-10 | 116,174,350 | 84,494,562 | 31,679,788 |
| 2008-09 | 114,658,362 | 81,976,353 | 32,682,009 |

Computation of Constitutional Tax Levy Margin for Fiscal Year 2017-18

| | |
|------------------------------------------------------------------------------------------|----------------------------|
| Five Year Average Full Valuation | \$6,347,695,859 |
| Two Per Centum of Five Year Average Full Valuation | \$126,953,917 |
| Exclusion Added Thereto: | |
| School bonds and notes, principal and interest | \$27,336,900 |
| Water bonds and notes, principal and interest | 8,526,800 |
| Appropriation for bonded indebtedness | 23,474,000 |
| Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law* | <u>36,768,900</u> |
| | <u>96,106,600</u> |
| | 223,060,517 |
| Less: Revenue Applied to Debt | <u>7,919,100</u> |
| Maximum Taxing Power | 215,141,417 |
| Total Tax Levy | <u>174,449,400</u> |
| Constitutional Tax Levy Margin | <u><u>\$40,692,017</u></u> |

*Includes City School District Cash Capital

**EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT**

Expense Changes – Highlights

The 2017-18 Proposed Budget of \$525,604,100 increases expenditures by \$6,761,700, 1.3% more than the 2016-17 Amended Budget. Highlights of the changes that produce this variance are noted in the following display. Details of these and other expense changes are found in Tabs #4 through #17 of this document.

MAJOR INCREASES

- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiations
- Fringe benefits in accordance with current labor agreements and memorandum of agreement for health care
- Cash Capital expenses
- Debt Service
- Program enhancements

MAJOR DECREASES

- Departmental reductions and efficiencies
- Contract expenditures for red light camera program
- Fuel costs
- Utility expense including heat, light and power

Change Detail

| Salary & Wage | | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| 1,883,000 | 687,000 | -33,200 | -231,200 | -2,200 | 4,458,300 | 6,761,700 | |

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

Year-to-Year Comparison

| | Budget <u>2016-17</u> | Budget <u>2017-18</u> | <u>Variance</u> | <u>Percent</u> |
|----------------------------------------|--------------------------|--------------------------|------------------|----------------|
| City Council and Clerk Administration: | 1,871,200 | 1,854,200 | -17,000 | -0.9 |
| Mayor's Office | 2,738,700 | 2,689,900 | -48,800 | -1.8 |
| Management & Budget | 829,200 | 798,700 | -30,500 | -3.7 |
| Human Resource Management | 2,330,700 | 2,246,500 | -84,200 | -3.6 |
| Communications | 3,188,200 | 3,069,300 | -118,900 | -3.7 |
| Law | 2,041,200 | 2,030,900 | -10,300 | -0.5 |
| Information Technology | 8,166,300 | 8,249,200 | 82,900 | 1.0 |
| Finance (Excluding Parking) | 4,889,200 | 4,701,600 | -187,600 | -3.8 |
| Finance (Parking) | 7,065,800 | 6,243,100 | -822,700 | -11.6 |
| Neighborhood & Business Development | 11,117,800 | 10,985,000 | -132,800 | -1.2 |
| Environmental Services | 86,403,000 | 85,363,100 | -1,039,900 | -1.2 |
| Emergency Communications | 13,792,600 | 13,540,300 | -252,300 | -1.8 |
| Police | 93,405,000 | 89,837,600 | -3,567,400 | -3.8 |
| Fire | 50,432,500 | 50,215,900 | -216,600 | -0.4 |
| Library | 12,031,700 | 11,793,500 | -238,200 | -2.0 |
| Recreation & Youth Services | 11,810,700 | 11,822,800 | 12,100 | 0.1 |
| Undistributed Expense | 137,866,600 | 143,058,700 | 5,192,100 | 3.8 |
| Contingency | 4,477,700 | 7,548,500 | 3,070,800 | 68.6 |
| Cash Capital | 28,576,000 | 31,933,000 | 3,357,000 | 11.7 |
| Debt Service | <u>35,808,300</u> | <u>37,622,300</u> | <u>1,814,000</u> | 5.1 |
| TOTAL | 518,842,400 | 525,604,100 | 6,761,700 | 1.3 |

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| City Council and Clerk | 1,856,761 | 1,823,500 | 1,871,200 | 1,854,200 |
| Administration | | | | |
| Mayor's Office | 2,572,209 | 2,571,400 | 2,738,700 | 2,689,900 |
| Management & Budget | 795,681 | 717,600 | 829,200 | 798,700 |
| Human Resource Management | 2,193,288 | 2,208,300 | 2,330,700 | 2,246,500 |
| Communications | 2,670,165 | 3,137,300 | 3,188,200 | 3,069,300 |
| Law Department | 1,897,310 | 1,942,200 | 2,041,200 | 2,030,900 |
| | <u>10,128,653</u> | <u>10,576,800</u> | <u>11,128,000</u> | <u>10,835,300</u> |
| Information Technology | 8,731,206 | 8,799,900 | 9,031,500 | 8,970,700 |
| Interfund Credit | -137,769 | -91,500 | -91,500 | -75,800 |
| Intrafund Credit | -971,347 | -773,700 | -773,700 | -645,700 |
| | <u>7,622,090</u> | <u>7,934,700</u> | <u>8,166,300</u> | <u>8,249,200</u> |
| Finance | | | | |
| Director's Office | 573,654 | 518,800 | 571,500 | 570,200 |
| Accounting | 1,171,907 | 1,235,700 | 1,259,800 | 1,211,500 |
| Treasury | 1,743,289 | 1,732,100 | 1,766,900 | 1,753,500 |
| Assessment | 948,500 | 834,400 | 951,800 | 891,300 |
| Parking & Municipal Violations | 7,232,544 | 6,740,900 | 7,065,800 | 6,243,100 |
| Purchasing | 996,676 | 1,009,400 | 1,081,700 | 1,053,100 |
| | <u>12,666,570</u> | <u>12,071,300</u> | <u>12,697,500</u> | <u>11,722,700</u> |
| Interfund Credit | -219,453 | -246,400 | -224,100 | -239,300 |
| Intrafund Credit | -488,061 | -459,100 | -518,400 | -538,700 |
| | <u>11,959,056</u> | <u>11,365,800</u> | <u>11,955,000</u> | <u>10,944,700</u> |
| Neighborhood & Business Development | | | | |
| Commissioner | 741,125 | 769,100 | 853,000 | 1,105,500 |
| Business & Housing Development | 5,944,611 | 3,154,700 | 3,535,500 | 2,773,600 |
| Planning & Zoning | 1,481,133 | 1,653,500 | 1,765,400 | 0 |
| Neighborhood Preservation | 1,324,308 | 1,400,300 | 1,452,200 | 1,454,600 |
| Inspection & Compliance | 3,223,869 | 3,342,100 | 3,511,700 | 5,651,300 |
| Total | <u>12,715,046</u> | <u>10,319,700</u> | <u>11,117,800</u> | <u>10,985,000</u> |
| Environmental Services | | | | |
| Office of the Commissioner | 2,730,463 | 3,167,200 | 3,131,400 | 3,257,100 |
| Architecture & Engineering | 7,705,084 | 7,027,600 | 7,772,000 | 7,572,600 |
| Operations | 32,121,203 | 33,305,600 | 35,470,700 | 35,053,600 |
| Buildings and Parks | 13,414,969 | 15,771,500 | 16,453,500 | 16,331,100 |
| Equipment Services | 11,075,428 | 11,997,700 | 13,432,500 | 12,691,800 |
| Water | 21,261,038 | 21,706,800 | 23,011,500 | 22,664,300 |
| | <u>88,308,185</u> | <u>92,976,400</u> | <u>99,271,600</u> | <u>97,570,500</u> |
| Interfund Credit | -6,038,652 | -5,616,400 | -6,566,100 | -6,461,500 |
| Intrafund Credit | -4,962,555 | -5,391,800 | -6,302,500 | -5,745,900 |
| | <u>77,306,978</u> | <u>81,968,200</u> | <u>86,403,000</u> | <u>85,363,100</u> |

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

1-37

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-----------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Emergency Communications | 13,051,974 | 13,512,000 | 13,792,600 | 13,540,300 |
| Police | 89,510,591 | 89,679,300 | 93,405,000 | 89,837,600 |
| Fire | 47,431,708 | 49,265,800 | 50,432,500 | 50,215,900 |
| Library | | | | |
| Central Library | 7,374,965 | 7,225,000 | 7,463,400 | 7,344,600 |
| Community Library | <u>3,879,886</u> | <u>4,500,900</u> | <u>4,568,300</u> | <u>4,448,900</u> |
| | 11,254,851 | 11,725,900 | 12,031,700 | 11,793,500 |
| Recreation & Youth Services | | | | |
| Office of the Commissioner | 2,003,639 | 1,926,300 | 2,106,700 | 2,164,100 |
| Recreation | 7,387,410 | 7,566,500 | 7,897,500 | 7,845,100 |
| BEST & YS | <u>1,903,410</u> | <u>1,659,800</u> | <u>1,806,500</u> | <u>1,813,600</u> |
| Total | 11,294,459 | 11,152,600 | 11,810,700 | 11,822,800 |
| Undistributed | 131,107,317 | 135,062,600 | 138,275,800 | 143,462,400 |
| Interfund Credit | -285,429 | -172,200 | -258,000 | -248,000 |
| Intrafund Credit | <u>-172,159</u> | <u>-165,700</u> | <u>-151,200</u> | <u>-155,700</u> |
| | 130,649,729 | 134,724,700 | 137,866,600 | 143,058,700 |
| Contingency | 0 | 4,477,700 | 4,477,700 | 7,548,500 |
| Capital | | | | |
| Cash Capital | 29,276,700 | 28,576,000 | 28,576,000 | 31,933,000 |
| Debt Service | <u>37,592,254</u> | <u>35,808,300</u> | <u>35,808,300</u> | <u>37,622,300</u> |
| | 66,868,954 | 64,384,300 | 64,384,300 | 69,555,300 |
| TOTAL | 491,650,850 | 502,911,000 | 518,842,400 | 525,604,100 |

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|-------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| PERSONNEL EXPENSES | | | | |
| City Council and Clerk | 1,645,176 | 1,616,200 | 1,623,100 | 1,636,300 |
| Administration | 7,829,349 | 7,887,400 | 8,190,800 | 8,063,800 |
| Information Technology | 4,221,505 | 4,358,900 | 4,529,600 | 4,496,700 |
| Finance | 6,155,605 | 6,117,700 | 6,364,900 | 6,036,700 |
| Neighborhood & Business Development | 8,896,631 | 8,882,700 | 9,570,200 | 9,424,500 |
| Environmental Services | 37,555,622 | 38,337,500 | 39,550,800 | 39,453,000 |
| Emergency Communications | 11,956,880 | 12,484,900 | 12,740,000 | 12,518,800 |
| Police | 77,328,755 | 79,225,800 | 79,986,200 | 79,634,000 |
| Fire | 44,451,402 | 45,915,500 | 47,023,000 | 46,641,200 |
| Library | 8,722,024 | 8,745,700 | 8,747,400 | 8,710,400 |
| Recreation & Youth Services | 7,601,402 | 7,796,700 | 8,121,800 | 8,107,000 |
| Undistributed | <u>103,446,260</u> | <u>106,267,300</u> | <u>107,535,100</u> | <u>110,756,400</u> |
| | 319,810,611 | 327,636,300 | 333,982,900 | 335,478,800 |
| MATERIALS AND SUPPLIES | | | | |
| City Council and Clerk | 6,610 | 7,400 | 8,600 | 7,400 |
| Administration | 71,381 | 88,200 | 94,500 | 100,700 |
| Information Technology | 37,037 | 41,000 | 42,000 | 37,400 |
| Finance | 173,500 | 192,500 | 219,300 | 216,000 |
| Neighborhood & Business Development | 40,114 | 45,700 | 50,400 | 51,100 |
| Environmental Services | 9,061,576 | 9,040,700 | 11,286,700 | 10,694,200 |
| Emergency Communications | 110,875 | 112,100 | 130,200 | 100,400 |
| Police | 1,272,582 | 1,293,800 | 1,458,500 | 1,358,500 |
| Fire | 579,640 | 563,000 | 662,700 | 644,800 |
| Library | 815,404 | 1,326,300 | 1,358,967 | 1,289,400 |
| Recreation & Youth Services | <u>331,910</u> | <u>300,400</u> | <u>333,800</u> | <u>305,700</u> |
| | 12,500,629 | 13,011,100 | 15,645,667 | 14,805,600 |

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

| | <u>Actual</u> 2015-16 | <u>Estimated</u> 2016-17 | <u>Budget</u> 2016-17 | <u>Budget</u> 2017-18 |
|------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| SERVICES | | | | |
| City Council and Clerk | 204,975 | 199,900 | 239,500 | 210,500 |
| Administration | 2,227,922 | 2,601,200 | 2,842,700 | 2,670,800 |
| Information Technology | 4,472,664 | 4,400,000 | 4,459,900 | 4,436,600 |
| Finance | 6,337,465 | 5,761,100 | 6,113,300 | 5,470,000 |
| Neighborhood & Business Development | 3,615,729 | 1,391,300 | 1,497,200 | 1,509,400 |
| Environmental Services | 32,898,724 | 36,299,300 | 38,971,500 | 38,060,700 |
| Emergency Communications | 984,219 | 915,000 | 922,400 | 921,100 |
| Police | 10,895,226 | 9,145,000 | 11,889,800 | 8,839,900 |
| Fire | 2,381,056 | 2,771,300 | 2,708,900 | 2,905,500 |
| Library | 1,717,423 | 1,653,900 | 1,873,100 | 1,698,700 |
| Recreation & Youth Services | 3,361,147 | 3,055,500 | 3,347,300 | 3,410,100 |
| Capital & Debt | <u>39,400</u> | <u>39,400</u> | <u>39,400</u> | <u>39,400</u> |
| | 69,135,950 | 68,232,900 | 74,905,000 | 70,172,700 |
| OTHER | | | | |
| Neighborhood & Business Development | 162,572 | 0 | 0 | 0 |
| Environmental Services | 8,792,263 | 9,298,900 | 9,462,600 | 9,362,600 |
| Emergency Communications | 0 | 0 | 0 | 0 |
| Police | 14,028 | 14,700 | 70,500 | 5,200 |
| Fire | 19,611 | 16,000 | 37,900 | 24,400 |
| Library | 0 | 0 | 52,233 | 95,000 |
| Recreation & Youth Services | 0 | 0 | 7,800 | 0 |
| Undistributed | 27,661,057 | 28,795,300 | 30,740,700 | 32,706,000 |
| Contingency | 0 | 4,477,700 | 4,477,700 | 7,548,500 |
| Capital & Debt | <u>66,829,554</u> | <u>64,344,900</u> | <u>64,344,900</u> | <u>69,515,900</u> |
| | 103,479,085 | 106,947,500 | 109,194,333 | 119,257,600 |
| INTERFUND & INTRAFUND CREDITS | -13,275,425 | -12,916,800 | -14,885,500 | -14,110,600 |
| Total | 491,650,851 | 502,911,000 | 518,842,400 | 525,604,100 |

EXPENDITURE SUMMARY
SUMMARY OF 2016-17 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. 2016-17 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

| <u>Department</u> | <u>Approved Budget</u> | <u>Amended Budget</u> | <u>Variance</u> | <u>Ordinances</u> |
|-------------------------------------|----------------------------|---------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------|
| City Council and Clerk | 1,871,200 | 1,871,200 | 0 | |
| Administration: | 0 | 0 | 0 | |
| -Mayor's Office | 2,738,700 | 2,738,700 | 0 | |
| -Management & Budget | 829,200 | 829,200 | 0 | |
| -Human Resource Management | 2,330,700 | 2,330,700 | 0 | |
| -Communications | 2,983,200 | 3,188,200 | 205,000 | 2016-221; 2017-55; 2017-115 |
| -Law | 2,041,200 | 2,041,200 | 0 | |
| Information Technology | 8,166,300 | 8,166,300 | 0 | |
| Finance (excl. Parking) | 5,337,700 | 5,337,700 | 0 | |
| Finance - Parking | 6,617,300 | 6,617,300 | 0 | |
| Neighborhood & Business Development | 11,069,300 | 11,117,800 | 48,500 | 2016-365 |
| Environmental Services | 86,101,000 | 86,403,000 | 302,000 | 2016-338; 2016-403; 2017-2; 2017-46 |
| Emergency Communications | 13,792,600 | 13,792,600 | 0 | |
| Police | 92,798,300 | 93,405,000 | 606,700 | 2016-251; 2016-278; 2016-317; 2016-351; 2016-352; 2016-353; 2016-383; 2016-385; 2016-386; 2016-414; 2017-20; 2017-109 |
| Fire | 49,057,600 | 50,432,500 | 1,374,900 | 2016-218; 2016-279; 2017-25 |
| Library | 11,926,700 | 12,031,700 | 105,000 | 2016-254; 2016-321 |
| Recreation & Youth Services | 11,407,900 | 11,810,700 | 402,800 | 2016-280; 2016-282; 2016-319; 2016-382; 2017-23; 2017-54 |
| Undistributed Expenses | 137,531,100 | 137,866,600 | 335,500 | 2016-218; 2016-279; 2016-280; 2016-282; 2016-319; 2016-365; 2016-382; 2016-383; 2017-25 |
| Contingency | 6,054,800 | 4,477,700 | -1,577,100 | 2017-2; 2017-25; 2017-46 |
| Cash Capital | 28,506,000 | 28,576,000 | 70,000 | 2016-373 |
| Debt Service | 35,808,300 | 35,808,300 | 0 | |
| TOTAL EXPENSE | 516,969,100 | 518,842,400 | 1,873,300 | |

EXPENDITURE SUMMARY
SUMMARY OF 2016-17 BUDGET AMENDMENTS

| <u>Ordinance</u> | <u>Purpose</u> | <u>Amount</u> | <u>Department</u> |
|------------------|----------------------------------------------|---------------|---------------------|
| 2016-218 | State Homeland Security | 61,800 | * Fire |
| | | 24,700 | * Undistributed |
| 2016-221 | Clarissa Street Reunion | 5,000 | * Communications |
| 2016-251 | GRANET | 200,000 | * Police |
| 2016-254 | NYSED Bullet Aid | 80,000 | * Library |
| 2016-278 | Unspent Grant Funds | 32,000 | * RPD |
| 2016-279 | State Homeland Security- technical amendment | | Fire, Undistributed |
| 2016-280 | Mural Arts | 70,500 | * DRYS |
| | | 5,400 | * Undistributed |
| 2016-282 | Pathways to Peace/RCSD | 103,500 | * DRYS |
| | | 5,300 | * Undistributed |
| 2016-317 | Child Seat Grant | 900 | * Police |
| 2016-319 | STEAM | 49,500 | * DRYS |
| | | 3,800 | * Undistributed |
| 2016-321 | Sands Grant Literacy Labs | 25,000 | * Library |
| 2016-338 | NYS DOH Fluoridation | 155,700 | * DES |
| 2016-351 | NYS DCJS | 14,000 | * Police |
| 2016-352 | NYS DCJS MVTIFP | 23,200 | * Police |
| 2016-353 | STOP DWI | 61,600 | * Police |
| 2016-365 | NYS Zombie Property Grant | 48,500 | * NBD |
| | | 22,200 | * Undistributed |
| 2016-373 | NYSED Library Renovations | 70,000 | * Cash Capital |
| 2016-382 | CAPP Grant | 93,300 | * DRYS |
| | | 40,000 | * Undistributed |
| 2016-383 | Forfeiture Funds - Clinton Section | 202,500 | * Police |
| | | 65,100 | * Undistributed |
| 2016-385 | Forfeiture Funds - Explorers | 10,000 | * Police |

EXPENDITURE SUMMARY
SUMMARY OF 2016-17 BUDGET AMENDMENTS

| | | | |
|----------|-----------------------------------|----------------|------------------------|
| 2016-386 | Forfeiture Funds - Crime Stoppers | 15,000 | * Police |
| 2016-403 | Clark Patterson Sign Repairs | 51,300 | * DES |
| 2016-414 | Maddie's Fund | 5,000 | * Police |
| 2017-2 | War Memorial Management | -55,000 | Contingency |
| | | <u>55,000</u> | Environmental Services |
| | | 0 | |
| 2017-20 | Forfeiture Funds | 7,500 | * Police |
| 2017-23 | YVOV funds from RACF | 25,000 | * DRYS |
| 2017-25 | Fire Wage Settlement | -1,482,100 | Contingency |
| | | 1,313,100 | Fire |
| | | <u>169,000</u> | Undistributed |
| | | 0 | |
| 2017-46 | Dog Park at Cobbs Hill | -40,000 | Congtingency |
| | | <u>40,000</u> | DES |
| | | 0 | |
| 2017-54 | Adult Sports Leagues | 61,000 | * DRYS |
| 2017-55 | Eskay Concerts/Up All Night | 150,000 | * Communications |
| 2017-109 | Forfeiture Funds - Storage system | 35,000 | * RPD |
| 2017-115 | Rochester Youth Sports Foundation | 50,000 | * Communications |

*Appropriation of additional revenue

EXPENDITURE SUMMARY
APPLICATION OF RELATED
EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

| | Current | Employee | Cash | Debt | Total | Less Directly | Balance Required |
|-------------------------------------|------------|--------------------|-------------------|-------------------|--------------------|--------------------|--------------------|
| | Expense | Benefits | Capital | Service | Expenditures | Applicable Revenue | From Taxes and |
| | Budget | | | | | | General Revenue |
| City Council and Clerk | 1,854,200 | 884,100 | 0 | 0 | 2,738,300 | 654,800 | 2,083,500 |
| Administration | 10,835,300 | 5,069,700 | 2,064,000 | 3,986,686 | 21,955,686 | 568,100 | 21,387,586 |
| Information Technology | 8,249,200 | 2,846,900 | 1,090,000 | 0 | 12,186,100 | 0 | 12,186,100 |
| Finance | 10,944,700 | 3,698,100 | 0 | 0 | 14,642,800 | 14,274,200 | 368,600 |
| Neighborhood & Business Development | 10,985,000 | 5,905,100 | 2,635,000 | 1,272,602 | 20,797,702 | 6,615,600 | 14,182,102 |
| Environmental Services | 85,363,100 | 27,335,100 | 22,125,000 | 21,434,611 | 156,257,811 | 100,287,700 | 55,970,111 |
| Emergency Communication | 13,540,300 | 7,825,600 | 70,000 | 0 | 21,435,900 | 18,899,600 | 2,536,300 |
| Police | 89,837,600 | 49,467,000 | 1,499,000 | 0 | 140,803,600 | 4,548,500 | 136,255,100 |
| Fire | 50,215,900 | 29,155,600 | 1,475,000 | 1,683,477 | 82,529,977 | 2,063,800 | 80,466,177 |
| Library | 11,793,500 | 4,139,600 | 148,000 | 309,986 | 16,391,086 | 10,384,600 | 6,006,486 |
| Recreation & Youth Services | 11,822,800 | 4,897,600 | 827,000 | 89,945 | 17,637,345 | 4,195,100 | 13,442,245 |
| Undistributed* | 1,834,300 | 0 | 0 | 0 | 1,834,300 | 0 | 1,834,300 |
| Contingency | 7,548,500 | 0 | 0 | 0 | 7,548,500 | 0 | 7,548,500 |
| Cash Capital | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service** | N/A | 0 | 0 | 8,844,994 | 8,844,994 | 0 | 8,844,994 |
| Total | | 141,224,400 | 31,933,000 | 37,622,300 | 525,604,100 | 162,492,000 | 363,112,100 |

*Other General Fund expenses not distributed.

**Includes only expenditures not distributed to departmental budgets.

N/A - Not applicable; all expenditures distributed

Net of all interfund and intrafund chargebacks

FUND ACCOUNTING

In accordance with generally accepted accounting principles, the City records financial transactions of its operations in various funds, each of which is a separate entity. Funds that do not generate sufficient revenues from operations are supported by property tax revenue. Following is a description of the funds and a table summarizing transactions in these funds during 2017-18.

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

Refuse Fund includes refuse collection and disposal operations.

FUND SUMMARY

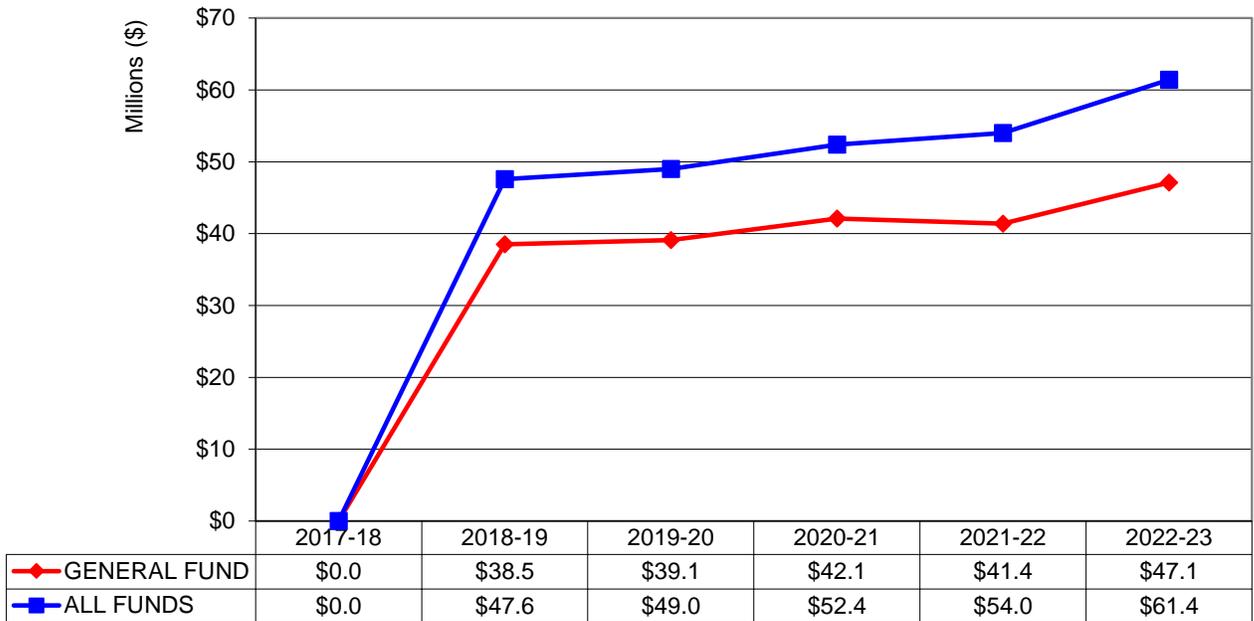
| Expense | General | Animal | Library | Local Works | Water | War Memorial | Parking | Cemetery | Public Market | Refuse | Total |
|----------------------------------------|-------------|-----------|------------|-------------|------------|--------------|------------|-----------|---------------|------------|-------------|
| City Council and Clerk Administration: | 1,854,200 | | | | | | | | | | 1,854,200 |
| Mayor's Office | 2,689,900 | | | | | | | | | | 2,689,900 |
| Management & Budget | 798,700 | | | | | | | | | | 798,700 |
| Human Resource Management | 2,246,500 | | | | | | | | | | 2,246,500 |
| Communications | 3,069,300 | | | | | | | | | | 3,069,300 |
| Law | 2,030,900 | | | | | | | | | | 2,030,900 |
| Information Technology | 8,249,200 | | | | | | 6,243,100 | | | | 8,249,200 |
| Finance | 4,701,600 | | | | | | | | | | 4,701,600 |
| Neighborhood & Business Development | 10,985,000 | | | | | | | | | | 10,985,000 |
| Environmental Services | 27,405,200 | | | 12,677,300 | 22,832,700 | 1,087,900 | | 1,841,800 | | 19,518,200 | 85,363,100 |
| Emergency Communications | 13,540,300 | | | | | | | | | | 13,540,300 |
| Police | 88,444,900 | 1,392,700 | | | | | | | | | 89,837,600 |
| Fire | 50,215,900 | | | | | | | | | | 50,215,900 |
| Library | | | 11,793,500 | | | | | | | | 11,793,500 |
| Recreation & Youth Services | 10,994,200 | | | | | | | | 828,600 | | 11,822,800 |
| Undistributed Expense | 121,692,600 | 598,400 | 4,139,600 | 3,940,900 | 5,290,400 | 13,400 | 1,138,600 | 527,800 | 71,700 | 5,645,300 | 143,058,700 |
| Contingency | 6,958,800 | 24,700 | 77,000 | 102,700 | 164,000 | | 43,400 | 26,800 | 5,400 | 145,700 | 7,548,500 |
| Cash Capital | 13,060,000 | 258,000 | 148,000 | 4,246,000 | 5,969,000 | 277,000 | 2,059,000 | 370,000 | 46,000 | 5,500,000 | 31,933,000 |
| Debt Service | 22,436,000 | | 310,100 | 783,800 | 8,526,800 | 1,371,800 | 3,986,800 | 117,000 | 90,000 | | 37,622,300 |
| | 391,373,200 | 2,273,800 | 16,468,200 | 21,750,700 | 42,782,900 | 2,750,100 | 13,470,900 | 2,883,400 | 1,041,700 | 30,809,200 | 525,604,100 |
| Revenue | | | | | | | | | | | |
| Property Tax (City & School) | 145,821,900 | 1,984,900 | 6,069,700 | | | 837,700 | 298,600 | 1,266,700 | 96,200 | | 156,375,700 |
| Other Taxes | 175,784,300 | | | | | | | | | | 175,784,300 |
| Departmental Income | 8,528,000 | 268,900 | 2,656,100 | 19,848,400 | 39,629,900 | 996,500 | 8,613,400 | 1,600,000 | 898,000 | 27,407,800 | 110,447,000 |
| Use of Money & Property | 412,000 | | | 10,000 | 244,000 | | 190,700 | 700 | 1,000 | 4,500 | 862,900 |
| Fines & Forfeitures | 3,277,900 | 20,000 | | | | | 2,725,400 | | | | 6,023,300 |
| Licenses & Permits | 3,246,100 | | | | | | | | | | 3,246,100 |
| Sale of Property & Comp. | 2,516,000 | | | | | | | | | | 2,516,000 |
| Miscellaneous | 3,067,400 | | 39,600 | 230,600 | 166,100 | | 129,100 | | 410,000 | | 4,042,800 |
| Intergovernmental State | 105,136,100 | | 918,900 | 65,000 | | | | | | | 106,120,000 |
| Intergovernmental Federal | 5,537,300 | | | | 3,400 | | 1,700 | | | | 5,542,400 |
| Intergovernmental Other | 19,944,500 | | 6,770,000 | | | 905,000 | | | | | 27,619,500 |
| Interfund Revenue | -97,169,300 | | | | | | | | | | -97,169,300 |
| Trans. Premium & Interest | | | 13,900 | 86,400 | 1,000,000 | 10,900 | 194,300 | 16,000 | 46,500 | | 1,368,000 |
| Appropriation of Fund Balance | 15,271,000 | | | 1,510,300 | 1,739,500 | | 1,317,700 | | 2,986,900 | | 22,825,400 |
| Total | 391,373,200 | 2,273,800 | 16,468,200 | 21,750,700 | 42,782,900 | 2,750,100 | 13,470,900 | 2,883,400 | 1,041,700 | 30,809,200 | 525,604,100 |

Introduction

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

The multi-year projection is not a prediction of future events. Instead, the projection illustrates the City's fiscal condition over the next five years based on existing trends and specified assumptions. As indicated in the forecast below, a gap for all funds of approximately \$47.6 million is expected for 2018-19. This gap accumulates to \$61.4 million in 2022-2023.

PROJECTED CITY OF ROCHESTER GAPS



RevenueProperty 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 1.9% for 2017-18, 1.75% for 2018-19, 2.0% for 2019-20 and 2.5% through 2022-23.

City School District

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

Intergovernmental

The following actions are assumed of the Federal Government:

- Continuation of the Community Development Block Grant at a reduction of 10% per annum.

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

- Aid and Incentives to Municipalities (AIM) is assumed to be constant for 2017-18 to 2022-23.
- Consolidated Highway Improvement Program funds continue at a maintenance of effort level.
- Funding of \$6.0 million to Rochester for unrestricted aid in the 2016-17 New York State budget does not recur

The following actions are assumed of Monroe County:

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

Fees and Enterprise Revenues

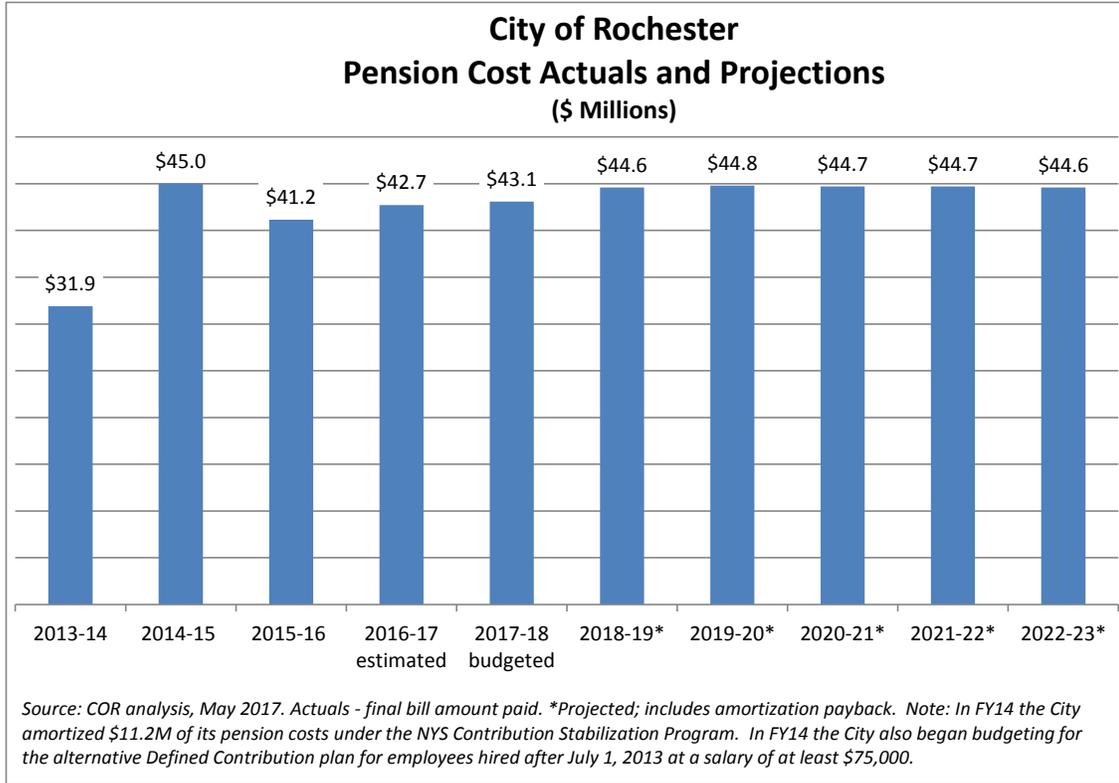
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

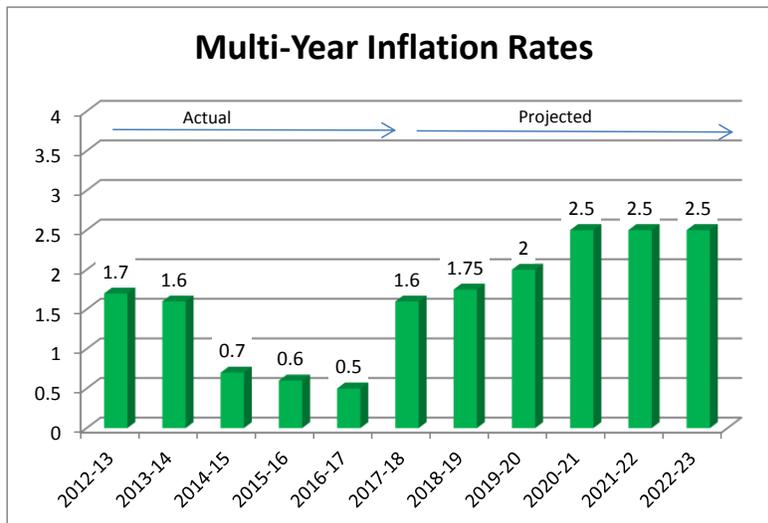
The multi-year projection assumes the appropriation of a rolling one percent General Fund surplus for 2018-19 to 2022-23.

Expense

A significant impact on the projected expenditures is the mandated contribution to the New York State Retirement System. Retirement expense reflects projections based on the most recent information from the New York State Retirement System and amounts to \$43.1 million for 2017-18.



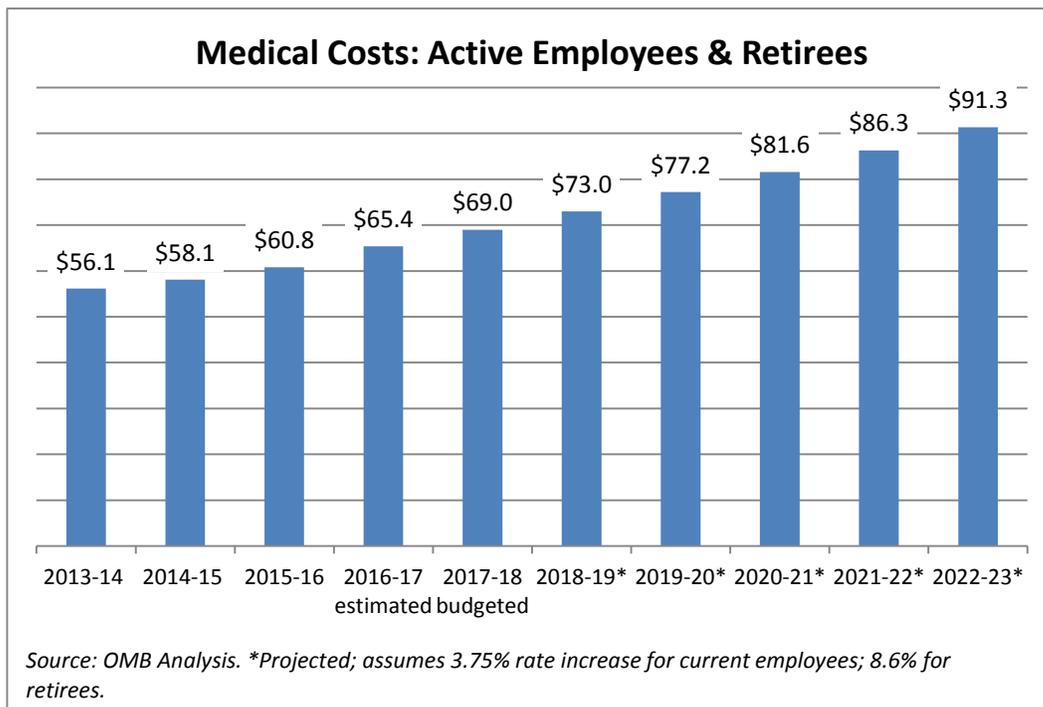
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected between 1.6% and 2.5% for 2017-18 through 2021-22. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, construction projects, materials, and other services. Cost increases based on expected inflation rates and current labor agreements are reflected in the multi-year expense projection.



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

Expenditure forecasts for Cash Capital and Debt Service are based on the City's 2018-2022 Capital Improvement Program. The projected debt service reflects projects in the Capital Improvement Program.

A significant and growing impact on the projected expenditures is for medical costs for both current employees and for retirees. Projected costs for active employee hospitalization and medical insurance assume a 3.75% increase annually. Projections for retiree hospitalization and medical insurance assume a 8.6% increase in 2017-18 and each year thereafter.



Closing The Gap

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

Revenue Options

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

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

-
- Expanded use of Enterprise activities.

Expenditure Options

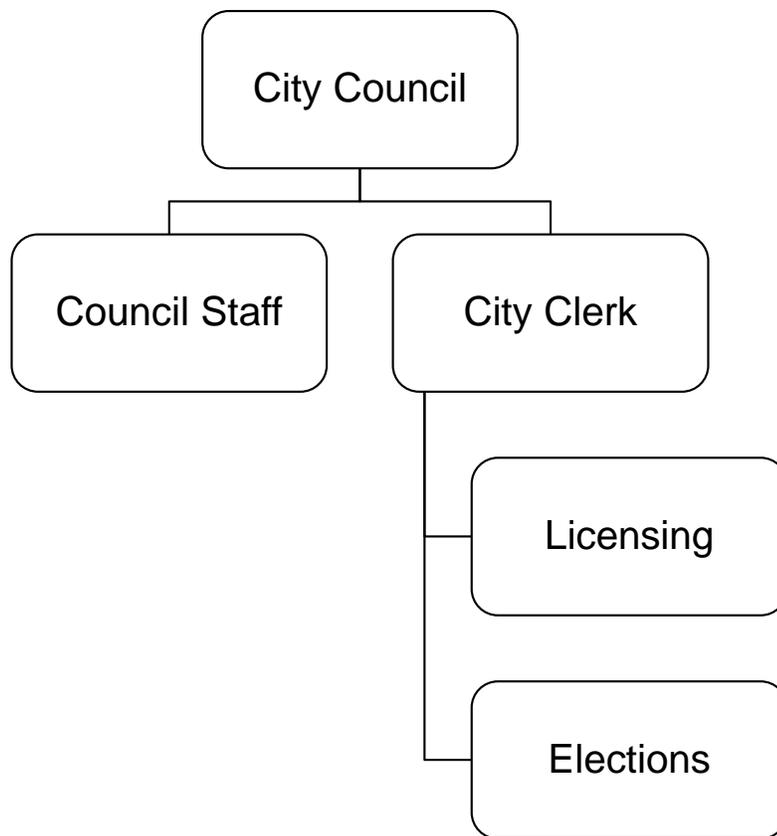
Major expenditure options to eliminate the gap are to:

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

Mission Statement

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

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

Organization

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

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

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

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

Key Performance Indicators

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|-----------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| CUSTOMER PERSPECTIVE | | | | |
| Licenses processed: | | | | |
| • Dog | 3,844 | 3,841 | 3,841 | 3,790 |
| • Marriage | 1,791 | 1,713 | 1,713 | 1,786 |
| • Duplicate Marriage | 1,540 | 1,517 | 1,517 | 1,473 |
| • Commissioner of Deeds | 128 | 129 | 129 | 132 |
| • Business | 1,414 | 1,265 | 1,265 | 1,221 |
| • Hack Plates | 238 | 255 | 255 | 242 |
| • Taxicab drivers | 471 | 435 | 435 | 452 |
| • Other taxicab | 328 | 294 | 294 | 312 |
| • Animal and Poultry | 43 | 42 | 42 | 51 |
| Domestic Partnerships | 214 | 188 | 188 | 195 |
| Alarm permits | 6,797 | 7,232 | 7,232 | 7,100 |
| Handicapped parking | 4,460 | 1,100 | 200 | 25 |
| Marriage ceremonies | 499 | 510 | 510 | 515 |
| Passports | 119 | 125 | 125 | 122 |
| Corn Hill parking | 229 | 260 | 190 | 260 |

Year-To-Year Comparison

| <u>Activity</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> | <u>Change</u> | <u>Percent</u> <u>Change</u> |
|--------------------------|---------------------------------|---------------------------------|---------------|---------------------------------|
| City Council | 1,032,600 | 1,014,000 | -18,600 | -1.8% |
| Office of the City Clerk | 384,500 | 380,900 | -3,600 | -0.9% |
| Licensing | 233,000 | 229,200 | -3,800 | -1.6% |
| Elections | <u>221,100</u> | <u>230,100</u> | <u>9,000</u> | 4.1% |
| Total | 1,871,200 | 1,854,200 | -17,000 | -0.9% |
| Employee Years | 23.3 | 23.2 | -0.1 | -0.4% |

Change Detail

| <u>Salary & Wage</u> <u>Adjustment</u> | <u>General</u> <u>Inflation</u> | <u>Chargebacks</u> | <u>Vacancy</u> <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------------|------------------------------------|--------------------|------------------------------------|----------------------|---------------------|--------------|
| -3,800 | 2,000 | 1,100 | 0 | -900 | -15,400 | -17,000 |

Major Change

| | |
|-------------------------------------------------------------|---------|
| Council professional fees reduced due to budget constraints | -12,200 |
| Add funding for Mayoral Election during 2017-2018 | 8,900 |
| Sr. Legislative Assistant on-call added during 2016-2017 | 8,100 |
| Clerk printing reduced due to budget constraints | -6,300 |
| Council contract labor reduced due to budget constraints | -5,400 |

| | |
|---------------------------------------------------------------|--------|
| Clerk professional fees reduced due to budget constraints | -3,700 |
| Council travel reduced due to budget constraints | -2,500 |
| Licensing professional fees reduced due to budget constraints | -1,300 |
| Licensing office supplies reduced due to budget constraints | -1,000 |

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

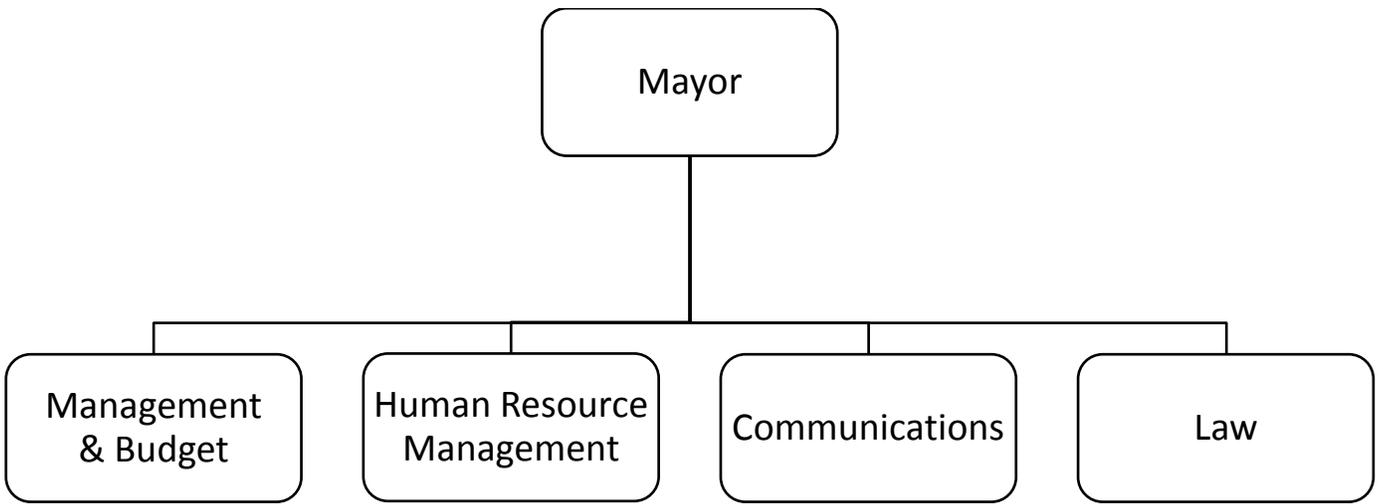
| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,645,176 | 1,616,200 | 1,623,100 | 1,636,300 |
| Materials & Supplies | 6,610 | 7,400 | 8,600 | 7,400 |
| Services | 204,975 | 199,900 | 239,500 | 210,500 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,856,761 | 1,823,500 | 1,871,200 | 1,854,200 |
| Appropriation by Activity | | | | |
| City Council | 974,049 | 1,014,600 | 1,032,600 | 1,014,000 |
| Office of the City Clerk | 376,954 | 352,600 | 384,500 | 380,900 |
| Licensing | 224,530 | 217,300 | 233,000 | 229,200 |
| Elections | <u>281,228</u> | <u>239,000</u> | <u>221,100</u> | <u>230,100</u> |
| Total | 1,856,761 | 1,823,500 | 1,871,200 | 1,854,200 |
| Employee Years by Activity | | | | |
| City Council | 7.2 | 7.2 | 7.2 | 7.2 |
| Office of the City Clerk | 4.4 | 4.4 | 4.4 | 4.4 |
| Licensing | 4.1 | 4.1 | 4.1 | 4.1 |
| Elections | <u>8.1</u> | <u>7.6</u> | <u>7.6</u> | <u>7.5</u> |
| Total | 23.8 | 23.3 | 23.3 | 23.2 |

CITY COUNCIL & CLERK
PERSONNEL SUMMARY

| | | | City Council | Office of the City Clerk | Licensing | Elections | |
|----------------------------|--------------------------------|-------------------|---------------------|-----------------------------|------------|------------|------------|
| FULL TIME POSITIONS | | | | | | | |
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 36 | Chief of Staff | 1.0 | 1.0 | 1.0 | | | |
| 31 | City Clerk | 1.0 | 1.0 | | 1.0 | | |
| 28 | Deputy City Clerk | 1.0 | 1.0 | | 1.0 | | |
| 24 | Chief Legislative Assistant | 1.0 | 1.0 | | | 1.0 | |
| 24 | Senior Legislative Analyst | 1.0 | 1.0 | 1.0 | | | |
| 22 | Senior Legislative Assistant | 1.0 | 1.0 | 0.3 | 0.5 | 0.2 | |
| 18 | Secretary to Council | 1.0 | 1.0 | 1.0 | | | |
| 16 | Legislative Assistant | 1.0 | 1.0 | | 1.0 | | |
| 11 | Receptionist to City Council | 1.0 | 1.0 | 0.5 | 0.5 | | |
| 11 | Senior Legislative Clerk | 1.0 | 1.0 | | | 1.0 | |
| 9 | Legislative Clerk | 2.0 | 2.0 | | | 2.0 | |
| FX | President-City Council | (1) | (1) | (1) | | | |
| FX | Vice President-City Council | (1) | (1) | (1) | | | |
| FX | Council Member | (7) | (7) | (7) | | | |
| | () = not in totals | | | | | | |
| EMPLOYEE YEARS | | | | | | | |
| | Full Time | 12.0 | 12.0 | 3.8 | 4.0 | 4.2 | 0.0 |
| | Overtime | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | Part Time, Temporary, Seasonal | 12.8 | 12.7 | 3.6 | 0.5 | 0.0 | 8.6 |
| | 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 | <u>23.3</u> | <u>23.2</u> | <u>7.2</u> | <u>4.4</u> | <u>4.1</u> | <u>7.5</u> |

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.



ADMINISTRATION

Year-To-Year Comparison

| | Budget <u>2016-17</u> | Budget <u>2017-18</u> | <u>Change</u> | <u>Percent Change</u> |
|---------------------------|--------------------------|--------------------------|----------------|---------------------------|
| Mayor's Office | 2,738,700 | 2,689,900 | -48,800 | -1.8% |
| Management & Budget | 829,200 | 798,700 | -30,500 | -3.7% |
| Human Resource Management | 2,330,700 | 2,246,500 | -84,200 | -3.6% |
| Communications | 3,188,200 | 3,069,300 | -118,900 | -3.7% |
| Law Department | <u>2,041,200</u> | <u>2,030,900</u> | <u>-10,300</u> | -0.5% |
| Total | 11,128,000 | 10,835,300 | -292,700 | -2.6% |
| Employee Years | 110.1 | 107.9 | -2.2 | -2.0% |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 38,800 | 22,000 | -30,500 | 68,800 | -1,100 | -390,700 | -292,700 |

Major Change Highlights

| | |
|----------------------------------------------------------------------------------------------------------|----------|
| Funding for the Centennial Anniversary Women's Suffrage in New York State does not recur | -150,000 |
| A vacant Associate Administrative Analyst in OMB is eliminated as an efficiency measure | -82,900 |
| Two part-time positions and one on-call position are eliminated in DHRM | -71,000 |
| Reductions are made in Communications Bureau supplies and services to reflect actual need and efficiency | -60,500 |
| A vacant Legal Secretary is eliminated as an efficiency measure | -33,400 |
| The Office of Innovation reduces materials and supplies lines to meet actual need | -29,500 |
| Funding for Police overtime at City produced events is increased | 26,000 |
| Funding for Party in the Park is increased | 25,000 |

ADMINISTRATION
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 7,829,349 | 7,887,400 | 8,190,800 | 8,063,800 |
| Materials & Supplies | 71,381 | 88,200 | 94,500 | 100,700 |
| Services | 2,227,922 | 2,601,200 | 2,842,700 | 2,670,800 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 10,128,653 | 10,576,800 | 11,128,000 | 10,835,300 |
| | | | | |
| Appropriation by Activity | | | | |
| Mayor's Office | 2,572,209 | 2,571,400 | 2,738,700 | 2,689,900 |
| Management & Budget | 795,681 | 717,600 | 829,200 | 798,700 |
| Human Resource Management | 2,193,288 | 2,208,300 | 2,330,700 | 2,246,500 |
| Communications | 2,670,165 | 3,137,300 | 3,188,200 | 3,069,300 |
| Law Department | <u>1,897,310</u> | <u>1,942,200</u> | <u>2,041,200</u> | <u>2,030,900</u> |
| Total | 10,128,653 | 10,576,800 | 11,128,000 | 10,835,300 |
| | | | | |
| Employee Years by Activity | | | | |
| Mayor's Office | 26.8 | 26.3 | 28.0 | 28.0 |
| Management & Budget | 9.0 | 8.1 | 9.8 | 8.7 |
| Human Resource Management | 28.6 | 31.2 | 30.4 | 30.8 |
| Communications | 19.3 | 18.9 | 19.4 | 18.9 |
| Law Department | <u>20.5</u> | <u>21.5</u> | <u>22.5</u> | <u>21.5</u> |
| Total | 104.2 | 106.0 | 110.1 | 107.9 |

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

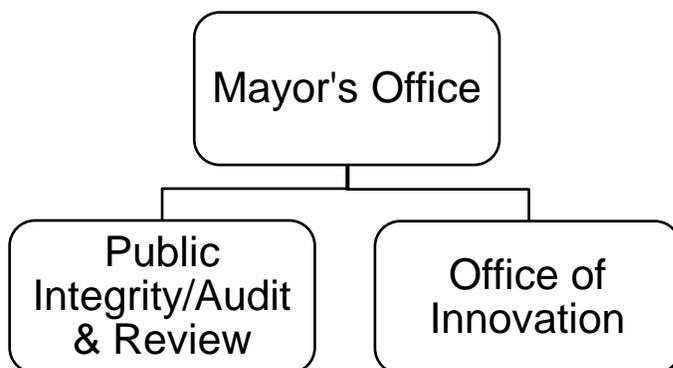
To make Rochester the best mid-sized city in the U.S. in which to live, raise a family, visit and grow a business. Our city will be renowned for its safe neighborhoods, vibrant economy, educational excellence and customer service.

Office of Public Integrity (OPI):

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

Office of Innovation:

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

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

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

Office of Public Integrity (OPI):

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

Office of Innovation:

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

Critical Processes

Mayor's Office Administration:

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

Office of Public Integrity (OPI):

- Administrative investigations
- Internal audits
- External audits if a relationship exists with the City
- Educate employees and constituents

Office of Innovation:

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

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

Department Highlights

2017-18 Strategic Goals & Objectives

| Unit | Objective | Priorities Supported | Projected Completion |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------|
| Mayor's Office | Create a Comprehensive Poverty Resource Guide | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Mayor's Office | Promote data-driven program developmental analysis of procedures for internal and external partners through the creation of a Mayor's Dashboard | Innovation and Efficiency | Second Quarter |
| Mayor's Office | Oversee successful implementation of ridesharing to the Rochester economy | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |

**ADMINISTRATION
MAYOR'S OFFICE**

| Unit | Objective | Priorities Supported | Projected Completion |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------|
| Mayor's Office | Monitor the implementation of the actionable recommendations based on the Police Department's 90 Days of Community Engagement Report | Safer and More Vibrant Neighborhoods | Third Quarter |
| Mayor's Office | Make the potential effects of the President's federal budget known to our federal representatives, and advocate for policies that will benefit all of Rochester's citizens | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Mayor's Office | Rigorously pursue federal, state and private funding to enhance city programs and initiatives | Innovation and Efficiency | Ongoing |
| Mayor's Office | Continue to oversee and expand the public safety diversity effort through outreach, recruitment, Clergy on Patrol, and other programs | Safer and More Vibrant Neighborhoods | Ongoing |
| Mayor's Office | Advocate for more educational opportunities for city families through literacy initiatives, scholarship opportunities, early learning programming, and further development of the community schools model | Better Schools and Educational Opportunities | Ongoing |
| Mayor's Office | Monitor the reorganization of RPD in its new five-section model to enhance neighborhood policing | Safer and More Vibrant Neighborhoods | Ongoing |
| Mayor's Office | Continue to work with the Department of Environmental Services and the Police Department to identify police section offices in neighborhoods | Safer and More Vibrant Neighborhoods | Ongoing |
| OPI | Pass Government Audit Standards Peer Review | Innovation and Efficiency | Ongoing |
| OPI | Execute updated risk-based audit plan | Innovation and Efficiency | Ongoing |
| OPI | Increase analytical and data mining capabilities | Innovation and Efficiency | Ongoing |
| Innovation | Develop marketing strategy for the Office of Innovation | Innovation and Efficiency | First Quarter |
| Innovation | Develop a Mayor's Dashboard to help inform Mayor and senior management of real time City performance indicators | Innovation and Efficiency | Second Quarter |
| Innovation | Build and formalize inter-departmental relationships to streamline project development processes | Innovation and Efficiency | Second Quarter |
| Innovation | Assist in the development of the City's comprehensive plan update | Innovation and Efficiency | Third Quarter |

| Unit | Objective | Priorities Supported | Projected Completion |
|------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------|
| Innovation | Secure designation for the City of Rochester as an Employer of National Service | Innovation and Efficiency | Third Quarter |
| Innovation | Plan and implement shared mobility program through Congestion-Mitigation and Air Quality Improvement grant funds | Safer and More Vibrant Neighborhoods | Ongoing |
| Innovation | Continue to provide strategic support on the Kiva Rochester program | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Innovation | Continue to provide strategic support for and expand impact of the Market Driven Community Cooperatives initiative | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Innovation | Expand impact of community engagement in the RMAPI target district | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Innovation | Implement and provide data analysis for Bridges to Success program in collaboration with RMAPI | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Innovation | Continue to provide strategic support on the operation and expansion of the vanpool pilot program | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Innovation | Provide strategic support in the implementation of collaborative RMAPI projects | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |

Key Performance Indicators

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-------------------------------------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Office of Public Integrity (OPI) | | | | |
| Audits completed | 15 | 12 | 12 | 12 |
| Audit findings and recommendations | 29 | 15 | 15 | 15 |
| Investigations initiated | 19 | 15 | 15 | 15 |
| Investigative findings and recommendations | 7 | 5 | 10 | 10 |
| Ethics awareness training sessions | 15 | 8 | 10 | 10 |
| Reviews and consultations completed | 16 | 20 | 15 | 15 |
| Investigations conducted by OPI involving potential financial loss | 5 | 8 | 8 | 8 |
| Office of Innovation | | | | |
| Data and mapping requests completed | N/A | 32 | 30 | 30 |
| Program/process evaluations completed | N/A | 5 | 1 | 3 |
| External organizational partnerships formalized | N/A | 42 | 5 | 10 |
| Funds secured/leveraged for internal projects (\$) | N/A | 338,000 | 100,000 | 100,000 |
| Funds secured/leveraged through collaborative proposals for external projects | N/A | 4,256,000 | 1,000,000 | 500,000 |
| Residents submitting feedback | N/A | 3,000 | 500 | 500 |

ADMINISTRATION
MAYOR'S OFFICE

| Key Performance Indicators | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|-----------------------------------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Residents impacted by internal and external projects executed | N/A | 600 | 500 | 500 |
| Project concepts reviewed | N/A | 80 | 100 | 75 |
| Projects developed | N/A | 30 | 20 | 20 |
| Projects executed | N/A | 15 | 5 | 10 |
| Student projects executed in collaboration with colleges/universities | N/A | 13 | 5 | 5 |
| N/A – Not Available | | | | |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,738,700 | 2,689,900 | -48,800 |
| Employee Years | 28.0 | 28.0 | 0.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 8,200 | 4,400 | -41,900 | 0 | 0 | -19,500 | -48,800 |

Major Changes

| | |
|-------------------------------------------------------------------------------|---------|
| Office of Innovation reduces materials and supplies lines to meet actual need | -29,500 |
| Increase in Mayor's Office for national organization memberships | 10,000 |

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|---------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,165,948 | 2,091,500 | 2,155,200 | 2,162,600 |
| Materials & Supplies | 8,791 | 21,000 | 20,200 | 27,500 |
| Services | 397,470 | 458,900 | 563,300 | 499,800 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 2,572,209 | 2,571,400 | 2,738,700 | 2,689,900 |
| Appropriation by Activity | | | | |
| Mayor's Office | 1,633,426 | 1,619,200 | 1,680,000 | 1,663,300 |
| Public Integrity/Audit & Review | 587,213 | 586,200 | 638,300 | 623,500 |
| Office of Innovation | <u>351,570</u> | <u>366,000</u> | <u>420,400</u> | <u>403,100</u> |
| Total | 2,572,209 | 2,571,400 | 2,738,700 | 2,689,900 |
| Employee Years by Activity | | | | |
| Mayor's Office | 14.0 | 14.4 | 14.4 | 14.4 |
| Public Integrity/Audit & Review | 7.8 | 7.0 | 8.6 | 8.6 |
| Office of Innovation | <u>5.0</u> | <u>4.9</u> | <u>5.0</u> | <u>5.0</u> |
| Total | 26.8 | 26.3 | 28.0 | 28.0 |

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Mayor's Office | Public Integrity/ Audit & Review | Office of Innovation |
|--------------------------------|---------------------------------------------------------|-------------------|---------------------|----------------|-------------------------------------|-------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| FX | Mayor | 1 | 1 | 1 | | |
| FX | Deputy Mayor | 1 | 1 | 1 | | |
| 36 | Chief of Staff | 1 | 1 | 1 | | |
| 36 | Director of Special Projects & Education Initiatives | 1 | 1 | 1 | | |
| 34 | Director, Office of Public Integrity | 1 | 1 | | 1 | |
| 32 | Manager, Internal Audit | 1 | 0 | | | |
| 31 | Executive Staff Assistant IV | 2 | 2 | 1 | | 1 |
| 29 | Assistant to Mayor | 1 | 1 | 1 | | |
| 28 | Principal Field Auditor | 0 | 1 | | 1 | |
| 27 | Executive Staff Assistant III | 1 | 2 | 2 | | |
| 26 | Associate Field Auditor | 1 | 1 | | 1 | |
| 26 | Supervisor of Administrative Services | 1 | 1 | 1 | | |
| 24 | Process Improvement Associate | 0 | 1 | | | 1 |
| 23 | Executive Staff Assistant II | 2 | 1 | | | 1 |
| 23 | Secretary to Mayor | 1 | 1 | 1 | | |
| 23 | Senior Field Auditor | 0 | 1 | | 1 | |
| 22 | Secretary to Deputy Mayor | 1 | 1 | 1 | | |
| 20 | Administrative Analyst | 1 | 1 | | | 1 |
| 20 | Executive Assistant | 1 | 1 | | 1 | |
| 20 | Innovation Analyst | 1 | 1 | | | 1 |
| 20 | Secretary to Chief of Staff | 0 | 1 | 1 | | |
| 18 | Management Trainee | 1 | 0 | | | |
| 18 | Secretary to Chief of Staff | 1 | 0 | | | |
| 18 | Secretary to Director of Special Projects | 1 | 1 | 1 | | |
| 18 | Senior Field Auditor | 1 | 0 | | | |
| 16 | Executive Staff Assistant I | 1 | 1 | 1 | | |
| 14 | Field Auditor | 1 | 1 | | 1 | |
| EMPLOYEE YEARS | | | | | | |
| Full Time | | 25.0 | 25.0 | 14.0 | 6.0 | 5.0 |
| Overtime | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Part Time, Temporary, Seasonal | | 3.0 | 3.0 | 0.4 | 2.6 | 0.0 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 28.0 | 28.0 | 14.4 | 8.6 | 5.0 |

Mission Statement

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

Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------|
| Make enhancement to the CIP submission process to facilitate internal review and long-term planning efforts | Innovation and Efficiency | Second Quarter |
| Support the Mayor's efforts to pursue federal, state, and private funding to enhance City programs and initiatives | Innovation and Efficiency | Ongoing |
| Continue effort to maintain a sustainable expense base through budget control, efficiency, and participation in countywide shared service discussions | Innovation and Efficiency | Ongoing |
| Continue to support effort to move to local adjudication of moving violations | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|----------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| FINANCIAL/COST | | | | |
| Total Property Tax levy (\$000) | 171,949 | 174,449 | 174,449 | 174,449 |
| General Fund surplus (\$000) | 5,152 | 5,030 | 5,030 | 5,671 |
| Budget growth (%) | -0.4 | 2.3 | 2.3 | 1.3 |
| Non-Property Tax Revenue (\$000) | 366,230 | 369,395 | 362,775 | 369,228 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 829,200 | 798,700 | -30,500 |
| Employee Years | 9.8 | 8.7 | -1.1 |

ADMINISTRATION
OFFICE OF MANAGEMENT AND BUDGET

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> | |
| 100 | 200 | 1,800 | 68,800 | 0 | -101,400 | -30,500 |

Major Change

| | |
|----------------------------------------------------------------------------------|---------|
| A vacant Associate Administrative Analyst is eliminated as an efficiency measure | -82,900 |
| An allocation for on-call positions to support succession planning is reduced | -18,500 |

Program Change

The position of Director of Administration and Finance is no longer shared with the Department of Neighborhood and Business Development.

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 779,609 | 698,900 | 798,700 | 766,200 |
| Materials & Supplies | 1,852 | 2,200 | 1,600 | 1,600 |
| Services | 14,219 | 16,500 | 28,900 | 30,900 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 795,681 | 717,600 | 829,200 | 798,700 |
| Appropriation by Activity | | | | |
| Management & Budget Analysis | 795,681 | 717,600 | 829,200 | 798,700 |
| Employee Years by Activity | | | | |
| Management & Budget Analysis | 9.0 | 8.1 | 9.8 | 8.7 |

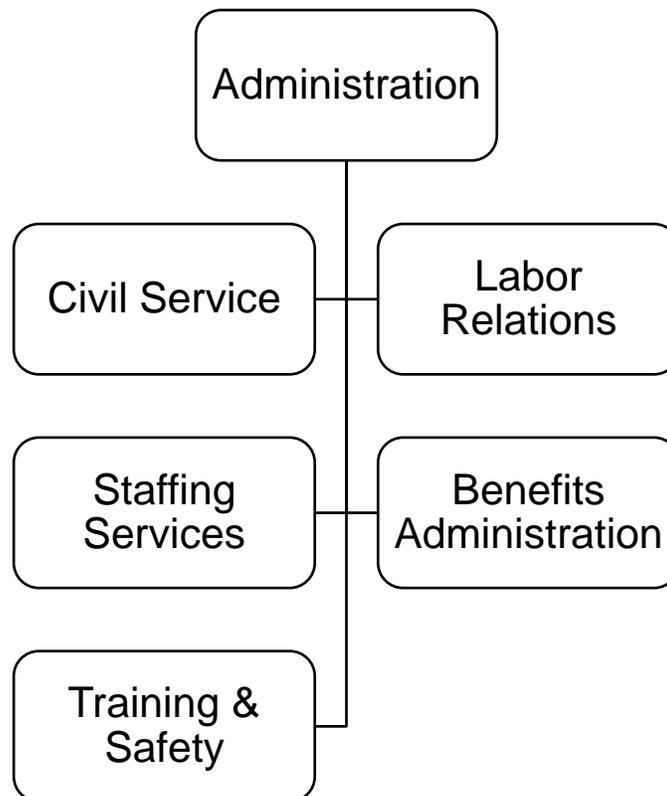
ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | |
|---------------------|------------------------------------------|------------|------------|
| Br. | Title | Budget | Approved |
| | | 2016-17 | 2017-18 |
| 36 | Director | 1.0 | 1.0 |
| 31 | Assistant Director | 1.0 | 1.0 |
| 30 | Director of Administration & Finance | 0.2 | 0.0 |
| 29 | Principal Staff Assistant | 1.0 | 1.0 |
| 26 | Associate Administrative Analyst | 1.0 | 0.0 |
| 26 | Operations Analyst | 1.0 | 1.0 |
| 24 | Process Improvement Associate | 0.0 | 1.0 |
| 24 | Senior Administrative Analyst | 2.0 | 2.0 |
| 23 | Senior Management Analyst | 1.0 | 0.0 |
| 18 | Secretary to Dir. of Budget & Efficiency | 1.0 | 1.0 |
| EMPLOYEE YEARS | | | |
| | Full Time | 9.2 | 8.0 |
| | Overtime | 0.0 | 0.0 |
| | Part Time, Temporary, Seasonal | 1.4 | 0.7 |
| | Less: Vacancy Allowance | <u>0.8</u> | <u>0.0</u> |
| | Total | 9.8 | 8.7 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

**ADMINISTRATION
HUMAN RESOURCE MANAGEMENT**

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------|
| Process candidates for January 2018 Fire recruit class | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Conduct Request for Proposal to establish the Third-Party Administrator for the City's Worker's Compensation Program effective 7/1/18 | Innovation and Efficiency | Fourth Quarter |
| Partner with Information Technology and Finance departments to implement human resources/payroll enterprise process and systems solution phase I. Phase II will include recruitment and scheduling for public safety | Innovation and Efficiency | Fourth Quarter |
| Provide additional targeted wellness programs that will result in more impactful, long term outcomes. Increase attention to employees who need the most support and provide them with long term assistance and solutions | Innovation and Efficiency | Ongoing |
| Negotiate successor collective bargaining agreement with AFSCME 1635, IAFF 1071 Non Uniform, and Locust Club. Commence negotiations with CSEA 828 Librarians | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Grievances filed | 40 | 39 | 50 | 40 |
| Provisional positions at end of fiscal year | 201 | 180 | 175 | 155 |
| # Days for hiring process | 50 | 55 | 60 | 55 |
| Examinations administered | 70 | 75 | 75 | 75 |
| CUSTOMER PERSPECTIVE | | | | |
| Employment applications received | 9,588 | 10,500 | 11,000 | 10,250 |
| Average number of employees participating in Wellness initiatives | 2,683 | 2,573 | 2,535 | 2,600 |
| FINANCIAL/COSTS | | | | |
| Full time employee turnover | 152 | 154 | 145 | 150 |
| Number of full-time positions hired, promoted, transferred | 921 | 920 | 900 | 900 |
| Non-full time positions hired, promoted, transferred | 882 | 890 | 900 | 900 |
| Personal injury accidents | 238 | 227 | 273 | 227 |
| Average hours of sick leave per full time employee | 85 | 85 | 80 | 80 |
| LEARNING & INNOVATION | | | | |
| Training hours per employee | 25 | 25 | 24 | 27.5 |

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|----------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| WORKFORCE DIVERSITY | | | | |
| New hires - % females | 28 | 36 | 36 | 38 |
| New hires - % minority | 38 | 40 | 35 | 40 |
| Employees - % females | 27 | 31 | 28 | 32 |
| Employees - % minority | 32 | 35 | 32 | 35 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,330,700 | 2,246,500 | -84,200 |
| Employee Years | 30.4 | 30.8 | 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> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| -11,700 | 900 | -1,400 | 0 | -1,000 | -71,000 | -84,200 |

Major Change

| | |
|-----------------------------------------------------------------|---------|
| Elimination of two part-time positions and one on-call position | -71,000 |
|-----------------------------------------------------------------|---------|

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,870,216 | 1,957,500 | 1,998,000 | 1,914,700 |
| Materials & Supplies | 9,601 | 16,000 | 16,200 | 16,100 |
| Services | 313,471 | 234,800 | 316,500 | 315,700 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 2,193,288 | 2,208,300 | 2,330,700 | 2,246,500 |
| Appropriation by Activity | | | | |
| Administration | 794,759 | 730,800 | 784,600 | 737,800 |
| Civil Service | 381,714 | 381,300 | 410,300 | 408,600 |
| Staffing Services | 298,963 | 313,800 | 315,900 | 317,500 |
| Labor Relations | 236,490 | 229,200 | 259,500 | 242,700 |
| Benefits Administration | 242,684 | 300,100 | 300,100 | 235,600 |
| Training & Safety | <u>238,678</u> | <u>253,100</u> | <u>260,300</u> | <u>304,300</u> |
| Total | 2,193,288 | 2,208,300 | 2,330,700 | 2,246,500 |
| Employee Years by Activity | | | | |
| Administration | 7.2 | 7.8 | 7.2 | 7.7 |
| Civil Service | 6.5 | 6.2 | 6.2 | 6.7 |
| Staffing Services | 4.5 | 5.0 | 5.0 | 5.0 |
| Labor Relations | 3.4 | 2.7 | 3.5 | 3.4 |
| Benefits Administration | 4.0 | 5.5 | 5.5 | 4.0 |
| Training & Safety | <u>3.0</u> | <u>4.0</u> | <u>3.0</u> | <u>4.0</u> |
| Total | 28.6 | 31.2 | 30.4 | 30.8 |

**ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY**

| FULL TIME POSITIONS | | | | Administration | Civil Service | Staffing Services | Labor Relations | Benefits Administration | Training & Safety Unit |
|--------------------------------|----------------------------------------------------|----------------|------------------|----------------|---------------|-------------------|-----------------|-------------------------|------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | | |
| 36 | Director of Human Resource Management | 1 | 1 | 1 | | | | | |
| 32 | Manager of Labor Relations | 1 | 1 | | | | 1 | | |
| 30 | Benefits Manager | 1 | 1 | | | | | 1 | |
| 29 | Principal Staff Assistant | 1 | 1 | | | 1 | | | |
| 26 | Affirmative Action Officer | 1 | 1 | 1 | | | | | |
| 26 | Labor Relations Specialist | 1 | 1 | | | | 1 | | |
| 26 | Training & Safety Coordinator | 1 | 1 | | | | | | 1 |
| 25 | Employee Safety Coordinator | 1 | 1 | | | | | | 1 |
| 24 | Senior Human Resource Consultant | 1 | 1 | | 1 | | | | |
| 23 | Senior Payroll Auditor | 1 | 1 | 1 | | | | | |
| 21 | Human Resource Consultant II | 1 | 1 | | | 1 | | | |
| 20 | Executive Assistant | 0 | 1 | 1 | | | | | |
| 18 | Human Resource Consultant I | 2 | 2 | 1 | | 1 | | | |
| 18 | Secretary to Director of Human Resource Management | 1 | 0 | | | | | | |
| 16 | Benefits Assistant | 1 | 1 | | | | | 1 | |
| 16 | Human Resource Assistant | 2 | 1 | | | | | | 1 |
| 16 | Research Assistant | 1 | 1 | | | 1 | | | |
| 14 | Exam Administrator | 1 | 1 | | 1 | | | | |
| 14 | Senior Human Resource Associate | 1 | 1 | | 1 | | | | |
| 13 | Administrative Secretary | 0 | 1 | 1 | | | | | |
| 12 | Human Resource Associate | 1 | 1 | | | | | 1 | |
| 12 | Human Resource Associate Bilingual | 1 | 1 | | | 1 | | | |
| 12 | Secretary to Labor Relations Manager | 1 | 1 | | | | 1 | | |
| 9 | Clerk II | 1 | 1 | 1 | | | | | |
| 9 | Clerk II with Typing | 1 | 0 | | | | | | |
| 9 | Clerk II with Typing Bilingual | 1 | 2 | | 1 | | | | 1 |
| 7 | Clerk III | 1 | 1 | | 1 | | | | |
| 7 | Clerk III with Typing | 1 | 1 | | | | | 1 | |
| EMPLOYEE YEARS | | | | | | | | | |
| Full Time | | 28.0 | 28.0 | 7.0 | 5.0 | 5.0 | 3.0 | 4.0 | 4.0 |
| Overtime | | 0.7 | 0.3 | 0.0 | 0.3 | 0.0 | 0.0 | 0.0 | 0.0 |
| Part Time, Temporary, Seasonal | | 3.1 | 2.5 | 0.7 | 1.4 | 0.0 | 0.4 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>1.4</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 30.4 | 30.8 | 7.7 | 6.7 | 5.0 | 3.4 | 4.0 | 4.0 |

Mission Statement

Information and Graphic Services:

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

Special Events:

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

Vital Customers

Information and Graphic Services:

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

Special Events:

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

Critical Processes

Information and Graphic Services:

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

Special Events:

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Continue implementing FOIL application process improvements | Innovation and Efficiency | Ongoing |
| Raise revenue and seek sponsorships to support the City's Special Events Trust Fund | Safer and More Vibrant Neighborhoods | Ongoing |
| Refine City funding policy and process for city special events | Safer and More Vibrant Neighborhoods | Ongoing |
| Provide high quality services to bureau clients | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual</u> 2015-16 | <u>Estimated</u> 2016-17 | <u>Budget</u> 2016-17 | <u>Budget</u> 2017-18 |
|----------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| INTERNAL OPERATIONS | | | | |
| Advertising/marketing/promotions | 1,700 | 1,700 | 1,450 | 1,500 |
| Still photography assignments | 1,833 | 1,900 | 1,900 | 1,900 |
| AV setups/presentations | 521 | 500 | 500 | 500 |
| Television/video program productions | 205 | 225 | 200 | 225 |
| Web site visitors | 2,566,265 | 2,310,000 | 2,250,000 | 2,250,000 |
| Web page views | 6,103,246 | 5,000,000 | 5,650,000 | 5,650,000 |
| CUSTOMER PERSPECTIVE | | | | |
| Major promotional campaigns | 109 | 97 | 100 | 100 |
| FOIL applications | 3,866 | 3,846 | 3,850 | 3,900 |
| News releases | 450 | 481 | 500 | 500 |
| News conferences | 124 | 117 | 120 | 120 |
| Speeches and talking points | 721 | 750 | 600 | 750 |
| Mayoral recognitions | 1,223 | 900 | 600 | 900 |
| Facebook page likes | 13,939 | 16,178 | 13,250 | 17,000 |
| Twitter followers | 38,000 | 75,000 | 38,000 | 80,000 |
| Special Events permit applications processed | 506 | 515 | 500 | 520 |
| City produced events | 28 | 30 | 30 | 35 |
| Attendance at City permitted events | 1,840,200 | 1,800,000 | 1,710,000 | 1,800,000 |
| FINANCIAL/COST | | | | |
| Special Events: | | | | |
| Revenue generated for trust fund (\$) | 290,503 | 270,000 | 265,000 | 270,000 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 3,188,200 | 3,069,300 | -118,900 |
| Employee Years | 19.4 | 18.9 | -0.5 |

ADMINISTRATION
COMMUNICATIONS

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> | |
| 28,700 | 14,500 | 11,300 | 0 | 0 | -173,400 | -118,900 |

Major Changes

| | |
|----------------------------------------------------------------------------------------------------------------------------|----------|
| Funding for the Centennial Anniversary Women's Suffrage in New York State does not recur | -150,000 |
| Reductions in supplies and services to reflect actual need and efficiency | -60,500 |
| Funding for Police overtime at City produced events is increased | 26,000 |
| Funding for Party in the Park is increased | 25,000 |
| A vacant part time Graphic Artist is eliminated as an efficiency measure | -17,100 |
| Additional funding is provided for community festivals and events | 16,000 |
| Funding for a paid Intern Program is eliminated as an efficiency measure | -10,300 |
| New York State grant for Clarissa Street reunion does not recur | -5,000 |
| Funding for Department of Environmental Services participation at City produced events is increased to reflect actual need | 2,500 |

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|----------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,369,820 | 1,387,800 | 1,414,400 | 1,415,700 |
| Materials & Supplies | 13,283 | 13,500 | 17,600 | 11,800 |
| Services | 1,287,062 | 1,736,000 | 1,756,200 | 1,641,800 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 2,670,165 | 3,137,300 | 3,188,200 | 3,069,300 |
| Appropriation by Activity | | | | |
| Administration | 274,240 | 287,000 | 283,100 | 289,800 |
| Information and Graphic Services | 966,986 | 999,900 | 1,017,500 | 988,700 |
| Special Events | <u>1,428,939</u> | <u>1,850,400</u> | <u>1,887,600</u> | <u>1,790,800</u> |
| Total | 2,670,165 | 3,137,300 | 3,188,200 | 3,069,300 |
| Employee Years by Activity | | | | |
| Administration | 3.0 | 3.0 | 3.0 | 3.0 |
| Information and Graphic Services | 12.8 | 12.3 | 12.8 | 12.3 |
| Special Events | <u>3.5</u> | <u>3.6</u> | <u>3.6</u> | <u>3.6</u> |
| Total | 19.3 | 18.9 | 19.4 | 18.9 |

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Information and Graphics Services | Special Events |
|--------------------------------|-----------------------------------------------|-------------------|---------------------|----------------|-----------------------------------------|----------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 36 | Director, Communications | 1 | 1 | 1 | | |
| 32 | Deputy Director of Communications | 1 | 1 | | 1 | |
| 31 | Assistant to Director - Communications | 1 | 1 | 1 | | |
| 29 | Special Events Operations Manager | 1 | 1 | | | 1 |
| 28 | Communications Creative Coordinator | 1 | 1 | | 1 | |
| 27 | Press Officer | 1 | 1 | | 1 | |
| 25 | New Media Editor | 1 | 1 | | 1 | |
| 24 | Assistant Special Events Operations Manager | 1 | 1 | | | 1 |
| 24 | Associate Communications Assistant | 1 | 1 | | 1 | |
| 24 | Digital Media Specialist | 1 | 1 | | 1 | |
| 23 | Principal Graphic Designer | 1 | 1 | | 1 | |
| 22 | Senior Communications Assistant | 1 | 1 | | 1 | |
| 22 | Special Events Coordinator Bilingual | 1 | 1 | | | 1 |
| 18 | Communications Assistant | 1 | 1 | | 1 | |
| 18 | Secretary to Dir. Of Communications Bilingual | 0 | 1 | 1 | | |
| 16 | Administrative Assistant Bilingual | 1 | 0 | | | |
| 16 | Communications Aide Bilingual | 1 | 1 | | 1 | |
| EMPLOYEE YEARS | | | | | | |
| Full Time | | 16.0 | 16.0 | 3.0 | 10.0 | 3.0 |
| Overtime | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Part Time, Temporary, Seasonal | | 3.4 | 2.9 | 0.0 | 2.3 | 0.6 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 19.4 | 18.9 | 3.0 | 12.3 | 3.6 |

Mission Statement

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-----------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Implement new legal fee reimbursement for large loan transactions | Innovation and Efficiency | First Quarter |
| Execute land disposition agreements for the first of the Inner Loop East development projects | More Jobs | Second Quarter |
| Complete litigation on legal challenge to the nuisance abatement law | Safer and More Vibrant Neighborhoods | Third Quarter |
| Update policies and ordinance on telecommunication equipment in right-of-way | Innovation and Efficiency | Third Quarter |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-----------------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Claims filed against City | 362 | 360 | 375 | 375 |
| Collection cases started | 108 | 95 | 75 | 80 |
| Motions & Discovery | 248 | 250 | 200 | 250 |
| FOIL reviews & appeals | 343 | 350 | 250 | 350 |
| Real estate closings | 550 | 575 | 500 | 575 |
| Legislative items drafted | 618 | 500 | 500 | 500 |
| Quality-of-life and nuisance abatement inquiries, cases, contests & reviews | 157 | 150 | 150 | 150 |
| LEARNING & INNOVATION | | | | |
| Average # of training hours per employee | 10 | 9.5 | 7.5 | 9 |

ADMINISTRATION
LAW DEPARTMENT

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,041,200 | 2,030,900 | -10,300 |
| Employee Years | 22.5 | 21.5 | -1.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 13,500 | 2,000 | -300 | 0 | -100 | -25,400 | -10,300 |

Major Change

| | |
|-----------------------------------------------------------------------------|---------|
| Vacant Legal Secretary is eliminated as an efficiency measure | -33,400 |
| Increase education supplies to reflect actual need | 4,400 |
| Increase dues to reflect increase in price | 1,900 |
| Net increase in professional fees and legal services to reflect actual need | 1,700 |

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,643,756 | 1,751,700 | 1,824,500 | 1,804,600 |
| Materials & Supplies | 37,854 | 35,500 | 38,900 | 43,700 |
| Services | 215,700 | 155,000 | 177,800 | 182,600 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,897,310 | 1,942,200 | 2,041,200 | 2,030,900 |
| Appropriation by Activity | | | | |
| Legal Services | 1,897,310 | 1,942,200 | 2,041,200 | 2,030,900 |
| Employee Years by Activity | | | | |
| Legal Services | 20.5 | 21.5 | 22.5 | 21.5 |

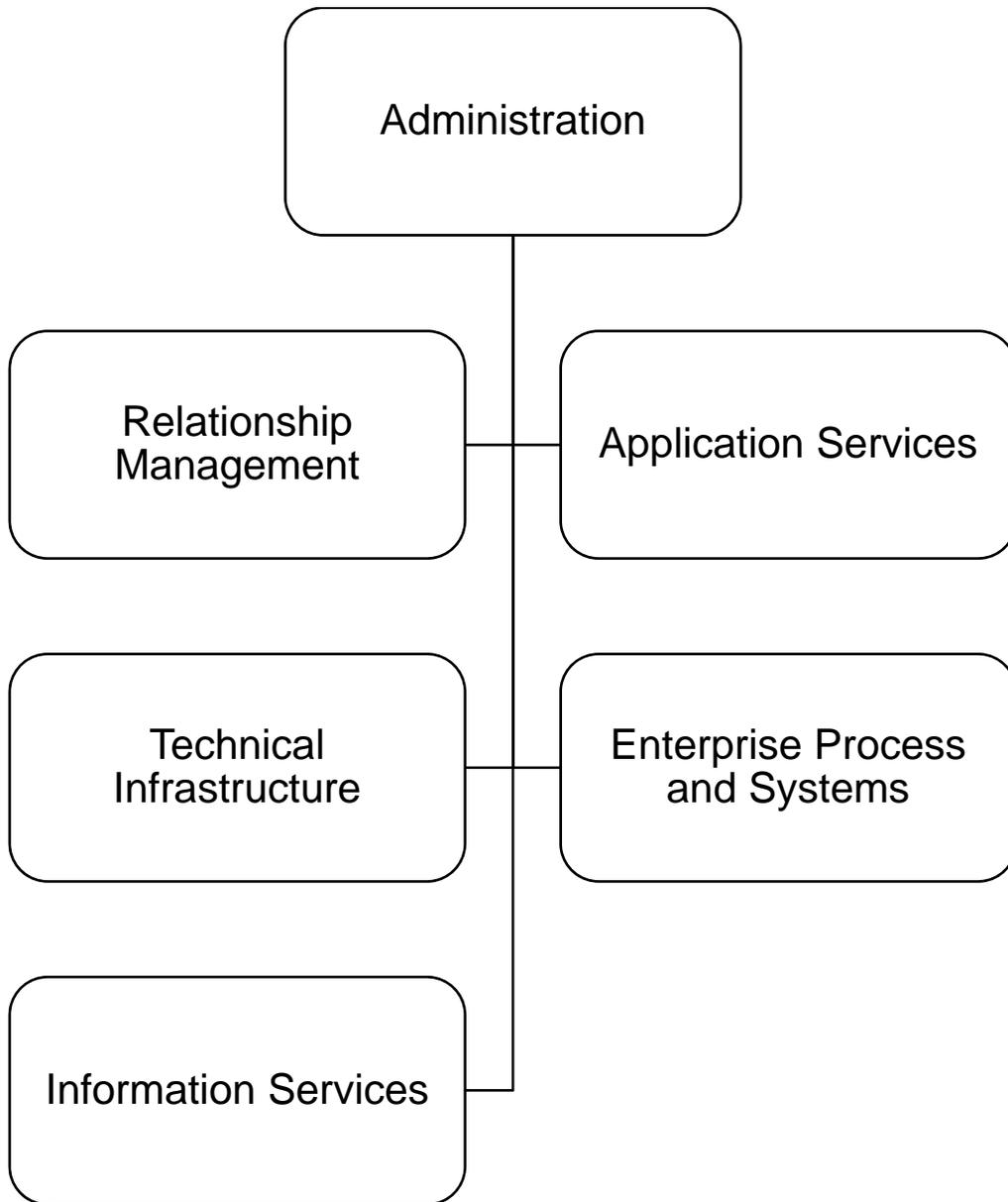
ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | |
|---------------------|-----------------------------------------------------|-------------------|---------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 |
| 36 | Corporation Counsel | 1 | 1 |
| 34 | Deputy Corporation Counsel | 1 | 1 |
| 32 | Municipal Attorney III | 5 | 5 |
| 29 | Municipal Attorney II | 5 | 4 |
| 25 | Municipal Attorney I | 2 | 3 |
| 20 | Assistant to Corporation Counsel | 1 | 1 |
| 20 | Legal Assistant/Collections/Bankruptcy/Foreclosures | 1 | 1 |
| 20 | Legal Assistant/Real Estate | 1 | 1 |
| 20 | Paralegal | 2 | 2 |
| 11 | Senior Legal Secretary | 1 | 0 |
| 9 | Legal Secretary | 2 | 2 |
| EMPLOYEE YEARS | | | |
| | Full Time | 22.0 | 21.0 |
| | Overtime | 0.0 | 0.0 |
| | Part Time, Temporary, Seasonal | 0.5 | 0.5 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> |
| | Total | 22.5 | 21.5 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

Administration:

- Strategic Planning
- Enterprise Architecture Development and Planning
- IT Governance
- Development and Deployment of Information Security
- Oversee Collaborative Activities with a Focus on Technology

Relationship Management Services Bureau:

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

Enterprise Process and Systems Bureau:

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

Applications Services Bureau:

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

Information Services Bureau:

- Database Design and Administration
- Data Warehouse Design and Development
- Reporting and Analytics
- Information Security
- Geographic Information System (GIS)
- Information Services Support

Technical Infrastructure Services Bureau:

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

- Network Engineering and Telecommunications
- Printer Management
- Video Surveillance/Camera Access and Control

Department Highlights

City Wide Process and Systems Integration (PSI) Solution

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

Highlights of the Department’s 2017-18 Strategic Goals and Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2017-18 Strategic Goals & Objectives

| Highlights | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Complete the upgrade to the One Call to City Hall process and system solution | Innovation and Efficiency | Second Quarter |
| Extend GIS transformation to include the Implementation of the Water System Map Modernization | Innovation and Efficiency | Second Quarter |
| Implement solutions and support for a new Digital Fingerprinting system | Safer and More Vibrant Neighborhoods | Third Quarter |
| Partner with Human Resource Management and Finance departments to implement human resources/payroll enterprise process and systems solution phase I. Phase II will include recruitment and scheduling for public safety | Innovation and Efficiency | Fourth Quarter |
| Implement the next phase of the City's Enterprise Content Management (ECM) solution | Innovation and Efficiency | Fourth Quarter |
| Provide security and continuity of City service and information delivery for training, management, and assessment initiatives | Innovation and Efficiency | Fourth Quarter |
| Upgrade Video Surveillance Camera Network | Innovation and Efficiency | Fourth Quarter |
| Continue implementation of the new Parking Access Revenue Control System for Court Street and High Falls Garages | Innovation and Efficiency | Fourth Quarter |
| Complete additional phases of the Enterprise Payment Processing -online and point of sale payment solutions | Innovation and Efficiency | Fourth Quarter |
| Complete evaluation & selection of a Land Management solution | Safer and More Vibrant Neighborhoods | Fourth Quarter |

| Highlights | Priorities Supported | Projected Completion |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------|
| Incorporate Enterprise Planning into IT Governance to drive IT related work priorities and budgets | Innovation and Efficiency | Ongoing |
| Implement process improvements for high priority IT Services | Innovation and Efficiency | Ongoing |
| Continue to work with Monroe County on Broadband Assessment | More Jobs, Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| Public record retrieval requests, including public access and Freedom of Information requests (FOIL) | 270 | 220 | 300 | 220 |
| IT employees allocated to Strategic Projects | 27% | 28% | 28% | 26% |
| Percent of projects as part of the enterprise roadmap | 30% | 31% | 31% | 33% |
| Percent of enterprise applications compared to total applications | 24% | 27% | 33% | 34% |
| Percent of legacy applications with prioritized/planned replacement | 20% | 25% | 21% | 30% |
| Percent of legacy applications compared to total applications | 56% | 54% | 54% | 50% |
| Percent of projects where business need was met (per business case) | N/A | 90% | 80% | 85% |
| IT Projects delivered on-time (per Project Plan) | 90% | 50% | 80% | 80% |
| Percent of calls resolved at first level/Help Desk | 45% | 36% | 55% | 50% |
| GIS Server Usage (total site service requests in millions) | 26 | 41 | 27.7 | 45 |

N/A – Not Applicable

Year-To-Year Comparison

| <u>Bureau</u> | Budget | | <u>Change</u> | Percent <u>Approved</u> |
|--------------------------------|-----------------|-----------------|----------------|----------------------------|
| | <u>2016-17</u> | <u>2017-18</u> | | |
| Administration | 1,173,700 | 1,129,900 | -43,800 | -3.7% |
| Relationship Management | 2,327,600 | 2,364,000 | 36,400 | 1.6% |
| Application Services | 1,479,600 | 1,450,200 | -29,400 | -2.0% |
| Technical Infrastructure | 2,601,600 | 2,432,900 | -168,700 | -6.5% |
| Enterprise Process and Systems | 1,015,000 | 1,144,200 | 129,200 | 12.7% |
| Information Services | <u>434,000</u> | <u>449,500</u> | <u>15,500</u> | 3.6% |
| Total | 9,031,500 | 8,970,700 | -60,800 | -0.7% |
| Interfund Credit* | -91,500 | -75,800 | 15,700 | -17.2% |
| Intrafund Credit* | <u>-773,700</u> | <u>-645,700</u> | <u>128,000</u> | -16.5% |
| Total | 8,166,300 | 8,249,200 | 82,900 | 1.0% |
| Employee Years | 55.2 | 54.8 | -0.4 | -0.7% |

*Reflects chargebacks for telephone service and office printers

Change Detail

| Salary & Wage | General | | | Vacancy | | <u>Major Change</u> | <u>Total</u> |
|---------------|-----------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Approved</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | |
| -55,200 | 25,100 | 97,900 | 96,400 | 1,700 | -83,000 | 82,900 | |

Major Change

| | |
|-----------------------------------------------------------------------------------|----------|
| Net increase in maintenance cost associated with outsourcing of the mainframe | 106,000 |
| Savings due to the conversion of digital to IP telephony | -100,000 |
| Reduction in on-call staff due to budget constraints | -56,000 |
| Reduction in training budget upon implementation of Payroll/Personnel project | -48,200 |
| Net increase in hardware & software maintenance to support IT initiatives | 34,300 |
| Reduction in Intern/Fellowship program due to budget constraints | -25,000 |
| Increase in network funding to support redundant internet connection at Mt. Read | 18,000 |
| Reduction in Microsoft support for desktops and servers due to budget constraints | -8,300 |
| Miscellaneous expense reduction for the next phase of Payroll/Personnel | -3,800 |

Program Change

The department has realized a number of retirements in recent years as it relates to legacy system administration. Outsourcing the mainframe minimizes risk by reducing the need for system administrators, and providing backup for operations support.

INFORMATION TECHNOLOGY DEPARTMENT

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

| <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> | <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> |
|---------------------------------------|----------------|----------------|-----------------------------|----------------|----------------|
| ENVIRONMENTAL SERVICES | 113,400 | 95,000 | POLICE | 182,300 | 152,600 |
| FIRE | 57,600 | 48,200 | EMERGENCY COMMUNICATIONS | 12,300 | 10,300 |
| NEIGHBORHOOD AND BUSINESS DEVELOPMENT | 80,600 | 67,600 | INFORMATION TECHNOLOGY | 30,100 | 25,200 |
| CITY COUNCIL & CLERK | 8,800 | 7,400 | RECREATION & YOUTH SERVICES | | |
| ADMINISTRATION | | | Commissioner | 7,800 | 6,500 |
| Mayor's Office | 14,100 | 11,800 | Recreation | 24,600 | 20,600 |
| Management & Budget | 3,000 | 2,500 | BEST&YS | <u>9,300</u> | <u>7,700</u> |
| Human Resource Mgt. | 15,200 | 12,800 | Total - DRYS | 41,700 | 34,800 |
| Communications | 9,900 | 8,300 | FINANCE | | |
| Law | <u>8,300</u> | <u>7,000</u> | Director's Office | 1,900 | 1,600 |
| Total - Administration | 50,500 | 42,400 | Accounting | 6,300 | 5,200 |
| | | | Treasury | 8,700 | 7,200 |
| | | | Assessment | 7,000 | 5,900 |
| | | | Parking | 10,500 | 8,800 |
| | | | Purchasing | <u>3,500</u> | <u>3,000</u> |
| | | | Total - Finance | 37,900 | 31,700 |
| | | | Total Interfund | 50,100 | 41,900 |
| | | | Total Intrafund | <u>565,100</u> | <u>473,300</u> |
| | | | CITY TOTAL | 615,200 | 515,200 |

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

| <u>Department</u> | <u>2016-17</u> | <u>2017-18</u> |
|-------------------------------------|----------------|----------------|
| City Council/ Clerk's Office | 1,400 | 1,100 |
| Administration | 24,100 | 19,800 |
| Information Technology | 9,100 | 9,100 |
| Finance | 25,400 | 20,900 |
| Neighborhood & Business Development | 14,500 | 11,800 |
| Environmental Services | 93,200 | 76,300 |
| Police | 42,800 | 35,000 |
| Fire | 16,500 | 13,500 |
| Recreation & Youth Services | <u>23,000</u> | <u>18,800</u> |
| Total | 250,000 | 206,300 |
| | | |
| Total Interfund | 41,400 | 33,900 |
| Total Intrafund | <u>208,600</u> | <u>172,400</u> |
| Total | 250,000 | 206,300 |

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 4,221,505 | 4,358,900 | 4,529,600 | 4,496,700 |
| Materials & Supplies | 37,037 | 41,000 | 42,000 | 37,400 |
| Services | 4,472,664 | 4,400,000 | 4,459,900 | 4,436,600 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 8,731,206 | 8,799,900 | 9,031,500 | 8,970,700 |
| Interfund Credit* | -137,769 | -91,500 | -91,500 | -75,800 |
| Intrafund Credit* | <u>-971,347</u> | <u>-773,700</u> | <u>-773,700</u> | <u>-645,700</u> |
| Total | 7,622,090 | 7,934,700 | 8,166,300 | 8,249,200 |
| Appropriation by Activity | | | | |
| Administration | 515,709 | 1,075,900 | 1,173,700 | 1,129,900 |
| Relationship Management | 2,395,688 | 2,327,000 | 2,327,600 | 2,364,000 |
| Application Services | 1,431,923 | 1,412,900 | 1,479,600 | 1,450,200 |
| Technical Infrastructure | 2,818,697 | 2,563,600 | 2,601,600 | 2,432,900 |
| Enterprise Process and Systems | 1,151,487 | 996,700 | 1,015,000 | 1,144,200 |
| Information Services | <u>417,702</u> | <u>423,800</u> | <u>434,000</u> | <u>449,500</u> |
| Total | 8,731,206 | 8,799,900 | 9,031,500 | 8,970,700 |
| Interfund Credit* | -137,769 | -91,500 | -91,500 | -75,800 |
| Intrafund Credit* | <u>-971,347</u> | <u>-773,700</u> | <u>-773,700</u> | <u>-645,700</u> |
| Total | 7,622,090 | 7,934,700 | 8,166,300 | 8,249,200 |
| Employee Years by Activity | | | | |
| Administration | 3.7 | 5.0 | 5.0 | 4.7 |
| Relationship Management | 3.0 | 3.0 | 3.0 | 3.0 |
| Application Services | 12.3 | 13.3 | 13.3 | 11.5 |
| Technical Infrastructure | 17.3 | 16.1 | 16.1 | 16.3 |
| Enterprise Process and Systems | 15.0 | 13.0 | 13.0 | 14.4 |
| Information Services | <u>5.2</u> | <u>4.8</u> | <u>4.8</u> | <u>4.9</u> |
| Total | 56.5 | 55.2 | 55.2 | 54.8 |

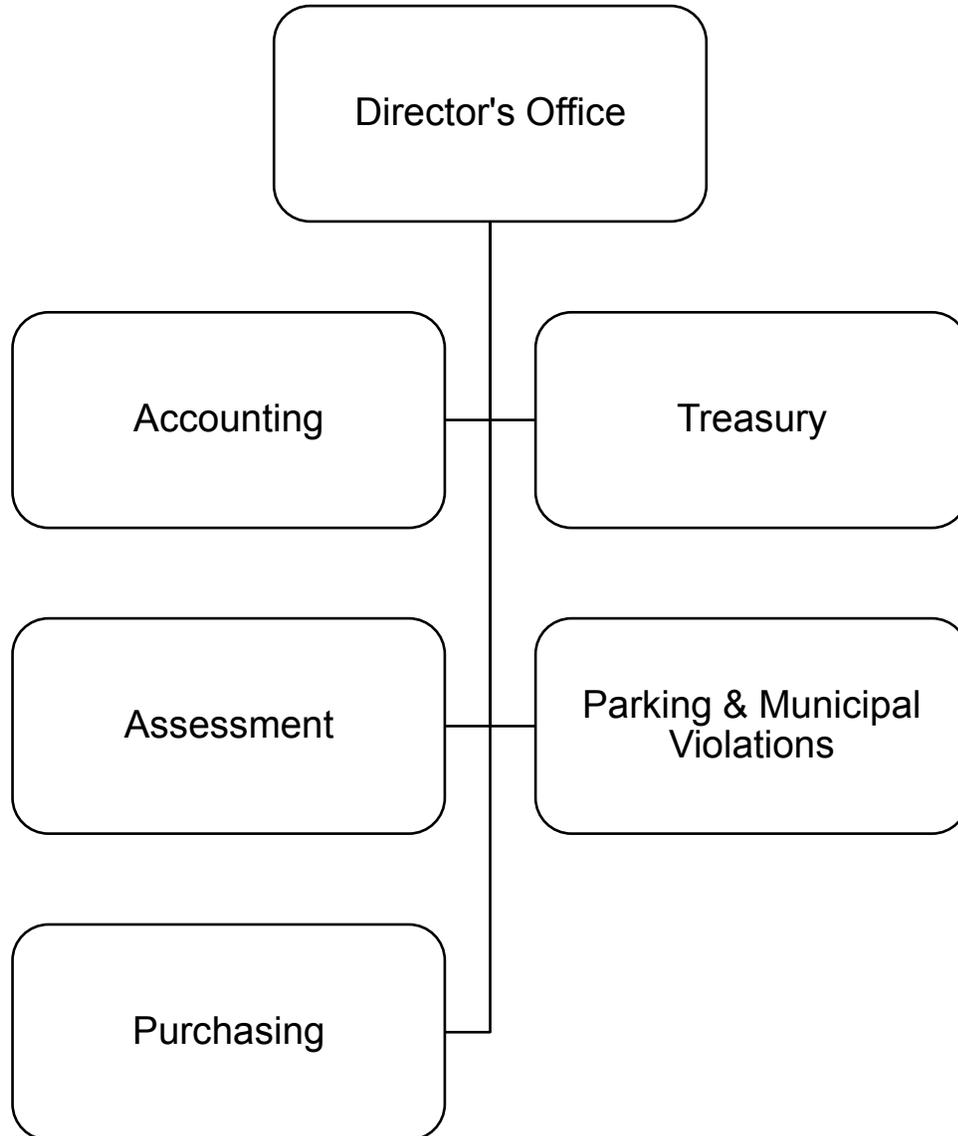
*Reflects chargebacks for telephone/network service and office printers

INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Relationship Management | Application Services | Technical Infrastructure | Enterprise Process and Systems | Information Services |
|--------------------------------|-------------------------------------------|----------------|------------------|----------------|-------------------------|----------------------|--------------------------|--------------------------------|----------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | | |
| 36 | Chief Information Officer | 1 | 1 | 1 | | | | | |
| 31 | Application Services Manager | 1 | 1 | | | 1 | | | |
| 31 | Business Process Services Manager | 2 | 2 | 1 | | | | 1 | |
| 31 | IT Relationship Manager | 3 | 3 | | 3 | | | | |
| 31 | Technical Infrastructure Services Manager | 1 | 1 | | | | 1 | | |
| 31 | Information Services Manager | 1 | 1 | | | | | | 1 |
| 29 | IT Security Analyst III | 1 | 1 | 1 | | | | | |
| 29 | GIS Coordinator | 1 | 1 | | | | | | 1 |
| 29 | Systems Engineer III | 2 | 3 | | | | 3 | | |
| 29 | Information Services Analyst III | 1 | 1 | | | | | | 1 |
| 27 | Application Services Analyst II | 2 | 2 | | | 1 | | 1 | |
| 27 | Systems Engineer II | 3 | 1 | | | | 1 | | |
| 27 | IT Security Analyst II | 0 | 1 | 1 | | | | | |
| 25 | Application Services Analyst I | 6 | 4 | | | 2 | 1 | 1 | |
| 25 | Business Analyst I | 4 | 8 | | | | | 8 | |
| 25 | Information Services Analyst I | 1 | 1 | | | | | | 1 |
| 25 | IT Transitions Analyst | 4 | 3 | | | 3 | | | |
| 25 | Systems Engineer I | 2 | 4 | | | | 4 | | |
| 25 | IT Security Analyst I | 1 | 0 | | | | | | |
| 25 | GIS Engineer I | 1 | 1 | | | | | | 1 |
| 24 | Records Management Coordinator | 1 | 1 | | | 1 | | | |
| 23 | Systems Engineer | 2 | 1 | | | | 1 | | |
| 23 | Business Analyst | 4 | 4 | | | | | 4 | |
| 23 | Client Support Analyst | 4 | 4 | | | | 4 | | |
| 23 | Technical Application Specialist | 1 | 0 | | | | | | |
| 19 | Senior IT Call Center Analyst | 1 | 1 | | | | 1 | | |
| 17 | IT Call Center Analyst | 1 | 1 | | | | 1 | | |
| 12 | Computer Operator | 1 | 1 | | | 1 | | | |
| 12 | IT Control Assistant | 2 | 2 | | | 2 | | | |
| Total | | | | | | | | | |
| EMPLOYEE YEARS | | | | | | | | | |
| Full Time | | 55.0 | 55.0 | 4.0 | 3.0 | 11.0 | 17.0 | 15.0 | 5.0 |
| Overtime | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Part Time, Temporary, Seasonal | | 2.3 | 1.2 | 0.7 | 0.0 | 0.5 | 0.0 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | 2.1 | 1.4 | 0.0 | 0.0 | 0.0 | 0.7 | 0.6 | 0.1 |
| Total | | 55.2 | 54.8 | 4.7 | 3.0 | 11.5 | 16.3 | 14.4 | 4.9 |

Mission Statement

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



Department Highlights

The FY17-18 general fund budget provides for the commencement and continuation of new initiatives while maintaining the department's current level of financial services for the City inclusive of debt management, cash management and investments, tax collection, accounting services, grant management and payroll, purchasing and assessment services

Finance will continue to work in partnership with the Departments of Human Resource Management and Information Technology on the implementation of a new Payroll & Personnel system. Planning for the City's next reassessment and a new tax system will also be underway. Further development of the City's MWBE program and development of a local certification program for MWBEs is anticipated.

Municipal parking garage internal accounting and administrative control will continue to be enhanced as the new Parking Access Revenue Control system software is implemented in more garages. Installation is planned for Court Street Garage and High Falls Garage. Midtown Garage was sold on March 17, 2017. The red light camera program has concluded so there is no red light camera ticket adjudication. Red light camera tickets no longer apply to the booting program.

Highlights of the Department's 2017-18 Strategic Goals and Objectives are presented below. Additional information for each bureaus included in the sections that follow.

2017-18 Strategic Goals & Objectives

| Bureau | Highlights | Priorities Supported | Projected Completion |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------|
| Director's Office | Provide City and City School District financing in accordance with City Debt Policies | Innovation and Efficiency | First Quarter & Third Quarter |
| Accounting | Partner with Human Resource Management and Information Technology departments to implement human resources/payroll enterprise process and systems solution phase I | Innovation and Efficiency | Fourth Quarter |
| Accounting | Prepare Comprehensive Annual Financial Report (CAFR) | Innovation and Efficiency | Second Quarter |
| Treasury | Prepare Annual Tax Bill | Innovation and Efficiency | Third Quarter & Fourth Quarter |
| Treasury | Conduct annual Foreclosure Sale | Innovation and Efficiency | Second Quarter |
| Treasury | Conduct annual Tax Lien Sale | Innovation and Efficiency | Fourth Quarter |

| Bureau | Highlights | Priorities Supported | Projected Completion |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------|
| Assessment | Begin cross-training all clerical and appraisal personnel on the administration of property tax exemptions | Innovation and Efficiency | First Quarter |
| Assessment | Coordinate the implementation of NYS assessment software. | Innovation and Efficiency | Fourth Quarter |
| Parking & Municipal Violations | Continue installation and implementation of the new Parking Access Revenue Control system software for Court Street Garage and High Falls Garage | Innovation and Efficiency | Fourth Quarter |
| Parking & Municipal Violations | Evaluate options to increase capacity at existing garages | Innovation and Efficiency | Ongoing |
| Purchasing | Maximize electronic bidding and requests for quotations (RFQ's) through the use of BidNet | Innovation and Efficiency | First Quarter |
| Purchasing | Develop MWBE Fast Track Joint Certification Program | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |

Year-To-Year Comparison

| Bureau | Budget 2016-17 | Budget 2017-18 | Change | Percent Change |
|--------------------------------|-------------------|-------------------|------------|-------------------|
| Director's Office | 571,500 | 570,200 | -1,300 | -0.2% |
| Accounting | 1,259,800 | 1,211,500 | -48,300 | -3.8% |
| Treasury | 1,766,900 | 1,753,500 | -13,400 | -0.8% |
| Assessment | 951,800 | 891,300 | -60,500 | -6.4% |
| Parking & Municipal Violations | 7,065,800 | 6,243,100 | -822,700 | -11.6% |
| Purchasing | 1,081,700 | 1,053,100 | -28,600 | -2.6% |
| Total | 12,697,500 | 11,722,700 | -974,800 | -7.7% |
| Interfund Credit* | -224,100 | -239,300 | -15,200 | 6.8% |
| Intrafund Credit* | -518,400 | -538,700 | -20,300 | 3.9% |
| Total | 11,955,000 | 10,944,700 | -1,010,300 | -8.5% |

| | | | | |
|----------------|-------|-------|------|-------|
| Employee Years | 109.8 | 103.7 | -6.1 | -5.6% |
|----------------|-------|-------|------|-------|

Change Detail

| Salary & Wage Adjustment | General Inflation | Chargebacks | Vacancy Allowance | Miscellaneous | Major Change | Total |
|-----------------------------|----------------------|-------------|----------------------|---------------|--------------|------------|
| -62,800 | 54,000 | -1,500 | 0 | -4,500 | -995,500 | -1,010,300 |

Major Change Highlights

| | |
|---------------------------------------------------------------------------------------------------------------------|----------|
| Miscellaneous services are reduced to reflect a full year with no Midtown expenses | -392,500 |
| Reductions in Parking Bureau supplies and services reflect actual need | -346,500 |
| Eliminate two full time positions in the Parking Bureau as an efficiency measure | -159,500 |
| Business Analyst I is added to support increasing technology needs and to promote process efficiency | 68,700 |
| Vacant accountant position is eliminated due to budget constraints | -47,800 |
| Clerical position is eliminated due to the cancellation of red light camera program | -42,200 |
| Clerk II/Typing position is eliminated due to budget constraints | -39,800 |
| Clerical position in Parking is eliminated as an efficiency measure | -39,800 |
| Funding is added for temporary relocation of Parking Violations Bureau | 23,000 |
| Reduction in professional fees due to a partial Other Post-Employment Benefits (OPEB) actuarial analysis in 2017-18 | -10,000 |

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 6,155,605 | 6,117,700 | 6,364,900 | 6,036,700 |
| Materials & Supplies | 173,500 | 192,500 | 219,300 | 216,000 |
| Services | 6,337,465 | 5,761,100 | 6,113,300 | 5,470,000 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 12,666,570 | 12,071,300 | 12,697,500 | 11,722,700 |
| Interfund Credit* | -219,453 | -246,400 | -224,100 | -239,300 |
| Intrafund Credit* | <u>-488,061</u> | <u>-459,100</u> | <u>-518,400</u> | <u>-538,700</u> |
| Total | 11,959,056 | 11,365,800 | 11,955,000 | 10,944,700 |
| Appropriation by Activity | | | | |
| Director's Office | 573,654 | 518,800 | 571,500 | 570,200 |
| Accounting | 1,171,907 | 1,235,700 | 1,259,800 | 1,211,500 |
| Treasury | 1,743,289 | 1,732,100 | 1,766,900 | 1,753,500 |
| Assessment | 948,500 | 834,400 | 951,800 | 891,300 |
| Parking & Municipal Violations | 7,232,544 | 6,740,900 | 7,065,800 | 6,243,100 |
| Purchasing | <u>996,676</u> | <u>1,009,400</u> | <u>1,081,700</u> | <u>1,053,100</u> |
| Total | 12,666,570 | 12,071,300 | 12,697,500 | 11,722,700 |
| Interfund Credit* | -219,453 | -246,400 | -224,100 | -239,300 |
| Intrafund Credit* | <u>-488,061</u> | <u>-459,100</u> | <u>-518,400</u> | <u>-538,700</u> |
| Total | 11,959,056 | 11,365,800 | 11,955,000 | 10,944,700 |
| Employee Years by Activity | | | | |
| Director's Office | 3.0 | 4.0 | 4.0 | 4.0 |
| Accounting | 18.0 | 17.6 | 18.2 | 17.2 |
| Treasury | 20.9 | 20.5 | 20.5 | 18.5 |
| Assessment | 13.1 | 13.1 | 13.4 | 13.4 |
| Parking & Municipal Violations | 39.5 | 38.9 | 41.7 | 38.7 |
| Purchasing | <u>12.0</u> | <u>11.7</u> | <u>12.0</u> | <u>11.9</u> |
| Total | 106.5 | 105.8 | 109.8 | 103.7 |

*Reflects chargeback for postage and duplicating.

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE

Mission Statement

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

Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

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

Key Performance Indicators

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|----------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| FINANCIAL/COST | | | | |
| Total Entity General Obligation Debt (\$000) | 374,920 | 391,049 | 377,165 | 353,784 |
| Bond and Notes Sale | 3 | 5 | 4 | 3 |
| Sales Value (\$000) | 125,895 | 127,839 | 218,170 | 184,449 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 571,500 | 570,200 | -1,300 |
| Employee Years | 4.0 | 4.0 | 0.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 0 | 0 | 200 | 0 | -1,500 | 0 | -1,300 |

DEPARTMENT OF FINANCE
 DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 333,256 | 336,400 | 335,700 | 336,900 |
| Materials & Supplies | 1,321 | 1,400 | 1,400 | 1,400 |
| Services | 239,077 | 181,000 | 234,400 | 231,900 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 573,654 | 518,800 | 571,500 | 570,200 |
| Appropriation by Activity | | | | |
| Director's Office | 573,654 | 518,800 | 571,500 | 570,200 |
| Employee Years by Activity | | | | |
| Director's Office | 3.0 | 4.0 | 4.0 | 4.0 |

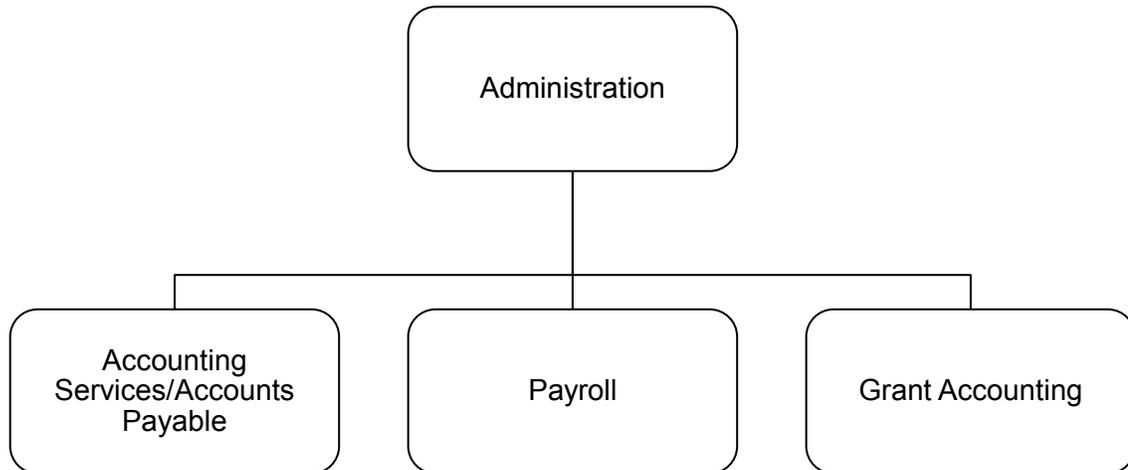
DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | |
|---------------------|--------------------------------|-------------------|---------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 |
| 36 | Director of Finance | 1 | 1 |
| 25 | Business Analyst I | 1 | 1 |
| 20 | Assistant to Director | 1 | 1 |
| 20 | Senior Accountant | 1 | 1 |
| EMPLOYEE YEARS | | | |
| | Full | 4.0 | 4.0 |
| | Overtime | 0.0 | 0.0 |
| | Part Time, Temporary, Seasonal | 0.0 | 0.0 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> |
| | Total | 4.0 | 4.0 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------|
| Partner with Human Resource Management and Information Technology departments to implement human resources/payroll enterprise process and systems solution phase I | Innovation and Efficiency | Fourth Quarter |
| Prepare Comprehensive Annual Financial Report (CAFR) | Innovation and Efficiency | Second Quarter |

DEPARTMENT OF FINANCE
ACCOUNTING

Key Performance Indicators

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|---------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| CUSTOMER PERSPECTIVE | | | | |
| Weekly invoices processed | 1,100 | 1,200 | 1,125 | 1,100 |
| Federal and New York State grants processed | 197 | 195 | 175 | 190 |
| Housing loans | 126 | 114 | 124 | 100 |
| Business Development loans/leases | 84 | 86 | 89 | 88 |
| FINANCIAL/COST | | | | |
| In lieu of tax agreements billed | 183 | 183 | 182 | 195 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,259,800 | 1,211,500 | -48,300 |
| Employee Years | 18.2 | 17.2 | -1.0 |

Change Detail

| <u>Salary & Wage</u> <u>Adjustment</u> | <u>General</u> <u>Inflation</u> | <u>Chargebacks</u> | <u>Vacancy</u> <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------------|------------------------------------|--------------------|------------------------------------|----------------------|---------------------|--------------|
| 9,900 | 400 | -1,700 | 0 | 900 | -57,800 | -48,300 |

Major Change

| | |
|---------------------------------------------------------------------------------------------------------------------|---------|
| Vacant accountant position is eliminated due to budget constraints | -47,800 |
| Reduction in professional fees due to a partial Other Post-Employment Benefits (OPEB) actuarial analysis in 2017-18 | -10,000 |

Program Change

Implementation of state-of-the-art payroll system will significantly streamline all current payroll processes in a seamless and user-friendly electronic environment for the employee and the payroll professional. Paper time cards will be eliminated; all periodic (bi-weekly and weekly) employee payments will be in the form of direct deposit or payroll card; employee requisitions and employee information will all be managed in a computer-based system.

Major areas of payroll activity and workflow will be fully automated and enhanced including: issuance of payroll; employee time recording, earning codes, and time banks; benefit deductions and external vendor interfaces (e.g., health plans; 457); Federal and New York State tax information (W2); Federal and New York State reporting; and payroll data collection and maintenance (e.g., NYS retirement data).

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,124,656 | 1,157,500 | 1,180,300 | 1,143,100 |
| Materials & Supplies | 1,754 | 1,900 | 1,900 | 1,900 |
| Services | 45,497 | 76,300 | 77,600 | 66,500 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,171,907 | 1,235,700 | 1,259,800 | 1,211,500 |
| | | | | |
| Appropriation by Activity | | | | |
| Administration | 240,030 | 288,300 | 289,600 | 278,500 |
| Accounting Services/Accounts Payable | 298,767 | 335,500 | 334,800 | 337,600 |
| Payroll | 345,330 | 315,400 | 315,400 | 310,100 |
| Grant Accounting | <u>287,780</u> | <u>296,500</u> | <u>320,000</u> | <u>285,300</u> |
| Total | 1,171,907 | 1,235,700 | 1,259,800 | 1,211,500 |
| | | | | |
| Employee Years by Activity | | | | |
| Administration | 2.0 | 2.0 | 2.0 | 2.0 |
| Accounting Services/Accounts Payable | 6.0 | 6.0 | 6.1 | 6.1 |
| Payroll | 5.0 | 5.0 | 5.1 | 5.1 |
| Grant Accounting | <u>5.0</u> | <u>4.6</u> | <u>5.0</u> | <u>4.0</u> |
| Total | 18.0 | 17.6 | 18.2 | 17.2 |

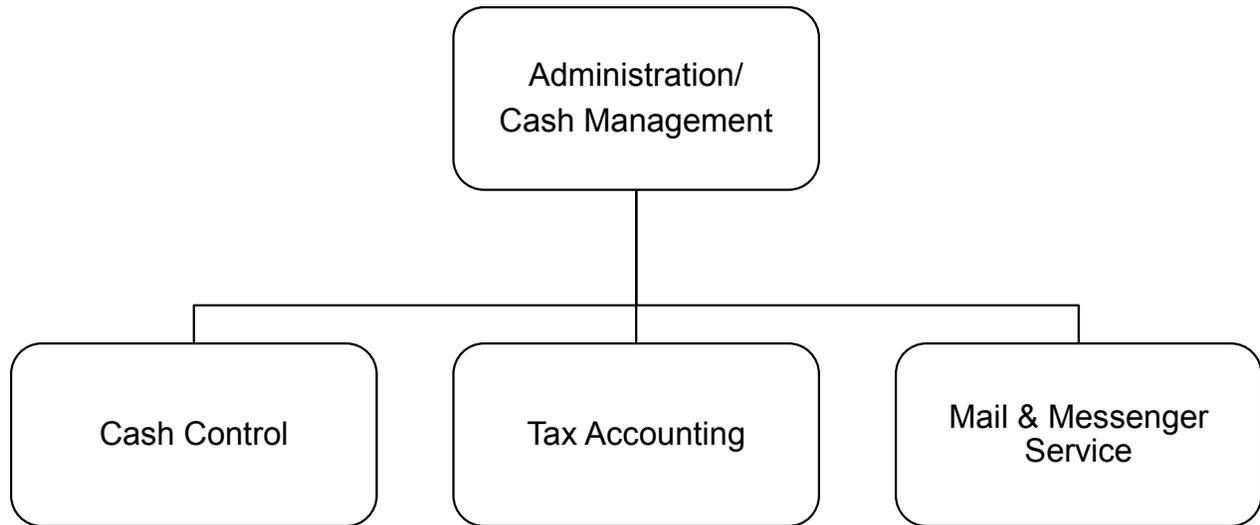
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Accounting Services/ Accounts Payable | Payroll | Grant Accounting |
|---------------------|-------------------------------------|-------------------|---------------------|----------------|------------------------------------------------|---------|---------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 33 | Deputy Director, Finance | 1 | 1 | 1 | | | |
| 30 | Assistant Director, Accounting | 1 | 1 | 1 | | | |
| 27 | Payroll Systems Supervisor | 1 | 1 | | | 1 | |
| 26 | Assistant Payroll System Supervisor | 1 | 0 | | | | |
| 26 | Principal Finance Officer | 1 | 1 | | | | 1 |
| 24 | Associate Accountant | 3 | 4 | | 1 | 1 | 2 |
| 20 | Senior Accountant | 3 | 4 | | 2 | 1 | 1 |
| 18 | Payroll Auditor | 1 | 1 | | | 1 | |
| 17 | Accountant | 4 | 2 | | 1 | | 1 |
| 15 | Principal Account Clerk | 1 | 1 | | 1 | | |
| 9 | Clerk II with Typing | 1 | 1 | | 1 | | |
| EMPLOYEE YEARS | | | | | | | |
| | Full Time | 18.0 | 17.0 | 2.0 | 6.0 | 4.0 | 5.0 |
| | Overtime | 0.2 | 0.2 | 0.0 | 0.1 | 0.1 | 0.0 |
| | Part Time, Temporary, Seasonal | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | Less: Vacancy Allowance | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | Total | 18.2 | 17.2 | 2.0 | 6.1 | 4.1 | 5.0 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

DEPARTMENT OF FINANCE
TREASURY

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|---------------------------------|---------------------------|--------------------------------|
| Conduct Annual Foreclosure Sale | Innovation and Efficiency | Second Quarter |
| Prepare Annual Tax Bill | Innovation and Efficiency | Third Quarter & Fourth Quarter |
| Conduct Annual Tax Lien Sale | Innovation and Efficiency | Fourth Quarter |

Key Performance Indicators

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|----------------------------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| INTERNAL OPERATIONS | | | | |
| Foreclosure notices mailed | 1,619 | 2,278 | 3,200 | 1,610 |
| CUSTOMER PERSPECTIVE | | | | |
| Tax accounts | 62,351 | 62,100 | 62,600 | 62,300 |
| Tax information calls | 33,798 | 35,000 | 33,000 | 37,000 |
| FINANCIAL/COSTS | | | | |
| Delinquent tax accounts | 9,579 | 9,770 | 10,300 | 9,800 |
| Percent of adjusted property tax balances collected – Current (%) | 93.31 | 93.70 | 93.00 | 93.50 |
| Percent of adjusted property tax balances collected – Delinquent (%) | 46.64 | 45.00 | 55.00 | 45.00 |
| Liens sold | 2,041 | 2,500 | 2,500 | 2,500 |
| City initiated foreclosures | 434 | 374 | 450 | 450 |
| Properties redeemed before foreclosure | 693 | 1,018 | 1,600 | 900 |
| Average daily cash ledger balance (\$000) | 305,500 | 303,800 | 323,900 | 309,900 |
| Average daily invested cash bank balance (\$000) | 263,500 | 258,300 | 285,600 | 263,400 |
| Average investment rate (%) | .08 | .09 | .09 | .10 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,766,900 | 1,753,500 | -13,400 |
| Employee Years | 20.5 | 18.5 | -2.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| -12,800 | 1,200 | 39,200 | 0 | -1,200 | -39,800 | -13,400 |

Major Change

| | |
|------------------------------------------------------------------|---------|
| Clerk II/Typing position is eliminated due to budget constraints | -39,800 |
|------------------------------------------------------------------|---------|

DEPARTMENT OF FINANCE
TREASURY

Postage Chargebacks

| <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> | <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> |
|-------------------------------------|----------------|----------------|-----------------------------|----------------|----------------|
| CITY COUNCIL & CLERK | 15,600 | 17,600 | ENVIRONMENTAL SERVICES | 131,000 | 154,100 |
| NEIGHBORHOOD & ECONOMIC DEVELOPMENT | 60,200 | 66,200 | EMERGENCY COMMUNICATIONS | 4,400 | 4,400 |
| ADMINISTRATION | | | POLICE | 39,100 | 48,600 |
| Mayor's Office | 7,400 | 5,700 | FIRE | 1,200 | 1,600 |
| Management & Budget | 100 | 100 | LIBRARY | 0 | 0 |
| Human Resource Management | 10,500 | 12,200 | RECREATION & YOUTH SERVICES | | |
| Communications | 3,200 | 3,300 | Commissioner | 300 | 300 |
| Law | <u>5,300</u> | <u>6,200</u> | Recreation | 4,300 | 6,300 |
| Total - Administration | 26,500 | 27,500 | BEST & YS | <u>2,300</u> | <u>1,100</u> |
| FINANCE | | | Total - DRYS | 6,900 | 7,700 |
| Director's Office | 200 | 300 | INFORMATION TECHNOLOGY | 100 | 100 |
| Accounting | 3,000 | 3,200 | Total Interfund | 174,400 | 208,400 |
| Treasury | 44,000 | 51,000 | Total Intrafund | <u>242,800</u> | <u>241,700</u> |
| Assessment | 30,000 | 13,200 | CITY TOTAL | 417,200 | 450,100 |
| Parking & Municipal Violations | 48,000 | 49,000 | | | |
| Purchasing | <u>7,000</u> | <u>5,600</u> | | | |
| Total - Finance | 132,200 | 122,300 | | | |

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|--------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,112,693 | 1,149,100 | 1,150,700 | 1,096,900 |
| Materials & Supplies | 28,300 | 35,100 | 35,100 | 35,500 |
| Services | 602,296 | 547,900 | 581,100 | 621,100 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,743,289 | 1,732,100 | 1,766,900 | 1,753,500 |
| Interfund Credit* | -178,511 | -214,700 | -174,400 | -208,400 |
| Intrafund Credit* | <u>-275,701</u> | <u>-185,700</u> | <u>-242,800</u> | <u>-241,700</u> |
| Total | 1,289,077 | 1,331,700 | 1,349,700 | 1,303,400 |
| Appropriation by Activity | | | | |
| Administration/Cash Management | 652,240 | 654,300 | 699,200 | 747,600 |
| Cash Control | 226,225 | 226,900 | 210,400 | 166,100 |
| Tax Accounting | 304,764 | 342,800 | 327,600 | 277,500 |
| Mail and Messenger Service | <u>560,060</u> | <u>508,100</u> | <u>529,700</u> | <u>562,300</u> |
| Total | 1,743,289 | 1,732,100 | 1,766,900 | 1,753,500 |
| Interfund Credit* | -178,511 | -214,700 | -174,400 | -208,400 |
| Intrafund Credit* | <u>-275,701</u> | <u>-185,700</u> | <u>-242,800</u> | <u>-241,700</u> |
| Total | 1,289,077 | 1,331,700 | 1,349,700 | 1,303,400 |
| Employee Years by Activity | | | | |
| Administration/Cash Management | 7.0 | 6.7 | 7.0 | 8.0 |
| Cash Control | 4.4 | 4.4 | 4.2 | 3.2 |
| Tax Accounting | 7.2 | 7.2 | 7.0 | 5.0 |
| Mail and Messenger Service | <u>2.3</u> | <u>2.2</u> | <u>2.3</u> | <u>2.3</u> |
| Total | 20.9 | 20.5 | 20.5 | 18.5 |

*Reflects chargeback for postage

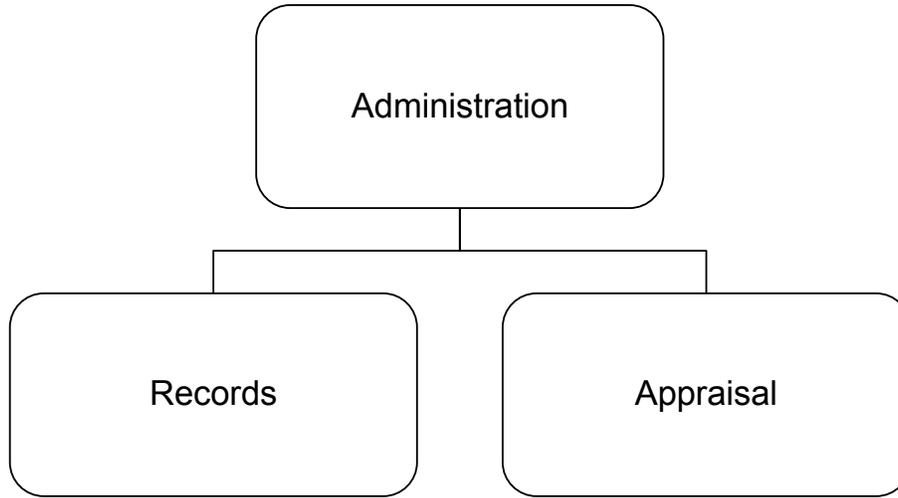
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration/ Cash Management | Cash Control | Tax Accounting | Mail & Messenger Service |
|--------------------------------|--------------------------------|-------------------|---------------------|---------------------------------------|-----------------|-------------------|--------------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 33 | City Treasurer | 1 | 1 | 1 | | | |
| 30 | Deputy Treasurer | 1 | 1 | 1 | | | |
| 26 | Cash & Investment Manager | 1 | 1 | 1 | | | |
| 23 | Business Analyst | 1 | 1 | 1 | | | |
| 20 | Senior Accountant | 2 | 2 | 2 | | | |
| 18 | Head Account Clerk | 1 | 1 | | | 1 | |
| 18 | Head Cashier | 1 | 1 | | 1 | | |
| 17 | Accountant | 0 | 1 | 1 | | | |
| 15 | Principal Account Clerk | 1 | 1 | | 1 | | |
| 14 | Junior Accountant | 3 | 2 | | | 2 | |
| 14 | Mailroom Coordinator | 1 | 1 | | | | 1 |
| 13 | Senior Cashier | 1 | 1 | | 1 | | |
| 12 | Assistant Mailroom Coordinator | 1 | 1 | | | | 1 |
| 12 | Resource Collector | 2 | 2 | | | 2 | |
| 9 | Clerk II with Typing | 1 | 0 | | | | |
| 7 | Clerk III with Typing | 2 | 1 | 1 | | | |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 20.0 | 18.0 | 8.0 | 3.0 | 5.0 | 2.0 |
| Overtime | | 0.2 | 0.2 | 0.0 | 0.2 | 0.0 | 0.0 |
| Part Time, Temporary, Seasonal | | 0.3 | 0.3 | 0.0 | 0.0 | 0.0 | 0.3 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 20.5 | 18.5 | 8.0 | 3.2 | 5.0 | 2.3 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|------------------------------------------------------------------------------------------------------------|---------------------------|----------------------|
| Begin cross-training all clerical and appraisal personnel on the administration of property tax exemptions | Innovation and Efficiency | First Quarter |
| Coordinate the implementation of NYS assessment software. | Innovation and Efficiency | Fourth Quarter |

DEPARTMENT OF FINANCE
ASSESSMENT

Key Performance Indicators

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|----------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| CUSTOMER PERSPECTIVE | | | | |
| Reviews performed: | | | | |
| • Exemptions (new and renewal) | 11,030 | 10,200 | 11,900 | 11,000 |
| • Inspection of building permits | 2,516 | 2,750 | 2,500 | 2,500 |
| • Non-profits & Other | 776 | 2,980 | 3,850 | 2,250 |
| • Owner reviews | 3,167 | 580 | 1,000 | 600 |
| • Notices and Letters | 64,789 | 25,000 | 26,700 | 26,000 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 951,800 | 891,300 | -60,500 |
| Employee Years | 13.4 | 13.4 | 0.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| -49,400 | 300 | -4,000 | 0 | -1,800 | -5,600 | -60,500 |

Major Change

| | |
|--------------------------------------------------------|--------|
| Reduction in office supplies due to budget constraints | -2,200 |
| Reduction in temporary wages | -1,600 |
| Reduction in mileage reimbursement | -1,800 |

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 869,357 | 803,000 | 865,400 | 810,800 |
| Materials & Supplies | 1,382 | 1,400 | 13,600 | 11,400 |
| Services | 77,761 | 30,000 | 72,800 | 69,100 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 948,500 | 834,400 | 951,800 | 891,300 |
| Appropriation by Activity | | | | |
| Administration | 193,384 | 127,700 | 199,100 | 191,100 |
| Records | 233,154 | 215,400 | 222,600 | 222,900 |
| Appraisal | <u>521,962</u> | <u>491,300</u> | <u>530,100</u> | <u>477,300</u> |
| Total | 948,500 | 834,400 | 951,800 | 891,300 |
| Employee Years by Activity | | | | |
| Administration | 1.0 | 0.9 | 1.0 | 1.0 |
| Records | 4.8 | 5.3 | 5.3 | 5.3 |
| Appraisal | <u>7.3</u> | <u>6.9</u> | <u>7.1</u> | <u>7.1</u> |
| Total | 13.1 | 13.1 | 13.4 | 13.4 |

DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

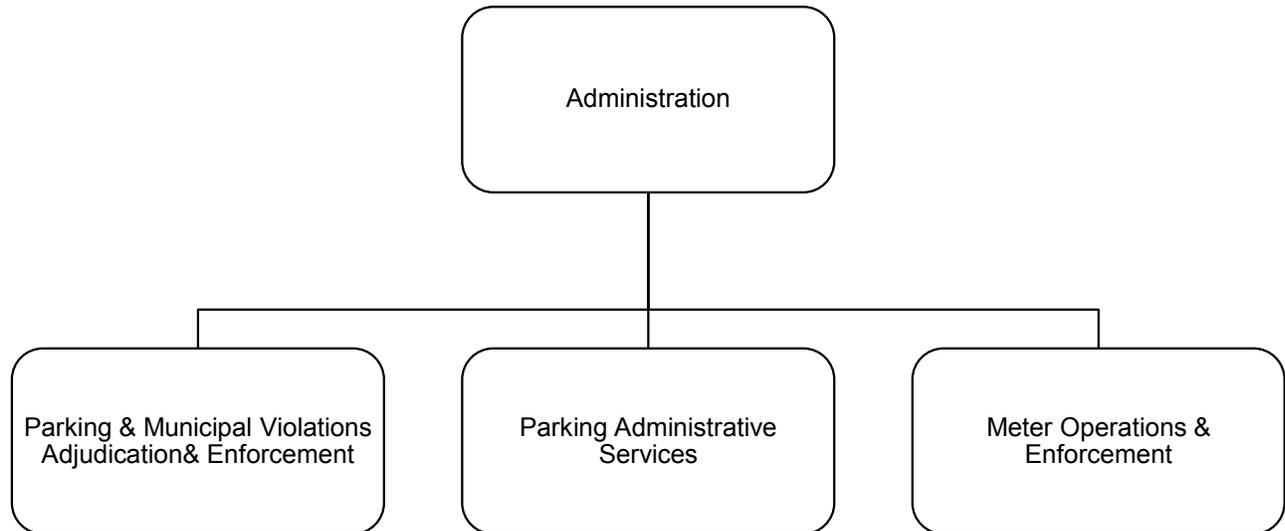
| FULL TIME POSITIONS | | | | Administration | Records | Appraisal |
|---------------------|-------------------------------------|-------------------|---------------------|----------------|------------|------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 33 | Assessor | 1 | 1 | 1 | | |
| 28 | Commercial Appraiser | 1 | 1 | | | 1 |
| 28 | Supervising Real Property Appraiser | 1 | 1 | | | 1 |
| 20 | Real Property Appraiser | 5 | 5 | | | 5 |
| 11 | Clerk I | 1 | 1 | | 1 | |
| 9 | Clerk II | 2 | 2 | | 2 | |
| 7 | Clerk III with Typing | 1 | 1 | | 1 | |
| EMPLOYEE YEARS | | | | | | |
| | Full Time | 12.0 | 12.0 | 1.0 | 4.0 | 7.0 |
| | Overtime | 0.4 | 0.4 | 0.0 | 0.3 | 0.1 |
| | Part Time, Temporary, Seasonal | 1.0 | 1.0 | 0.0 | 1.0 | 0.0 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| | Total | 13.4 | 13.4 | <u>1.0</u> | <u>5.3</u> | <u>7.1</u> |

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

Mission Statement

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

Organization



Vital Customers

External:

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

Internal:

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

Critical Processes

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

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------|
| Continue installation and implementation of the new Parking Access Revenue Control system software for Court Street Garage and High Falls Garage | Innovation and Efficiency | Fourth Quarter |
| Evaluate options to increase capacity at existing garages | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-----------------------------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| CUSTOMER PERSPECTIVE | | | | |
| Percent of booted vehicles that pay vs. being towed | 84% | 84% | 85% | 85% |
| FINANCIAL/COST | | | | |
| Collection rate of Red Light Camera tickets (tickets paid as a % of new tickets issued) | 93% | 83% | 90% | N/A |

N/A – Not Applicable

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 7,065,800 | 6,243,100 | -822,700 |
| Employee Years | 41.7 | 38.7 | -3.0 |

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> |
| 15,600 | 51,500 | -1,000 | 0 | 0 | -888,800 |
| | | | | | -822,700 |

Major Change

| | |
|--------------------------------------------------------------------------------------------------------------------------------|----------|
| Miscellaneous services are reduced to reflect a full year with no Midtown expenses | -392,500 |
| Net reduction in professional services primarily due to efficiencies in the garage attendant and maintenance services contract | -184,200 |
| Eliminate two full time positions as an efficiency measure | -159,500 |
| Business Analyst I is added to support increasing technology needs and to promote process efficiency | 68,700 |
| Reductions in supplies and services reflect actual need | -56,100 |
| Reduction in utilities based on actual need | -55,600 |
| Reduction in maintenance and repair expenses based on historical experience | -50,600 |
| Clerical position is eliminated due to the cancellation of red light camera program | -42,200 |
| Clerical position is eliminated as an efficiency measure | -39,800 |
| Funding is added for temporary relocation of Parking & Municipal Violations Bureau | 23,000 |

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

Program Change

Municipal parking garage internal accounting and administrative control will continue to be enhanced as the new Parking Access Revenue Control system software is implemented in more garages. Installation is planned for Court Street Garage and High Falls Garage.

Parking & Municipal Violations Bureau (PMVB) will temporarily relocate with an option for a long-term lease to prepare for the South Avenue facility renovation.

Midtown Garage was sold on March 17, 2017.

The red light camera program has concluded so there is no red light camera ticket adjudication. Red light camera tickets no longer apply to the booting program.

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|---------------------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,006,221 | 1,941,800 | 2,087,600 | 1,930,400 |
| Materials & Supplies | 84,889 | 82,200 | 96,200 | 94,600 |
| Services | 5,141,434 | 4,716,900 | 4,882,000 | 4,218,100 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 7,232,544 | 6,740,900 | 7,065,800 | 6,243,100 |
| | | | | |
| Appropriation by Activity | | | | |
| Administration | 357,174 | 353,100 | 373,900 | 245,800 |
| Parking/Municipal Violations Adjud. & Enforcement | 605,924 | 556,800 | 781,000 | 811,400 |
| Parking Administrative Services | 5,398,745 | 4,953,900 | 5,007,900 | 4,186,000 |
| Meter Operations/Parking Enforcement | <u>870,701</u> | <u>877,100</u> | <u>903,000</u> | <u>999,900</u> |
| Total | 7,232,544 | 6,740,900 | 7,065,800 | 6,243,100 |
| | | | | |
| Employee Years by Activity | | | | |
| Administration | 4.0 | 4.0 | 4.0 | 3.0 |
| Parking/Municipal Violations Adjud. & Enforcement | 10.1 | 9.9 | 10.6 | 9.6 |
| Parking Administrative Services | 10.5 | 10.1 | 11.5 | 9.5 |
| Meter Operations/Parking Enforcement | <u>14.9</u> | <u>14.9</u> | <u>15.6</u> | <u>16.6</u> |
| Total | 39.5 | 38.9 | 41.7 | 38.7 |

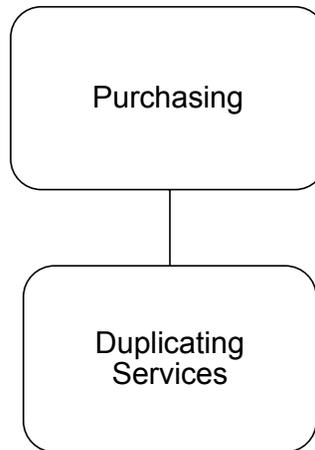
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | PMVB Adjud. & Enforcement | Parking Administrative Services | Meter Ops/Parking Enforcement |
|--------------------------------|--------------------------------------|-------------------|---------------------|----------------|------------------------------|---------------------------------------|-------------------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 33 | Director, Parking | 1 | 1 | 1 | | | |
| 28 | Asst. Director, Parking | 2 | 2 | | 1 | | 1 |
| 26 | Supervisor, Administrative Services | 1 | 0 | | | | |
| 26 | Parking Facility Manager | 1 | 0 | | | | |
| 26 | Municipal Parking Compliance Auditor | 1 | 1 | | | 1 | |
| 25 | Business Analyst I | 0 | 1 | 1 | | | |
| 21 | Supervisor of Structures & Equipment | 0 | 1 | | | 1 | |
| 16 | Parking Enforcement Supervisor | 2 | 2 | | | | 2 |
| 15 | Senior Parking Equipment Mechanic | 2 | 1 | | | | 1 |
| 14 | Parking Compliance Monitor | 2 | 2 | | | 2 | |
| 14 | Junior Accountant | 1 | 1 | | | 1 | |
| 13 | Sr. Cashier Bilingual | 1 | 1 | | 1 | | |
| 11 | Adjudication Assistant | 1 | 1 | | 1 | | |
| 11 | Secretary | 1 | 1 | 1 | | | |
| 10 | Parking Enforcement Officer | 8 | 8 | | | | 8 |
| 10 | Parking Equipment Mechanic | 1 | 1 | | | | 1 |
| 9 | Clerk II | 1 | 2 | | 2 | | |
| 9 | Clerk II with Typing | 2 | 0 | | | | |
| 7 | Clerk III | 5 | 4 | | 3 | 1 | |
| 7 | Clerk III with Typing | 1 | 1 | | | 1 | |
| 5 | Account Clerk | 2 | 2 | | 1 | 1 | |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 36.0 | 33.0 | 3.0 | 9.0 | 8.0 | 13.0 |
| Overtime | | 0.5 | 0.5 | 0.0 | 0.1 | 0.2 | 0.2 |
| Part Time, Temporary, Seasonal | | 5.2 | 5.2 | 0.0 | 0.5 | 1.3 | 3.4 |
| Less: Vacancy Allowance | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total | | 41.7 | 38.7 | 3.0 | 9.6 | 9.5 | 16.6 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

DEPARTMENT OF FINANCE
PURCHASING

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------|
| Maximize electronic bidding and requests for quotations (RFQ's) through the use of BidNet | Innovation and Efficiency | First Quarter |
| Develop MWBE Fast Track Joint Certification Program | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Increase MWBE participation in City public works contracts and PSA's | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |

DEPARTMENT OF FINANCE
PURCHASING

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-----------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Contracts awarded: | | | | |
| • Construction (\$000) | 46,596 | 35,000 | 44,900 | 46,400 |
| • Construction M/WBE (\$000) | 12,268 | 5,000 | 9,000 | 7,500 |
| • Percent of MWBE to Total | 26.3 | 14.3 | 20.0 | 16.2 |
| • Number of Goods and Services contracts awarded | 458 | 440 | 425 | 440 |
| Number of public bids received electronically | N/A | 50 | 10 | 150 |
| Percent of City public bids distributed electronically | 53 | 60 | 55 | 95 |
| Percent of City public bid purchases from best value bids | N/A | 1 | N/A | 1 |
| FINANCIAL/COSTS | | | | |
| Money recovered from sale of surplus property (\$) | 158,409 | 250,000 | 250,000 | 250,000 |
| LEARNING AND INNOVATION | | | | |
| Ratio of specifications via internet versus U.S. mail (%) | 53 | 60 | 55 | 95 |

N/A – Not Applicable

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,081,700 | 1,053,100 | -28,600 |
| Employee Years | 12.0 | 11.9 | -0.1 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| -26,100 | 600 | 1,300 | 0 | -900 | -3,500 | -28,600 |

Major Change

| | |
|---------------------------------------------------------------|--------|
| Productivity improvements in printing costs result in savings | -2,500 |
| Miscellaneous reductions due to budget constraints | -1,000 |

DEPARTMENT OF FINANCE
PURCHASING

Duplicating Chargebacks

| <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> | <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> |
|----------------------------------|----------------|----------------|-----------------------------|----------------|----------------|
| CITY COUNCIL & CLERK | 8,400 | 11,200 | ENVIRONMENTAL SERVICES | 51,000 | 37,100 |
| NEIGHBORHOOD & BUSINESS DEV. | 40,200 | 66,000 | EMERGENCY COMMUNICATIONS | 3,000 | 7,000 |
| ADMINISTRATION | | | INFORMATION TECHNOLOGY | 4,900 | 7,700 |
| Mayor's Office | 67,100 | 35,600 | RPD | 10,200 | 12,700 |
| Innovation | 0 | 5,700 | FIRE | 15,500 | 15,400 |
| Management & Budget | 5,900 | 8,800 | RECREATION & YOUTH SERVICES | | |
| Human Resource Management | 16,400 | 21,500 | Commissioner | 2,600 | 4,600 |
| Communications | 13,300 | 26,700 | Recreation | 66,000 | 35,700 |
| Law | <u>800</u> | <u>2,000</u> | BEST &YS | <u>11,300</u> | <u>3,400</u> |
| Total - Administration | 103,500 | 100,300 | Total - DRYS | 79,900 | 43,700 |
| LIBRARY | 200 | 300 | Total Interfund | 49,700 | 30,900 |
| FINANCE | | | Total Intrafund | <u>275,600</u> | <u>297,000</u> |
| Director's Office | 800 | 1,200 | CITY TOTAL | 325,300 | 327,900 |
| Accounting | 300 | 400 | | | |
| Treasury | 1,000 | 2,700 | | | |
| Assessment | 2,600 | 17,200 | | | |
| Parking and Municipal Violations | 1,000 | 1,200 | | | |
| Purchasing | <u>2,800</u> | <u>3,800</u> | | | |
| Total - Finance | 8,500 | 26,500 | | | |

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 709,422 | 729,900 | 745,200 | 718,600 |
| Materials & Supplies | 55,854 | 70,500 | 71,100 | 71,200 |
| Services | 231,400 | 209,000 | 265,400 | 263,300 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 996,676 | 1,009,400 | 1,081,700 | 1,053,100 |
| Interfund Credit* | -40,942 | -31,700 | -49,700 | -30,900 |
| Intrafund Credit* | <u>-212,360</u> | <u>-273,400</u> | <u>-275,600</u> | <u>-297,000</u> |
| Total | 743,374 | 704,300 | 756,400 | 725,200 |
| Appropriation by Activity | | | | |
| Purchasing | 735,803 | 707,900 | 757,000 | 725,200 |
| Duplicating Services | <u>260,873</u> | <u>301,500</u> | <u>324,700</u> | <u>327,900</u> |
| Total | 996,676 | 1,009,400 | 1,081,700 | 1,053,100 |
| Interfund Credit* | -40,942 | -31,700 | -49,700 | -30,900 |
| Intrafund Credit* | <u>-212,360</u> | <u>-273,400</u> | <u>-275,600</u> | <u>-297,000</u> |
| Total | 743,374 | 704,300 | 756,400 | 725,200 |
| Employee Years by Activity | | | | |
| Purchasing | 11.0 | 10.7 | 11.0 | 10.9 |
| Duplicating Services | <u>1.0</u> | <u>1.0</u> | <u>1.0</u> | <u>1.0</u> |
| Total | 12.0 | 11.7 | 12.0 | 11.9 |

*Reflects chargeback for duplicating

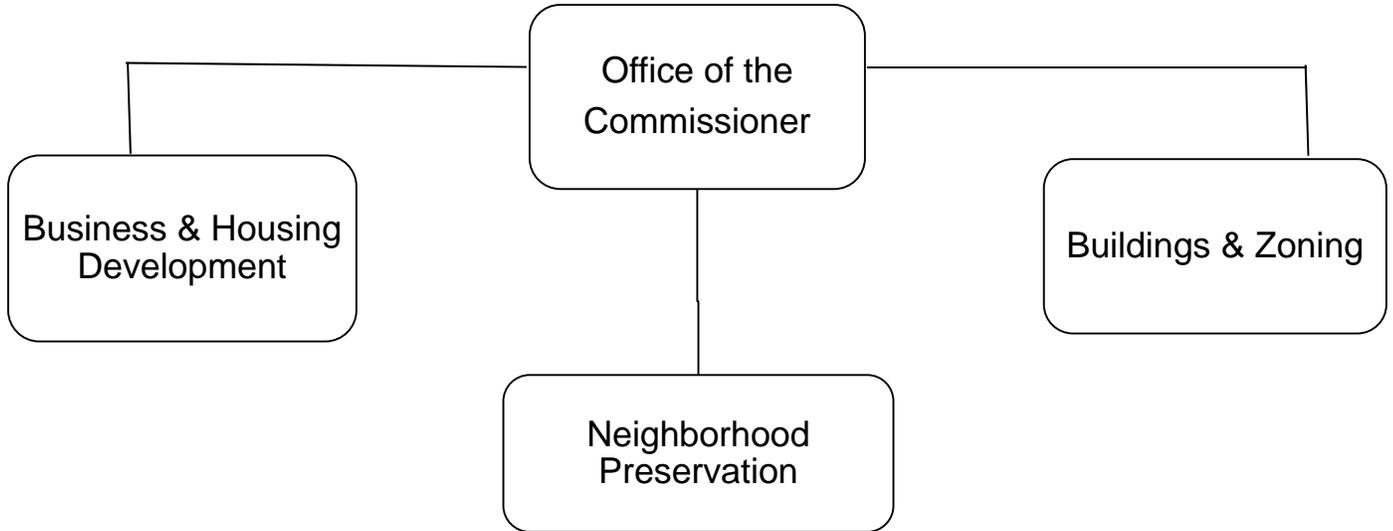
DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Purchasing | Duplicating Services |
|---------------------|----------------------------------------------|-------------------|---------------------|------------|-------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | |
| 33 | Purchasing Agent | 1 | 1 | 1 | |
| 24 | Contract Administrator | 1 | 1 | 1 | |
| 24 | Minority & Women Business Enterprise Officer | 1 | 1 | 1 | |
| 22 | Senior Purchaser | 2 | 2 | 2 | |
| 20 | Administrative Analyst | 0 | 1 | 1 | |
| 19 | Purchaser | 1 | 1 | 1 | |
| 18 | Management Trainee | 2 | 1 | 1 | |
| 14 | Purchasing Control Clerk | 1 | 1 | 1 | |
| 14 | Coordinator Duplicating & Supplies | 1 | 1 | | 1 |
| 7 | Clerk III with Typing | 1 | 1 | 1 | |
| EMPLOYEE YEARS | | | | | |
| | Full Time | 11.0 | 11.0 | 10.0 | 1.0 |
| | Overtime | 0.1 | 0.1 | 0.1 | 0.0 |
| | Part Time, Temporary, Seasonal | 0.9 | 0.8 | 0.8 | 0.0 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| | Total | 12.0 | 11.9 | 10.9 | 1.0 |

Mission Statement

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

Organization



Highlights of the Department's 2017-18 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

| Highlights | Priorities Supported | Projected Completion |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| <u>Commissioner/Planning</u> | | |
| Complete Comprehensive Plan Update | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| <u>Business & Housing Development</u> | | |
| Execute Land Disposition Agreement for Midtown Parcel 5 | Safer and More Vibrant Neighborhoods | Third Quarter |
| Execute Land Disposition Agreements for Inner Loop Sites | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Work with Rochester Land Bank & Rochester Housing Development Fund Corporation on rehab of ten homes for sale to owner occupants | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| <u>Neighborhood Preservation</u> | | |
| Complete Neighborhood Enhancement Project | Safer and More Vibrant Neighborhoods | Second Quarter |
| Implement appropriate changes for the Nuisance process as presented by the evaluation to align with all 4 Quadrants | Safer and More Vibrant Neighborhoods | Ongoing |
| <u>Buildings and Zoning</u> | | |
| Merge permit office, zoning and contract services with inspection and compliance services | Innovation and Efficiency | First Quarter |
| Complete evaluation & selection of a Land Management solution | Safer and More Vibrant Neighborhoods | Fourth Quarter |

Year-To-Year Comparison

| Bureau | Budget | Budget | Change | Percent |
|-------------------------------------|------------------|------------------|------------------|---------------|
| | <u>2016-17</u> | <u>2017-18</u> | | <u>Change</u> |
| Commissioner/Admin Finance/Planning | 853,000 | 1,105,500 | 252,500 | 29.6% |
| Business & Housing Development | 3,535,500 | 2,773,600 | -761,900 | -21.5% |
| Planning & Zoning | 1,765,400 | 0 | -1,765,400 | -100.0% |
| Neighborhood Preservation | 1,452,200 | 1,454,600 | 2,400 | 0.2% |
| Buildings & Zoning | <u>3,511,700</u> | <u>5,651,300</u> | <u>2,139,600</u> | 60.9% |
| Total | 11,117,800 | 10,985,000 | -132,800 | -1.2% |
| Employee Years | 136.9 | 137.4 | 0.5 | 0.4% |

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> |
| -130,000 | 5,100 | 7,000 | 0 | 1,500 | -16,400 | | -132,800 |

Major Change Highlights

| | |
|-----------------------------------------------------------------------------------------------|-----------|
| One Planning Manager is added | \$98,100 |
| Vacant Director of Administration and Finance position is eliminated as an efficiency measure | -\$98,100 |

Program Change

The Bureau of Planning & Zoning is eliminated, with the planning function moving to the Commissioner's Office and the zoning function moving to the new Bureau of Buildings & Zoning. This change is a result of an independent study conducted of the Department and its recommendations for change. The study recommended enhancing the planning function.

The new Bureau of Buildings & Zoning will see increased efficiencies and improvements to customer service. These improvements will occur in particular in the permit office where the intersection of permit office staff and inspection and compliance staff will provide a more centralized point of intake and service.

The Bureau of Buildings & Zoning will also include the Rehab Grant unit, which will relocate from the Bureau of Business & Housing Development. In current operations, Inspection & Compliance code enforcement officers often direct homeowners to the Rehab Grant program. The co-location of these functions will provide a more streamlined customer experience.

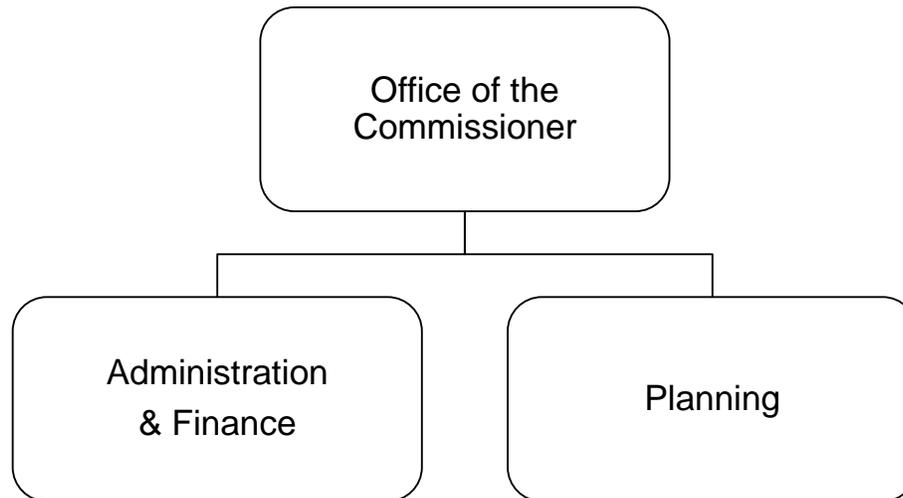
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|------------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 8,896,631 | 8,882,700 | 9,570,200 | 9,424,500 |
| Materials & Supplies | 40,114 | 45,700 | 50,400 | 51,100 |
| Services | 3,615,729 | 1,391,300 | 1,497,200 | 1,509,400 |
| Other | <u>162,572</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 12,715,046 | 10,319,700 | 11,117,800 | 10,985,000 |
| Appropriation by Activity | | | | |
| Commissioner | 741,125 | 769,100 | 853,000 | 1,105,500 |
| Business & Housing Development | 5,944,611 | 3,154,700 | 3,535,500 | 2,773,600 |
| Planning & Zoning | 1,481,133 | 1,653,500 | 1,765,400 | 0 |
| Neighborhood Preservation | 1,324,308 | 1,400,300 | 1,452,200 | 1,454,600 |
| Buildings & Zoning | <u>3,223,869</u> | <u>3,342,100</u> | <u>3,511,700</u> | <u>5,651,300</u> |
| Total | 12,715,046 | 10,319,700 | 11,117,800 | 10,985,000 |
| Employee Years by Activity | | | | |
| Commissioner | 9.0 | 8.8 | 9.4 | 12.6 |
| Business & Housing Development | 38.1 | 35.5 | 39.1 | 29.3 |
| Planning & Zoning | 21.8 | 22.6 | 23.6 | 0.0 |
| Neighborhood Preservation | 17.1 | 17.4 | 17.1 | 17.1 |
| Buildings & Zoning | <u>47.2</u> | <u>46.0</u> | <u>47.7</u> | <u>78.4</u> |
| Total | 133.2 | 130.3 | 136.9 | 137.4 |
| NBD Resource Allocation - Dollars | | | | |
| NBD Allocation | 12,715,046 | 10,319,700 | 11,117,800 | 10,985,000 |
| Police Department NBD Allocation | <u>2,344,100</u> | <u>2,344,100</u> | <u>2,344,100</u> | <u>2,344,100</u> |
| Total NBD Allocation | 15,059,146 | 12,663,800 | 13,461,900 | 13,329,100 |
| NBD Resource Allocation - Employee Years | | | | |
| NBD Allocation | 133.2 | 130.3 | 136.9 | 137.4 |
| Police Department NBD Allocation | <u>26.5</u> | <u>26.5</u> | <u>26.5</u> | <u>26.5</u> |
| Total NBD Allocation | 159.7 | 156.8 | 163.4 | 163.9 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Prepare and monitor departmental operating and CIP budgets
- Provide budgetary and financial reporting functions
- Monitor grant budgets and coordinate audit visits
- Coordinate performance management and measurement programs
- Administer personnel, purchasing and payroll activities
- Ensure adherence to grant compliance requirements for federal formula grant programs
- Manage the federal disbursement and information system
- Prepare and monitor professional services, sub-recipient and beneficiary agreements
- Monitor and maintain database of affordable homeownership and rental units
- Process code enforcement billing activities
- Coordinate City Council agenda process for departmental items
- Coordinate departmental web content
- Prepare and maintain the City's Comprehensive Plan and associated land use plans
- Support grassroots neighborhood-driven planning efforts through technical expertise and training services

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------|
| Complete the Local Waterfront Revitalization Program (LWRP) plan update | Safer and More Vibrant Neighborhoods | First Quarter |
| Conduct Rochester Mobility Enhancement Study (RMES) | Safer and More Vibrant Neighborhoods | Third Quarter |
| Complete the Vacuum Oil Brownfield Opportunity Generic Environmental Impact Statement | Safer and More Vibrant Neighborhoods | Third Quarter |
| Complete Comprehensive Plan Update | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Utilize federal funding to create jobs and improve neighborhood conditions and housing | More Jobs, Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Provide up to date information on programs and services for residents and other customers | Innovation and Efficiency | Ongoing |
| Encourage safer and more attractive neighborhoods through enforcement of city codes | Safer and More Vibrant Neighborhoods | Ongoing |
| Manage the Neighborhood Partnership Initiative | Safer and More Vibrant Neighborhoods | Ongoing |
| Provide environmental review consultation and training services | Safer and More Vibrant Neighborhoods | Ongoing |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER

Key Performance Indicators

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|--------------------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| <u>ENHANCE NEIGHBORHOODS</u> | | | | |
| General Billing Invoices (Rehab/Demo) | | | | |
| Number issued | 3,030 | 3,000 | 2,810 | 3,000 |
| Amount billed | \$604,950 | \$850,000 | \$253,000 | \$850,000 |
| Percent collected | 67.8% | 70% | 60% | 70% |
| Demolitions (B&Z) | 121 | 110 | 125 | 110 |
| Homebuyer Assistance provided by the City | \$807,000 | \$750,000 | \$850,000 | \$800,000 |
| Total Rehabilitation Grants awarded (millions) | \$5.5 | \$4.2 | \$6.1 | \$4.8 |
| Good Neighbor Agreements (NP) | 988 | 743 | 800 | 645 |
| <u>PROMOTE DEVELOPMENT</u> | | | | |
| Grants/funding received – federal (millions) | \$11.79 | \$12.46 | \$13.0 | \$11.4 |
| Grants/funding received – all other sources | \$3,714,212 | \$2,370,000 | \$511,000 | \$485,000 |
| Affordable housing units created (BHD) | 104 | 175 | 175 | 243 |
| Comprehensive Neighborhood Planning (% plans complete) | 0% | 50% | 50% | 100% |

B&Z – Buildings and Zoning Bureau

NP – Neighborhood Preservation Bureau

BHD – Business & Housing Development Bureau

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 853,000 | 1,105,500 | 252,500 |
| Employee Years | 9.4 | 12.6 | 3.2 |

Change Detail

| Salary & Wage | General | | Vacancy | | Miscellaneous | Major Change | Total |
|-------------------|------------------|--------------------|------------------|--|---------------|--------------|---------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | | | | |
| 22,000 | 800 | -11,700 | 0 | | 300 | 241,100 | 252,500 |

Major Changes

| | |
|--------------------------------------------------------------------------------------|---------|
| Three full time planning positions transfer in from Planning & Zoning Bureau | 235,900 |
| One Planning Manager is added | 98,100 |
| Vacant Director of Administration and Finance is eliminated as an efficiency measure | -98,100 |
| Materials and supplies funding transfers in from Planning & Zoning Bureau | 5,200 |

Program Change

Total Rehabilitation grants awarded (millions) – This KPI was previously reported in Business & Housing Development, and included both Rehab grants and HOME-funded rehab. The portion that remains in Business & Housing Development is the HOME-funded new construction and rehab, and the portion in Buildings and Zoning includes only the City rehab grants such as roof replacement, lead abatement, and Emergency Assistance Repair Program (EARP). The total of both components is reported in the Commissioner's Office.

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

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 618,999 | 613,400 | 645,900 | 905,800 |
| Materials & Supplies | 3,012 | 3,200 | 5,200 | 5,600 |
| Services | 119,114 | 152,500 | 201,900 | 194,100 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 741,125 | 769,100 | 853,000 | 1,105,500 |
| Appropriation by Activity | | | | |
| Commissioner | 317,860 | 353,800 | 407,200 | 401,300 |
| Planning | 0 | 0 | 0 | 334,000 |
| Administration & Finance | <u>423,265</u> | <u>415,300</u> | <u>445,800</u> | <u>370,200</u> |
| | 741,125 | 769,100 | 853,000 | 1,105,500 |
| Employee Years by Activity | | | | |
| Commissioner | 2.0 | 2.0 | 2.0 | 2.0 |
| Planning | 0.0 | 0.0 | 0.0 | 4.0 |
| Administration & Finance | <u>7.0</u> | <u>6.8</u> | <u>7.4</u> | <u>6.6</u> |
| | 9.0 | 8.8 | 9.4 | 12.6 |

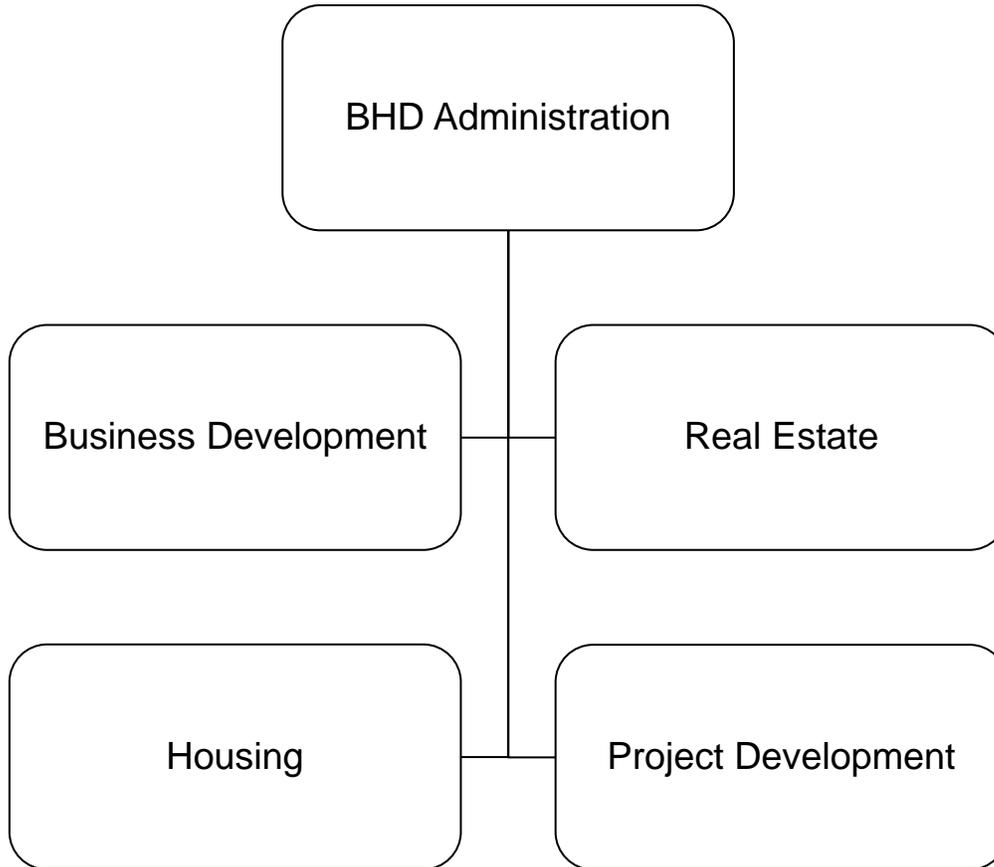
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Commissioner | Planning | Administration & Finance |
|-----------------------|--------------------------------------|-------------------|---------------------|--------------|------------|-----------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 36 | Commissioner | 1.0 | 1.0 | 1.0 | | |
| 30 | Manager of Planning | 0.0 | 1.0 | | 1.0 | |
| 30 | Director of Administration & Finance | 0.8 | 0.0 | | | |
| 29 | Principal Staff Assistant | 0.0 | 1.0 | | | 1.0 |
| 26 | Associate Administrative Analyst | 1.0 | 0.0 | | | |
| 26 | Associate City Planner | 0.0 | 1.0 | | 1.0 | |
| 24 | Senior City Planner | 0.0 | 1.0 | | 1.0 | |
| 24 | Senior GIS Analyst/City Planner | 0.0 | 1.0 | | 1.0 | |
| 20 | Executive Assistant | 2.0 | 2.0 | 1.0 | | 1.0 |
| 16 | Administrative Assistant | 0.0 | 2.0 | | | 2.0 |
| 12 | Project Assistant | 1.0 | 0.0 | | | |
| 11 | Clerk I | 1.0 | 1.0 | | | 1.0 |
| 10 | Senior Account Clerk | 1.0 | 0.0 | | | |
| 7 | Clerk III with Typing | 1.0 | 1.0 | | | 1.0 |
| EMPLOYEE YEARS | | | | | | |
| | Full Time | 8.8 | 12.0 | 2.0 | 4.0 | 6.0 |
| | Overtime | 0.1 | 0.1 | 0.0 | 0.0 | 0.1 |
| | Part Time, Temporary, Seasonal | 0.5 | 0.5 | 0.0 | 0.0 | 0.5 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| | Total | 9.4 | 12.6 | 2.0 | 4.0 | 6.6 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Promote development of small and middle markets
- Promote residential development
- Purchase and sell selected real estate that is essential to achieving City goals
- Portfolio management – loan and grant monitoring
- Manage housing programs
- Manage and monitor CDBG and CIP processes in collaboration with Administration and Finance

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------|
| <i>BUSINESS DEVELOPMENT:</i> | | |
| Increase access to capital and micro-lending resources for small businesses | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Attract new businesses and generate growth in downtown businesses | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| <i>PROJECT DEVELOPMENT:</i> | | |
| Execute Land Disposition Agreement for Inner Loop East (ILE) Site 1 | Safer and More Vibrant Neighborhoods | Second Quarter |
| Execute Land Disposition Agreement for Midtown Parcel 5 | Safer and More Vibrant Neighborhoods | Third Quarter |
| Execute Land Disposition Agreement for Inner Loop East (ILE) Sites 2, 4, 5 | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| <i>HOUSING:</i> | | |
| Provide maintenance, rehabilitation and/or historic preservation to enhance well-built and diverse housing stock | Safer and More Vibrant Neighborhoods | Second Quarter |
| Promote redevelopment of residential and mixed-use structures to address market demand for currently under-represented housing inventory | Safer and Vibrant Neighborhoods | Fourth Quarter |
| Sell 50 City surplus houses | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Work with Rochester Land Bank & Rochester Housing Development Fund Corporation on rehab of ten homes for sale to owner occupants | Safer and More Vibrant Neighborhoods | Fourth Quarter |

Key Performance Indicators

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|---------------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| ENHANCE NEIGHBORHOODS | | | | |
| Rehabilitation grants awarded (millions) | \$5.5 | \$4.2 | \$6.1 | N/A |
| HOME funded rehab and new construction (millions) | N/A | N/A | N/A | \$1.2 |
| Owner occupied housing units created | 4 | 16 | 9 | 10 |
| City-assisted sales to owner occupants | 213 | 187 | 245 | 200 |
| Foreclosures prevented | 204 | 120 | 132 | 120 |
| Affordable housing units created | 104 | 175 | 175 | 243 |
| Market rate housing units created | 155 | 114 | 105 | 181 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Mixed-use projects | 13 | 16 | 13 | 13 |
| Total public/private housing investment (millions) | \$129.1 | \$134.1 | \$114.1 | \$70.1 |
| Total commercial/retail investment (millions) | \$75.0 | \$20.0 | \$75.0 | \$20.0 |
| FACILITATE BUSINESS GROWTH | | | | |
| Total retention assistance (millions) | \$24.9 | \$26.4 | \$15.0 | \$16.0 |
| Jobs retained | 807 | 539 | 1,700 | 500 |
| Total growth assistance (millions) | \$105.9 | \$24.0 | \$95.0 | \$25.0 |
| Full-time equivalent jobs created (Business Development, REDCO) | 420 | 266 | 850 | 250 |
| Average income of jobs created | N/A | \$30,000 | \$30,000 | \$30,000 |
| Businesses relocating into city | 5 | 8 | 10 | 5 |
| All grants/loans provided | 341 | 371 | 400 | 65 |
| <u>Empire Zone</u> | | | | |
| Total investments (millions) | \$52.6 | \$42.1 | N/A | \$33.7 |
| Jobs created | 180 | 144 | N/A | 135.6 |
| Jobs retained | 8,251 | 6,601 | N/A | 6,572 |
| Minority and Women Owned Business Enterprise (MWBE)/Disadvantaged Small Business Enterprise (MWDSBE) | | | | |
| New MWBE businesses | 33 | 14 | 15 | 17 |
| Total MWBE assistance (millions) | \$6.7 | \$1.9 | \$2.0 | \$3.0 |
| Minority workforce % | 37.8% | 20% | 20% | 20% |
| Women workforce % | 8.2% | 6.9% | 6.9% | 6.9% |
| MWDSBE assistance | \$3,405,149 | \$3,858,862 | \$2,000,000 | \$2,000,000 |
| Workforce Residency | | | | |
| Workforce city residents (all projects) | 21.85% | 25% | 25% | 25% |
| Workforce city residents (people count) | 481 | 450 | 453 | 450 |
| PROMOTE DEVELOPMENT | | | | |
| Tax foreclosures | 205 | 300 | 300 | 300 |
| Property rental revenue | \$114,781 | \$170,000 | \$170,000 | \$170,000 |
| Properties sold thru auction/RFP | 99 | 115 | 112 | 125 |
| Property sales revenue | \$2,355,418 | \$1,904,000 | \$1,730,000 | \$1,860,000 |
| Leveraged Private Investment Dollars (Commercial Corridors) (millions) | \$148.7 | \$26.0 | \$150.0 | \$25.0 |
| Leveraged Private Investment Dollars (Downtown) (millions) | \$94.5 | \$67.9 | \$125.0 | \$101.0 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|---------------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| % Grants/Loans Applications Processed On-Time (90 days) | N/A | N/A | N/A | 80% |
| N/A – Not Available | | | | |

Year-To-Year

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 3,535,500 | 2,773,600 | -761,900 |
| Employee Years | 39.1 | 29.3 | -9.8 |

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> |
|------------------------------------|-----------------------------|-------------|-----------------------------|----------------------|---------------------|--------------|
| -106,800 | 2,100 | 21,700 | 0 | 0 | -678,900 | -761,900 |

Major Changes

| | |
|-----------------------------------------------------------------------------------------------|----------|
| Rehab and Demo function including nine full time staff transfers to Buildings & Zoning Bureau | -640,700 |
| Vacant clerical position is eliminated as an efficiency | -38,200 |

Program Change

To better serve the community and expand the impact of Business & Housing Development programs, City staff will spend more time connecting with businesses that have not been reached by our programs in the last five years.

The Rehabilitation Grants awarded KPI was previously reported in Business & Housing Development, and included both Rehab grants and HOME-funded rehab. The portion that remains in Business & Housing Development for FY 2017-18 is the federal HOME-funded new construction and rehab portion. The portion in the Buildings & Zoning Bureau will include the City rehab grants such as roof replacement, lead abatement, and the emergency assistance repair program.

The “All grants and loans” KPI has historically included rehabilitation and repair grants as well as business development and project development grants and loans. In 2017-18 all rehabilitation and repair grants will be tracked in the Building & Zoning Bureau. Only grants and loans processed in the Bureau of Business & Housing Development will be tracked in the “All grants and loans” KPI beginning in 2017-18.

Empire Zone data has historically been tracked and included in NBD KPIs. This program receives support from NBD but will be phased out as there have been no new business enrollments since 2010. KPIs will now show Empire Zone and current NBD business development activity separately.

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

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|------------------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,838,325 | 2,570,900 | 2,931,700 | 2,171,000 |
| Materials & Supplies | 8,475 | 6,900 | 7,400 | 6,000 |
| Services | 2,935,239 | 576,900 | 596,400 | 596,600 |
| Other | <u>162,572</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 5,944,611 | 3,154,700 | 3,535,500 | 2,773,600 |
| Appropriation by Activity | | | | |
| Administration | 733,032 | 806,900 | 838,400 | 716,900 |
| Business Development | 464,377 | 430,300 | 507,400 | 479,300 |
| Real Estate | 715,020 | 655,400 | 822,900 | 785,400 |
| Housing | 551,032 | 440,200 | 477,700 | 464,700 |
| Project Development | 928,567 | 312,600 | 324,600 | 327,300 |
| Rehabilitation & Repair | 0 | 509,300 | 564,500 | 0 |
| Rochester Riverside Convention Center | 1,427,200 | 0 | 0 | 0 |
| Blue Cross Arena at the Rochester War Memorial | 944,472 | 0 | 0 | 0 |
| High Falls | 46,555 | 0 | 0 | 0 |
| Soccer Stadium | <u>134,356</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | 5,944,611 | 3,154,700 | 3,535,500 | 2,773,600 |
| Employee Years by Activity | | | | |
| Administration | 4.0 | 7.0 | 7.0 | 5.5 |
| Business Development | 5.0 | 5.0 | 6.0 | 6.0 |
| Real Estate | 8.2 | 7.0 | 8.6 | 7.6 |
| Housing | 7.8 | 5.3 | 6.3 | 6.1 |
| Project Development | 13.1 | 4.1 | 4.1 | 4.1 |
| Rehabilitation & Repair | <u>0.0</u> | <u>7.1</u> | <u>7.1</u> | <u>0.0</u> |
| | 38.1 | 35.5 | 39.1 | 29.3 |

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

| FULL TIME POSITIONS | | | Administration | Business Development | Real Estate | Housing | Project Development | |
|-----------------------|--------------------------------------------|----------------|------------------|----------------------|-------------|------------|---------------------|------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | |
| 34 | Director of Development Services | 0 | 1 | 1 | | | | |
| 34 | Deputy Commissioner | 1 | 0 | | | | | |
| 31 | Manager of Housing | 0 | 1 | | | 1 | | |
| 30 | Director of Real Estate | 1 | 1 | | 1 | | | |
| 30 | Director of Strategic Business Development | 1 | 1 | | 1 | | | |
| 30 | Manager of Downtown Development | 1 | 1 | | | | 1 | |
| 30 | Manager of Housing | 1 | 0 | | | | | |
| 28 | Assistant Director of Real Estate | 1 | 1 | | 1 | | | |
| 27 | Manager of Contract Services | 1 | 0 | | | | | |
| 26 | Associate Real Estate Specialist | 0 | 1 | | 1 | | | |
| 26 | Associate Administrative Analyst | 2 | 3 | | | 1 | 2 | |
| 26 | Associate Community Housing Planner | 2 | 0 | | | | | |
| 26 | Credit Manager | 1 | 1 | 1 | | | | |
| 26 | Economic Development Project Manager | 2 | 2 | | 2 | | | |
| 26 | Sr. Marketing Specialist Bilingual | 1 | 0 | | | | | |
| 24 | Sr. Community Housing Planner | 5 | 4 | | | 3 | 1 | |
| 24 | Sr. Economic Development Specialist | 3 | 3 | | 3 | | | |
| 24 | Sr. Property Rehabilitation Specialist | 2 | 0 | | | | | |
| 24 | Sr. Real Estate Specialist Bilingual | 1 | 1 | | 1 | | | |
| 24 | Sr. Administrative Analyst | 0 | 1 | | 1 | | | |
| 21 | Property Rehabilitation Specialist | 3 | 0 | | | | | |
| 20 | Community Housing Planner/Bilingual | 0 | 1 | | | 1 | | |
| 20 | Executive Assistant | 1 | 1 | 1 | | | | |
| 20 | Legal Assistant/Real Estate | 2 | 0 | | | | | |
| 12 | Project Assistant | 2 | 3 | 1 | 2 | | | |
| 11 | Secretary | 1 | 0 | | | | | |
| 9 | Clerk II with Typing | 1 | 1 | 1 | | | | |
| 7 | Clerk III with Typing | 1 | 0 | | | | | |
| 7 | Clerk III 55a | 1 | 0 | | | | | |
| EMPLOYEE YEARS | | | | | | | | |
| | Full Time | 38.0 | 28.0 | 5.0 | 6.0 | 7.0 | 6.0 | 4.0 |
| | Overtime | 0.3 | 0.2 | 0.0 | 0.0 | 0.1 | 0.0 | 0.1 |
| | Part Time, Temporary, Seasonal | 0.8 | 1.1 | 0.5 | 0.0 | 0.5 | 0.1 | 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> |
| | Total | 39.1 | 29.3 | 5.5 | 6.0 | 7.6 | 6.1 | 4.1 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
PLANNING & ZONING

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,765,400 | 0 | -1,765,400 |
| Employee Years | 23.6 | 0.0 | -23.6 |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------|------------------------------|--------------------|------------------------------|----------------------|---------------------|--------------|
| 0 | 0 | 0 | 0 | 0 | -1,765,400 | -1,765,400 |

Major Change

| | |
|---------------------------------------------------------------------------|------------|
| Twenty full time positions transfer to Buildings & Zoning Bureau | -1,378,600 |
| Three full time positions transfer to Commissioner's Office | -235,900 |
| Materials and Supplies expenses transfer to Buildings & Zoning Bureau | -126,700 |
| Zoning and Planning Board positions transfer to Buildings & Zoning Bureau | -19,000 |
| Materials and Supplies expenses transfer to the Commissioner's Office | -5,200 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 PLANNING & ZONING
 EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,367,641 | 1,514,800 | 1,633,500 | 0 |
| Materials & Supplies | 8,150 | 6,800 | 6,800 | 0 |
| Services | 105,342 | 131,900 | 125,100 | 0 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,481,133 | 1,653,500 | 1,765,400 | 0 |
| Appropriation by Activity | 1,481,133 | 1,653,500 | 1,765,400 | 0 |
| Employee Years by Activity | 21.8 | 22.6 | 23.6 | 0.0 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
 PLANNING & ZONING
 PERSONNEL SUMMARY

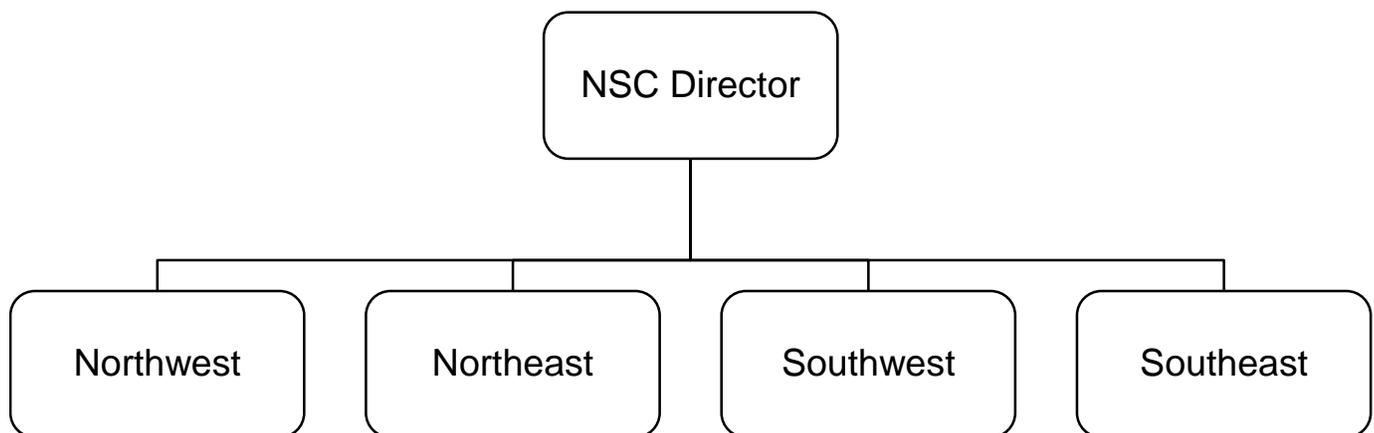
| FULL TIME POSITIONS | | | |
|---------------------|---------------------------------------|-------------------|---------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 |
| 33 | Director of Planning and Zoning | 1 | 0 |
| 29 | Principal Staff Assistant | 1 | 0 |
| 28 | Permit Office Manager | 1 | 0 |
| 27 | Senior Architect | 1 | 0 |
| 26 | Associate City Planner | 1 | 0 |
| 24 | Preservation Planner | 1 | 0 |
| 24 | Senior City Planner | 5 | 0 |
| 24 | Senior City Planner/Urban Design Spec | 1 | 0 |
| 24 | Plans Examiner | 1 | 0 |
| 21 | Assistant Plans Examiner | 1 | 0 |
| 20 | GIS Analyst/City Planner | 1 | 0 |
| 20 | City Planner | 2 | 0 |
| 16 | Administrative Assistant | 1 | 0 |
| 9 | Clerk II with Typing | 1 | 0 |
| 9 | Clerk II | 2 | 0 |
| 9 | Clerk II Bilingual | 1 | 0 |
| 7 | Clerk III | 1 | 0 |
| | | | 0 |
| EMPLOYEE YEARS | | | |
| | Full Time | 23.0 | 0.0 |
| | Overtime | 0.1 | 0.0 |
| | Part Time, Temporary, Seasonal | 0.5 | 0.0 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> |
| | Total | 23.6 | 0.0 |

Mission Statement

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

Organization

Neighborhood Preservation is separated into four geographical quadrant areas:



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Focus on improving the Lyell Avenue corridor | Safer and More Vibrant Neighborhoods | First Quarter |
| Facilitate integration of FLHSA Play Everywhere Story Walk and Phyllis Wheatley Permaculture Project | Safer and More Vibrant Neighborhoods | First Quarter |
| Participate in National Night Out/Community Festival | Safer and More Vibrant Neighborhoods | First Quarter |
| Participate in 2 nd TAP IT Forward Genesee Brewery Neighborhood Enhancement Project Day | Safer and More Vibrant Neighborhoods | First Quarter |
| Complete Neighborhood Enhancement Project | Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete a year in review of E. Main and Goodman to evaluate next steps in process | Safer and More Vibrant Neighborhoods | Third Quarter |
| Support Public Engagement with the developers for Inner Loop East project (SW & SE) | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Combine resources to strengthen collaboration of community garden activities | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Implement crime prevention through environmental design ideas in Edgerton neighborhood | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Conduct GRO1000 Established Community Garden Makeover | Safer and More Vibrant Neighborhoods | Ongoing |
| Implement appropriate changes for the Nuisance process as presented by the evaluation to align with all 4 Quadrants | Safer and More Vibrant Neighborhoods | Ongoing |
| Leverage Good Neighbor Agreements to improve Commercial Corridors (All NSCs) | Safer and More Vibrant Neighborhoods | Ongoing |
| Increase community participation and engagement in Celebrate City Living including both residents and business owners (All NSCs) | Safer and More Vibrant Neighborhoods | Ongoing |
| Develop a plan to strengthen commercial corridors bordering NW by focusing on major projects (NW & SW) | Safer and More Vibrant Neighborhoods | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|--------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| <u>ENHANCE NEIGHBORHOODS</u> | | | | |
| Good Neighbor Agreements | 988 | 743 | 800 | 645 |
| Good Neighbor Agreements – counseled | N/A | 269 | N/A | 410 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-----------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Commercial Corridor occupancy rates (avg) | 54% | 83% | 80% | 82% |
| P3 (Private, Public, Partnership) established | N/A | 10 | 8 | 8 |
| Neighborhood Association meetings | 642 | 630 | 1,050 | 620 |
| Neighborhood Association meeting attendance | 5,079 | 5,848 | 10,670 | 5,500 |
| Neighborhood Association matching funds | \$29,300 | \$28,872 | \$60,000 | \$30,000 |
| Neighborhood cleanups | N/A | 97 | 110 | 148 |
| Block Clubs | N/A | 80 | 100 | 80 |
| Handicap Permits issued | N/A | 4,000 | 4,000 | 4,000 |

FACILITATE BUSINESS GROWTH

| | | | | |
|--------------------------------------------|-------|-------|-------|-------|
| Business Permits issued (new permits only) | 500 | 94 | 98 | 101 |
| Business Permits renewed | 835 | 691 | 584 | 456 |
| Jobs yield from Business Permits | 1,392 | 1,443 | 1,288 | 1,028 |
| Business Association meetings | 292 | 183 | 384 | 191 |
| Business Association meeting attendance | 2,600 | 1,856 | 1,727 | 1,700 |
| Nuisance Letters issued | N/A | 332 | 532 | 392 |

N/A – Not Available

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,452,200 | 1,454,600 | 2,400 |
| Employee Years | 17.1 | 17.1 | 0.0 |

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> | | |
| 1,100 | 400 | -3,800 | 0 | 1,200 | 3,500 | 2,400 | |

Major Changes

| | |
|--------------------------------------------------------------|---------|
| NSC Director is added in response to departmental evaluation | 92,000 |
| Vacant full time position is eliminated as an efficiency | -90,300 |
| Funding added for materials and supplies | 1,800 |

Program Changes

Good Neighbor Agreements–Counseled: This new KPI tracks in-person reviews with business customers (owners) regarding the City of Rochester’s Quality of Life expectations.

Handicap Permits issued KPI: The figures reported in estimated 2016-17 and for budget 2017-18 include only the Handicap Permits issued in the NSC offices, which began in February 2017. Permits also continue to be available at City Hall.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,123,609 | 1,142,200 | 1,155,900 | 1,160,300 |
| Materials & Supplies | 11,955 | 13,400 | 15,600 | 15,600 |
| Services | 188,744 | 244,700 | 280,700 | 278,700 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,324,308 | 1,400,300 | 1,452,200 | 1,454,600 |
| Appropriation by Activity | | | | |
| NSC - Administration | 33,484 | 107,400 | 75,600 | 171,800 |
| NSC - Northwest | 283,926 | 300,800 | 309,500 | 313,200 |
| NSC - Northeast | 289,141 | 272,500 | 311,600 | 309,400 |
| NSC - Southwest | 320,210 | 326,400 | 341,000 | 336,700 |
| NSC - Southeast | <u>397,547</u> | <u>393,200</u> | <u>414,500</u> | <u>323,500</u> |
| Total | 1,324,308 | 1,400,300 | 1,452,200 | 1,454,600 |
| Employee Years by Activity | | | | |
| NSC - Administration | 0.0 | 0.3 | 0.0 | 1.0 |
| NSC - Northwest | 4.0 | 4.0 | 4.0 | 4.0 |
| NSC - Northeast | 4.0 | 4.0 | 4.0 | 4.0 |
| NSC - Southwest | 4.0 | 4.0 | 4.0 | 4.0 |
| NSC - Southeast | <u>5.1</u> | <u>5.1</u> | <u>5.1</u> | <u>4.1</u> |
| Total | 17.1 | 17.4 | 17.1 | 17.1 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
PERSONNEL SUMMARY

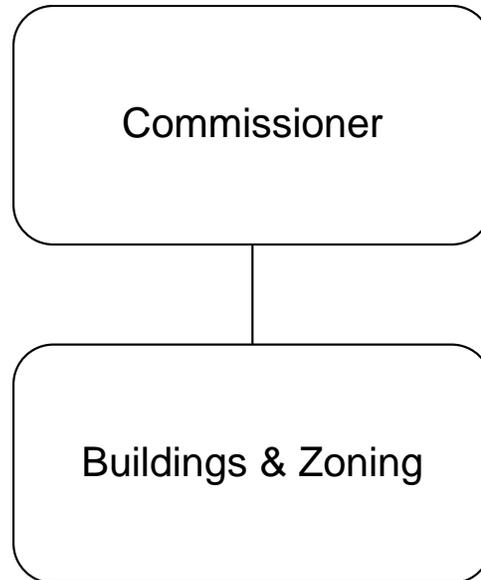
| FULL TIME POSITIONS | | | | Admin | Northwest | Northeast | Southwest | Southeast |
|--------------------------------|---------------------------------|-------------------|---------------------|------------|------------|------------|------------|------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | |
| 31 | NSC Administrator | 4 | 0 | | | | | |
| 30 | NSC Director | 0 | 1 | 1 | | | | |
| 29 | NSC Administrator | 0 | 4 | | 1 | 1 | 1 | 1 |
| 24 | Assistant to NSC Administrator | 4 | 4 | | 1 | 1 | 1 | 1 |
| 24 | Sr. Community Program Planner | 1 | 0 | | | | | |
| 12 | Customer Service Representative | 3 | 3 | | | 1 | 1 | 1 |
| 12 | Customer Service Rep Bilingual | 1 | 1 | | 1 | | | |
| EMPLOYEE YEARS | | | | | | | | |
| Full Time | | 13.0 | 13.0 | 1.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Overtime | | 0.1 | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 |
| Part Time, Temporary, Seasonal | | 4.0 | 4.0 | 0.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 17.1 | 17.1 | 1.0 | 4.0 | 4.0 | 4.0 | 4.1 |

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NBD offices and are shown here for reference only.

| Br. | Title | 2016-17 | 2017-18 |
|--------------------------------|-------------------|------------|------------|
| 94 | Police Lieutenant | 5.0 | 5.0 |
| 90 | Police Officer | 21.0 | 21.0 |
| EMPLOYEE YEARS | | | |
| Full Time | | 26.0 | 26.0 |
| Overtime | | 0.5 | 0.5 |
| Part Time, Temporary, Seasonal | | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> |
| Total | | 26.5 | 26.5 |

Mission Statement

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

Organization**Vital Customers**

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

Critical Processes

- Certificate of Occupancy process
- Building, electrical, plumbing, and elevator permit inspections
- Lead-based paint inspections and lead dust testing
- Code enforcement for non-compliance with City Codes
- Monitor vacant structures
- Conduct complaint inspections
- Maintain the Zoning Code
- Administer licensing of skilled trades and certification programs
- Coordinate public review and hearing processes
- Manage demolition program including residential and commercial properties
- Manage property rehab programs including owner-occupied roof replacement (OORP) and emergency assistance repair program (EARP)

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Merge permit office, zoning and contract services with inspection and compliance services | Innovation and Efficiency | First Quarter |
| Review/update permit office brochures to reflect new Bureau name | Innovation and Efficiency | Third Quarter |
| Provide assistance to property owners for curbside appeal (FIS) | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Conduct Phase 2 of Historic Resource Survey | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Complete evaluation & selection of a Land Management solution | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Reduce and eliminate blight and ensure safe and habitable housing through renewable Certificate of Occupancy (C of O) program | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce the number of lead poisoning cases involving resident children | Safer and More Vibrant Neighborhoods | Ongoing |
| Enhance our vacant property management program | Safer and More Vibrant Neighborhoods | Ongoing |
| Make updates/clarifications to the Zoning Code and Map | Innovation and Efficiency | Ongoing |
| LHCD – Lead Hazard Control Program | | |
| EARP – Emergency Assistance Repair Program | | |
| OORP – Owner-Occupant Roofing Program | | |
| FIS – Focused Investment Strategy | | |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|----------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| <u>ENHANCE NEIGHBORHOODS</u> | | | | |
| Units inspected for lead hazards | 12,002 | 11,950 | 14,000 | 12,000 |
| Certificates of Occupancy issued | 3,662 | 3,900 | 4,000 | 4,000 |
| Landlord/tenant issues identified | N/A | 2,050 | 7,000 | 3,000 |
| Landlord/tenant issues resolved (average closure time in days) | N/A | 100 | N/A | 90 |
| Roofs Repaired (OORP) | N/A | N/A | N/A | 62 |
| Emergency Assistance Repair Program (EARP) grants awarded | N/A | N/A | N/A | 75 |
| Rehabilitation grants awarded (millions) | N/A | N/A | N/A | \$3.6 |
| Number of Rehab grants (housing count) | N/A | N/A | N/A | 278 |

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

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|-------------------------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| <u>PROMOTE DEVELOPMENT</u> | | | | |
| Certificates of Compliance issued | 6,322 | 6,100 | 6,000 | 6,000 |
| Notice and Orders issued | 23,032 | 18,500 | 20,000 | 20,000 |
| Lead wipe tests conducted | 2,620 | 2,840 | 2,600 | 2,600 |
| Housing code tickets issued | 4,423 | 3,970 | 4,300 | 4,300 |
| Customer satisfaction for Certificate of Occupancy process | 93% | 85% | 90% | 85% |
| Customer satisfaction for Certificate of Compliance process | 94% | 90% | 95% | 90% |
| Demolitions | 121 | 110 | 125 | 110 |
| Permits issued | 9,305 | 10,000 | 7,600 | 10,500 |
| Permit fees collected | \$2,454,821 | \$2,262,720 | \$2,600,000 | \$2,300,000 |
| Certificates of Zoning Compliance reviewed | 2,530 | 2,400 | 1,800 | 2,500 |
| Planning Commission cases | 101 | 100 | 110 | 105 |
| Zoning Board of Appeals cases | 102 | 115 | 110 | 120 |
| Preservation Board cases | 83 | 105 | 105 | 105 |
| Site Plan Review cases | 46 | 35 | 60 | 40 |
| Administrative Adjustments | N/A | 30 | N/A | 30 |
| Certificates of Nonconformities | N/A | 30 | N/A | 30 |
| % Board and Commission vacancies | 2% | 0% | 2% | 0% |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 3,511,700 | 5,651,300 | 2,139,600 |
| Employee Years | 47.7 | 78.4 | 30.7 |

Change Detail

| Salary & Wage | General | Vacancy | | | | Total |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|-----------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | |
| -46,300 | 1,800 | 800 | 0 | 0 | 2,183,300 | 2,139,600 |

Major Changes

| | |
|-------------------------------------------------------------------------------------------------------------|-----------|
| Twenty full time positions transfer in from Planning & Zoning Bureau | 1,378,600 |
| Rehab and Demo function including nine full time staff transfers from Business & Housing Development Bureau | 640,700 |
| Materials and supplies expenses transfer in from Planning & Zoning Bureau | 126,700 |
| Grant position created mid-year is now funded for a full year | 38,200 |
| Materials and supplies expenses are reduced due to efficiencies in merging of functions | -19,900 |
| Zoning and Planning Board positions transfer in from Planning & Zoning Bureau | 19,000 |

Program Change

The Bureau of Planning & Zoning is eliminated, with the planning function moving to the Commissioner's Office and the zoning function moving to the new Bureau of Buildings & Zoning. This change is made pursuant to an independent study conducted of the Department and the report's recommendations for change. The new Bureau of Buildings & Zoning will see increased efficiencies and improvements to customer service. These improvements will occur in particular in the permit office where the intersection of permit office staff and inspection and compliance staff will provide a more centralized point of intake and service.

The Bureau of Buildings & Zoning will also include the Rehab Grant unit, which will relocate from the Bureau of Business & Housing Development. In current operations, Inspection & Compliance code enforcement officers often direct homeowners to the Rehab Grant program. The co-location of these functions will provide a more streamlined customer experience.

New KPIs are added in the new bureau, including:

Administrative Adjustments -- an application process afforded to an applicant where a request or project may not be able to comply with the strict letter of the Zoning Code. The City may grant certain limited or minor deviations of the Zoning Code where affirmative findings have been determined based on fixed standards. Where the standards are exceeded, area variance approval by the Zoning Board of Appeals is required.

Certificates of Nonconformities -- Any use of land, buildings or structures that do not comply with current Zoning Code Regulations of the zoning district in which it is located, is nonconforming. A Certificate of Nonconformity is an application process that is used to establish the rights to a pre-existing nonconformity, or to change from one nonconforming use to another nonconforming use.

Customer Satisfaction Rate for the Certificate of Occupancy (C of O) process – Every customer who completes a Certificate of Occupancy (C of O) process is mailed a customer satisfaction survey with their C of O. Survey results have been used to make process adjustments over the years.

Customer Satisfaction Rate for the Certificate of Compliance (C of C) process - Every customer who completes a Building, Electrical, or Plumbing Permit process is mailed a customer satisfaction survey with their C of C. Survey results have been used to make process adjustments over the years.

Rehab grants awarded (\$ millions) – This KPI was previously reported in Business & Housing Development, and included both Rehab grants and HOME-funded rehab. The portion that remains in Buildings and Zoning includes only the City rehab grants such as roof replacement, lead abatement, and EARP.

Number of rehab grants -- This KPI is tied to the rehab grants awarded funding under "Rehab grants awarded (\$ millions)"

Roofs Repaired (OORP)

Emergency Assistance Repair Program (EARP) grants awarded

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING
EXPENDITURE SUMMARY

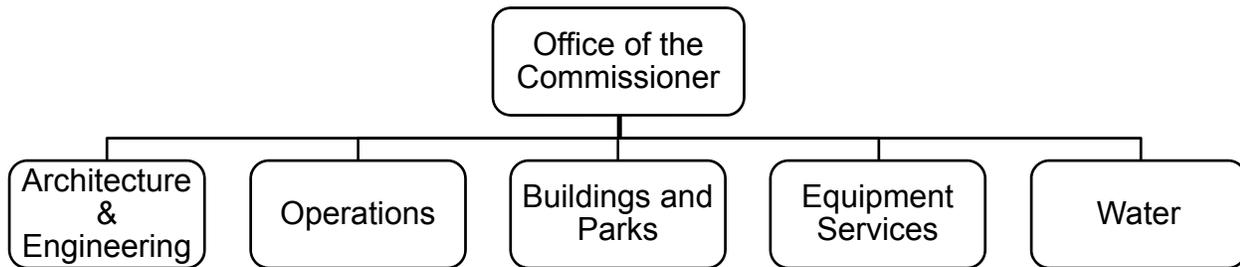
| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,948,057 | 3,041,400 | 3,203,200 | 5,187,400 |
| Materials & Supplies | 8,522 | 15,400 | 15,400 | 23,900 |
| Services | 267,290 | 285,300 | 293,100 | 440,000 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 3,223,869 | 3,342,100 | 3,511,700 | 5,651,300 |
| Appropriation by Activity | 3,223,869 | 3,342,100 | 3,511,700 | 5,651,300 |
| Employee Years by Activity | 47.2 | 46.0 | 47.7 | 78.4 |

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | |
|--------------------------------|------------------------------------------|-------------------|---------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 |
| 34 | Director of Buildings & Zoning | 0 | 1 |
| 33 | Director of Inspection & Compliance | 1 | 0 |
| 30 | Manager of Code Enforcement | 0 | 1 |
| 30 | Manager of Zoning | 0 | 1 |
| 29 | Principal Staff Assistant | 0 | 1 |
| 28 | Code Compliance Coordinator | 1 | 1 |
| 27 | Manager of Contract Services | 0 | 1 |
| 27 | Senior Architect | 0 | 1 |
| 26 | Associate Community Housing Planner | 0 | 1 |
| 26 | Permit Office Manager | 0 | 1 |
| 24 | Lead Paint Coordinator | 1 | 1 |
| 24 | Senior Administrative Analyst | 1 | 1 |
| 24 | Senior Code Enforcement Officer | 3 | 4 |
| 24 | Plans Examiner | 0 | 1 |
| 24 | Preservation Planner | 0 | 1 |
| 24 | Sr. City Planner/Urban Design Specialist | 0 | 1 |
| 24 | Sr. City Planner | 0 | 3 |
| 24 | Sr. Property Rehab Specialist | 0 | 2 |
| 21 | Code Enforcement Officer | 21 | 18 |
| 21 | Code Enforcement Officer Bilingual | 3 | 3 |
| 21 | Electrical Inspector | 2 | 2 |
| 21 | Plumbing Inspector | 2 | 2 |
| 21 | Assistant Plans Examiner | 0 | 1 |
| 21 | Property Rehab Specialist | 0 | 3 |
| 20 | City Planner | 0 | 2 |
| 18 | Code Enforcement Officer Trainee | 4 | 7 |
| 16 | Administrative Assistant | 0 | 1 |
| 11 | Senior Service Assistant | 0 | 1 |
| 11 | Senior Service Assistant Bilingual | 1 | 0 |
| 11 | Secretary | 0 | 1 |
| 9 | Clerk II | 2 | 3 |
| 9 | Clerk II with Typing | 0 | 1 |
| 9 | Clerk II Bilingual | 1 | 2 |
| 7 | Clerk III with Typing | 1 | 2 |
| 7 | Clerk III 55a | 0 | 1 |
| 7 | Clerk III | 0 | 1 |
| EMPLOYEE YEARS | | | |
| Full Time | | 44.0 | 74.0 |
| Overtime | | 0.2 | 0.4 |
| Part Time, Temporary, Seasonal | | 3.5 | 4.0 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> |
| Total | | 47.7 | 78.4 |

Mission Statement

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



Department Highlights

In 2017-18, the department will provide oversight of several major capital projects, including construction of the Center City Two-Way Conversion Phase II, the Rochester Public Market Winter Shed and Site Improvements, the Main Street Streetscape and Pedestrian Wayfinding Enhancement Project, the Elmwood Avenue/Collegetown Cycle Track and the Inner Loop East Transformation Project.

The Office of Environmental Quality will provide oversight and program management of an Environmental Protection Agency (EPA) funded workforce development and job training program. Environmental Quality will incorporate the strategies outlined in the City of Rochester Climate Action Plan into the operations and activities of the department and into the community as a whole.

Highlights of the Department's 2017-18 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

| 2017-18 Strategic Goals & Objectives | Priorities Supported | Projected Completion |
|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------|
| <u>Office of Commissioner:</u> | | |
| Provide oversight and program management for an Environmental Protection Agency (EPA) funded workforce development and job training program | More Jobs | First Quarter |
| Complete construction of 6.7 acre solar array facility | Innovation and Efficiency | First Quarter |
| Begin climate vulnerability assessment | Safer and More Vibrant Neighborhoods | First Quarter |
| Review, assess, and provide recommendations regarding Community Choice Aggregation | Innovation and Efficiency | Fourth Quarter |
| <u>Architecture & Engineering:</u> | | |
| Begin construction of Main Street Streetscape and Pedestrian Wayfinding Enhancement Project | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Begin construction of Elmwood Avenue/Collegetown Cycle Track | Innovation and Efficiency, Safer and More Vibrant Neighborhoods | First Quarter |
| Begin construction of Campbell Street Recreation Center renovation and playground/waterpark | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Complete construction of Rochester Public Market Winter Shed and Site Improvements | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete construction of Center City Two-Way Conversion Phase II | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete construction of Inner Loop East Transformation Project | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete design of Charles Carroll Plaza | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |

| 2017-18 Strategic Goals & Objectives | Priorities Supported | Projected Completion |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------|
| Begin design of Eastman Trail | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| <u>Operations:</u> | | |
| Introduce Sweep Trax to allow city residents to check the status of street sweeping on arterial and residential streets | Innovation and Efficiency, Safer and More Vibrant Neighborhoods | First Quarter |
| Continue collaboration with Center for Disability Rights to improve accessibility issues | Safer and More Vibrant Neighborhoods | Ongoing |
| Continue use of alternative pavement solutions for road surface and sidewalks | Innovation and Efficiency | Ongoing |
| Continue evaluation of measures and methods of managing solid waste | Innovation and Efficiency | Ongoing |
| <u>Buildings & Parks:</u> | | |
| Make improvements to Thomas R. Frey Trail at El Camino in collaboration with the Genesee Land Trust | Safer and More Vibrant Neighborhoods | First Quarter |
| Expand Scattering Garden Neighborhoods (Cemeteries) | Safer and More Vibrant Neighborhoods | Second Quarter |
| Make improvements to Genesee Valley Park Baseball Field #4 | Safer and More Vibrant Neighborhoods | Second Quarter |
| Evaluate pilot dog park at Cobbs Hill | Safer and More Vibrant Neighborhoods | Third Quarter |
| Increase tree planting in the Northeast Quadrant | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Utilize LED lighting to minimize energy usage | Innovation and Efficiency | Ongoing |
| Upgrade to energy efficient HVAC equipment | Innovation and Efficiency | Ongoing |
| Conserve water by installing low usage fixtures | Innovation and Efficiency | Ongoing |
| <u>Equipment Services:</u> | | |
| Continue to identify and replace conventional fueled vehicles with alternative fueled vehicles to reduce emissions footprint | Safer and More Vibrant Neighborhoods | Ongoing |
| Enhance technician training program and upgrade shop repair capabilities | Innovation and Efficiency | Ongoing |
| <u>Water:</u> | | |
| Replace or rehabilitate 43,700 feet of distribution water mains to maintain system integrity | Safer and More Vibrant Neighborhoods | Fourth Quarter |

| 2017-18 Strategic Goals & Objectives | Priorities Supported | Projected Completion |
|----------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Install 4,000 radio read meters annually. Anticipated program completion by FY24 | Innovation and Efficiency | Fourth Quarter |
| Maintain high level (>90%) customer satisfaction | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Maximize production and operational efficiencies at Hemlock Filtration Plant | Innovation and Efficiency | Fourth Quarter |
| Reduce and maintain non-revenue water at an acceptable level | Innovation and Efficiency | Fourth Quarter |

Year-To-Year Comparison

| <u>Bureau</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> | <u>Change</u> | <u>Percent Change</u> |
|----------------------------|---------------------------|---------------------------|---------------|---------------------------|
| Office of the Commissioner | 3,131,400 | 3,257,100 | 125,700 | 4.0% |
| Architecture & Engineering | 7,772,000 | 7,572,600 | -199,400 | -2.6% |
| Operations | 35,470,700 | 35,053,600 | -417,100 | -1.2% |
| Buildings and Parks | 16,453,500 | 16,331,100 | -122,400 | -0.7% |
| Equipment Services | 13,432,500 | 12,691,800 | -740,700 | -5.5% |
| Water | 23,011,500 | 22,664,300 | -347,200 | -1.5% |
| Total | 99,271,600 | 97,570,500 | -1,701,100 | -1.7% |
| Interfund Credit* | -6,566,100 | -6,461,500 | 104,600 | -1.6% |
| Intrafund Credit* | -6,302,500 | -5,745,900 | 556,600 | -8.8% |
| | 86,403,000 | 85,363,100 | -1,039,900 | -1.2% |
| Employee Years | 731.9 | 731.6 | -0.3 | 0.0% |

*Reflects chargeback for motor equipment services.

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------|------------------------------|--------------------|------------------------------|----------------------|---------------------|--------------|
| 56,600 | 406,100 | 453,500 | 0 | 0 | -1,956,100 | -1,039,900 |

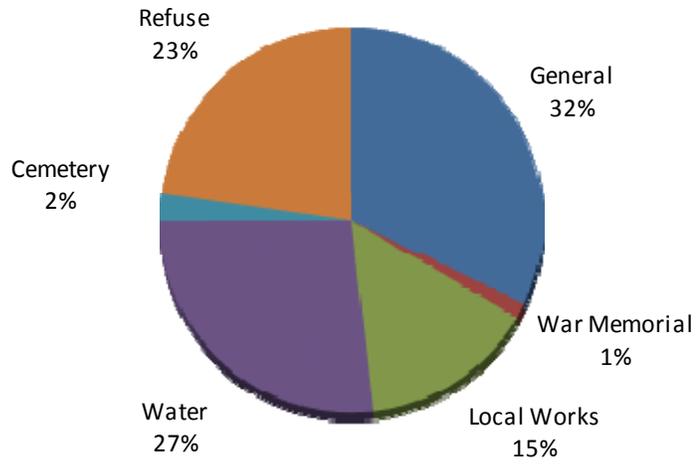
Major Change Highlights

| | |
|---------------------------------------------------------------------------------------------------------------------------|------------|
| Reductions in materials and services (-710,300 to reflect historical spending, -536,000 as an efficiency measure) | -1,246,300 |
| Reduce fuel consumption by 3.7%. Reduce fuel price by \$.07 unleaded, \$.11 diesel | -217,200 |
| Eliminate three Environmental Service Operators per full implementation of mixed recycling | -166,000 |
| Fluoridation grant does not recur | -155,000 |
| Funds are added for two temporary positions in the Water Bureau to support succession planning | 100,100 |
| Payments to other governments reduced to reflect historical need | -100,000 |
| Increase in collection efforts in Water results in decrease in allocation for uncollectibles | -100,000 |
| Add funding for summer kickball tournament at Genesee Valley Park as part of a community-wide violence reduction strategy | 100,000 |
| Add funding for oversight of security function at Midtown tunnel | 80,000 |
| Reduce professional fees for private management at the Port of Rochester | -67,700 |
| Workforce Development Program Coordinator is added to assist with grant administration in Environmental Quality | 61,700 |
| Reduction in purchase of water from MCWA reduces expense | -58,400 |
| Increase road salt purchase to replenish portion of supply used during 2016-2017 | 56,200 |
| Funding added for full year of new War Memorial management contract | 55,000 |

Fund Summary

| Bureau/Division | <u>General</u> | <u>Local Works</u> | <u>Water</u> | <u>War Memorial</u> | <u>Cemetery</u> | <u>Refuse</u> | <u>Total</u> |
|-------------------------------------------------------|----------------|--------------------|--------------|---------------------|-----------------|---------------|--------------|
| Commissioner | 2,840,500 | 100,900 | 168,400 | | | 147,300 | 3,257,100 |
| Architecture & Engineering | 7,445,500 | 127,100 | | | | | 7,572,600 |
| Operations | | | | | | | |
| Director's Office | 85,200 | 194,300 | | | | 292,500 | 572,000 |
| Solid Waste Collection | | | | | | 17,607,400 | 17,607,400 |
| Special Services | 3,148,200 | 12,255,000 | | | | 1,471,000 | 16,874,200 |
| Operations Total | 3,233,400 | 12,449,300 | 0 | | 0 | 19,370,900 | 35,053,600 |
| Building & Parks | 13,401,400 | | | 1,087,900 | 1,841,800 | | 16,331,100 |
| Equipment Services | 12,691,800 | | | | | | 12,691,800 |
| Water Fund Operating Units & Fixed Charges | | | 22,664,300 | | | | 22,664,300 |
| Subtotal | 39,612,600 | 12,677,300 | 22,832,700 | 1,087,900 | 1,841,800 | 19,518,200 | 97,570,500 |
| Interfund & Intrafund Credits - Equipment Services | 12,207,400 | | | | | | 12,207,400 |
| Net Total | 27,405,200 | 12,677,300 | 22,832,700 | 1,087,900 | 1,841,800 | 19,518,200 | 85,363,100 |

Operating Budget By Fund



ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|--------------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 37,555,622 | 38,337,500 | 39,550,800 | 39,453,000 |
| Materials & Supplies | 9,061,576 | 9,040,700 | 11,286,700 | 10,694,200 |
| Services | 32,898,724 | 36,299,300 | 38,971,500 | 38,060,700 |
| Other | 8,792,263 | 9,298,900 | 9,462,600 | 9,362,600 |
| Total | 88,308,185 | 92,976,400 | 99,271,600 | 97,570,500 |
| Interfund Credit* | -6,038,652 | -5,616,400 | -6,566,100 | -6,461,500 |
| Intrafund Credit* | <u>-4,962,555</u> | <u>-5,391,800</u> | <u>-6,302,500</u> | <u>-5,745,900</u> |
| Total | 77,306,978 | 81,968,200 | 86,403,000 | 85,363,100 |
| Appropriation by Activity | | | | |
| Office of the Commissioner | 2,730,463 | 3,167,200 | 3,131,400 | 3,257,100 |
| Architecture & Engineering | 7,705,084 | 7,027,600 | 7,772,000 | 7,572,600 |
| Operations | 32,121,203 | 33,305,600 | 35,470,700 | 35,053,600 |
| Buildings and Parks | 13,414,969 | 15,771,500 | 16,453,500 | 16,331,100 |
| Equipment Services | 11,075,428 | 11,997,700 | 13,432,500 | 12,691,800 |
| Water | <u>21,261,038</u> | <u>21,706,800</u> | <u>23,011,500</u> | <u>22,664,300</u> |
| Total | 88,308,185 | 92,976,400 | 99,271,600 | 97,570,500 |
| Interfund Credit* | -6,038,652 | -5,616,400 | -6,566,100 | -6,461,500 |
| Intrafund Credit* | <u>-4,962,555</u> | <u>-5,391,800</u> | <u>-6,302,500</u> | <u>-5,745,900</u> |
| Total | 77,306,978 | 81,968,200 | 86,403,000 | 85,363,100 |
| Employee Years by Activity | | | | |
| Office of the Commissioner | 50.7 | 54.0 | 54.5 | 55.7 |
| Architecture & Engineering | 58.5 | 54.7 | 57.8 | 56.5 |
| Operations | 249.8 | 247.9 | 254.4 | 253.1 |
| Buildings and Parks | 155.2 | 160.4 | 163.9 | 162.2 |
| Equipment Services | 63.4 | 65.7 | 67.2 | 66.9 |
| Water | <u>130.3</u> | <u>129.5</u> | <u>134.1</u> | <u>137.2</u> |
| Total | 707.9 | 712.2 | 731.9 | 731.6 |

*Reflects chargeback for motor equipment service.

Mission Statement

Office of the Commissioner:

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

This is accomplished by:

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

Environmental Quality:

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

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

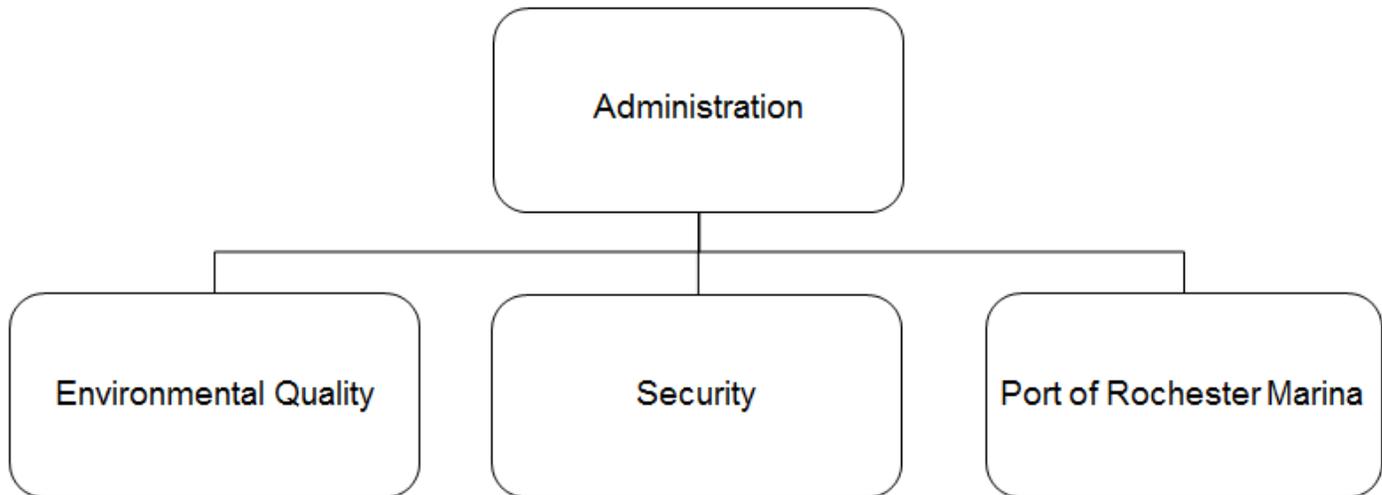
Security:

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

Port of Rochester Marina:

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

Organization



Vital Customers

Office of the Commissioner:

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

Environmental Quality:

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

Security:

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

Port of Rochester Marina:

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Provide oversight and program management for an Environmental Protection Agency (EPA) funded workforce development and job training program | More Jobs | First Quarter |
| Execute an investigation agreement with the New York State Department of Environmental Conservation (NYSDEC) for Genesee Street cleanup and redevelopment | Safer and More Vibrant Neighborhoods | First Quarter |
| Begin climate vulnerability assessment | Safer and More Vibrant Neighborhoods | First Quarter |
| Complete construction of 6.7 acre solar array facility | Innovation and Efficiency | First Quarter |
| Complete remedy selection for cleanup of city owned properties south of Flint Street | More Jobs | Third Quarter |
| Establish an affiliation with Keep America Beautiful | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Review, assess, and provide recommendations regarding Community Choice Aggregation | Innovation and Efficiency | Fourth Quarter |

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-12

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|---------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| New York State cleanup agreements and orders | 24 | 24 | 25 | 25 |
| City Facility Compliance Inspections | 41 | 70 | 37 | 76 |
| Renewal Energy Generated at City Properties (KWh) | 41,924 | 31,725 | 1,738,000 | 2,020,000 |
| Cleanup cost per acre (\$): | | | | |
| • Planned residential site reuse | 0 | 0 | 526,300 | 1,315,800 |
| • Planned commercial/industrial reuse | 574,100 | 1,138,600 | 1,219,800 | 683,800 |
| Sites remediated | 3 | 2 | 4 | 3 |
| Acres remediated | 10.2 | 0.87 | 1.33 | 1.36 |
| Marina Occupancy | | | | |
| Seasonal Slips | 50% | 50% | 50% | 60% |
| Transient Slips | 25% | 40% | 25% | 50% |

LEARNING & INNOVATION

Environmental Workforce Development & Job Training:

| | | | | |
|-----------------------------------------------|-----|----|-----|----|
| • Number of participants entering training | N/A | 30 | N/A | 30 |
| • Number of participants completing training | N/A | 26 | N/A | 26 |
| • Number of participants obtaining employment | N/A | 19 | N/A | 21 |
| N/A – Not Applicable | | | | |

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

FY17 Estimate: 937-941 Genesee Street (.25 acre - \$200,000); 1200 E. Main Street (.62 acre - \$790,600)

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

FY18 Budget: 540 Jefferson Avenue (.27 acre - \$400,000); 121-123 Reynolds Street (.19 acre - \$250,000); 68-92 Genesee Street (.90 acre - \$400,000)

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 3,131,400 | 3,257,100 | 125,700 |
| Employee Years | 54.5 | 55.7 | 1.2 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| -18,800 | 2,600 | 12,000 | 0 | 0 | 129,900 | 125,700 | |

Major Change

| | |
|---------------------------------------------------------------------------------------------------------------------------|---------|
| Add funding for summer kickball tournament at Genesee Valley Park as part of a community-wide violence reduction strategy | 100,000 |
| Eliminate vacant Senior Environmental Specialist/Remediation | -86,700 |

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-13

| | |
|-----------------------------------------------------------------------------------------------------------------|---------|
| Add funding for oversight of security function at Midtown tunnel | 80,000 |
| Reduce professional fees for private management at the Port of Rochester | -67,700 |
| Workforce Development Program Coordinator is added to assist with grant administration in Environmental Quality | 61,700 |
| Funding added for on-call position to assist with succession planning | 53,200 |
| Eliminate vacant part time Security Guard as an efficiency measure | -15,000 |
| On-call position added during 2016-2017 to provide assistance with EPA grants in Environmental Quality | 15,000 |
| Adjust materials and services as an efficiency measure | -10,600 |

Program Change

Environmental Quality will provide oversight and program management of an EPA funded workforce development and job training program.

Three KPIs are added related to the EPA funded workforce development and job training program:

- Number of participants entering training
- Number of participants completing training
- Number of participants obtaining employment

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,514,231 | 2,820,600 | 2,800,900 | 2,812,100 |
| Materials & Supplies | 38,026 | 24,800 | 45,400 | 43,900 |
| Services | 178,206 | 321,800 | 285,100 | 401,100 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 2,730,463 | 3,167,200 | 3,131,400 | 3,257,100 |
| Appropriation by Activity | | | | |
| Administration | 565,512 | 652,500 | 653,700 | 757,300 |
| Environmental Quality | 635,230 | 790,600 | 645,200 | 642,400 |
| Security | 1,483,171 | 1,654,100 | 1,701,000 | 1,793,600 |
| Port of Rochester Marina | <u>46,550</u> | <u>70,000</u> | <u>131,500</u> | <u>63,800</u> |
| Total | 2,730,463 | 3,167,200 | 3,131,400 | 3,257,100 |
| Employee Years by Activity | | | | |
| Administration | 6.5 | 7.1 | 7.1 | 7.3 |
| Environmental Quality | 7.1 | 7.1 | 7.1 | 8.2 |
| Security | <u>37.1</u> | <u>39.8</u> | <u>40.3</u> | <u>40.2</u> |
| Total | 50.7 | 54.0 | 54.5 | 55.7 |

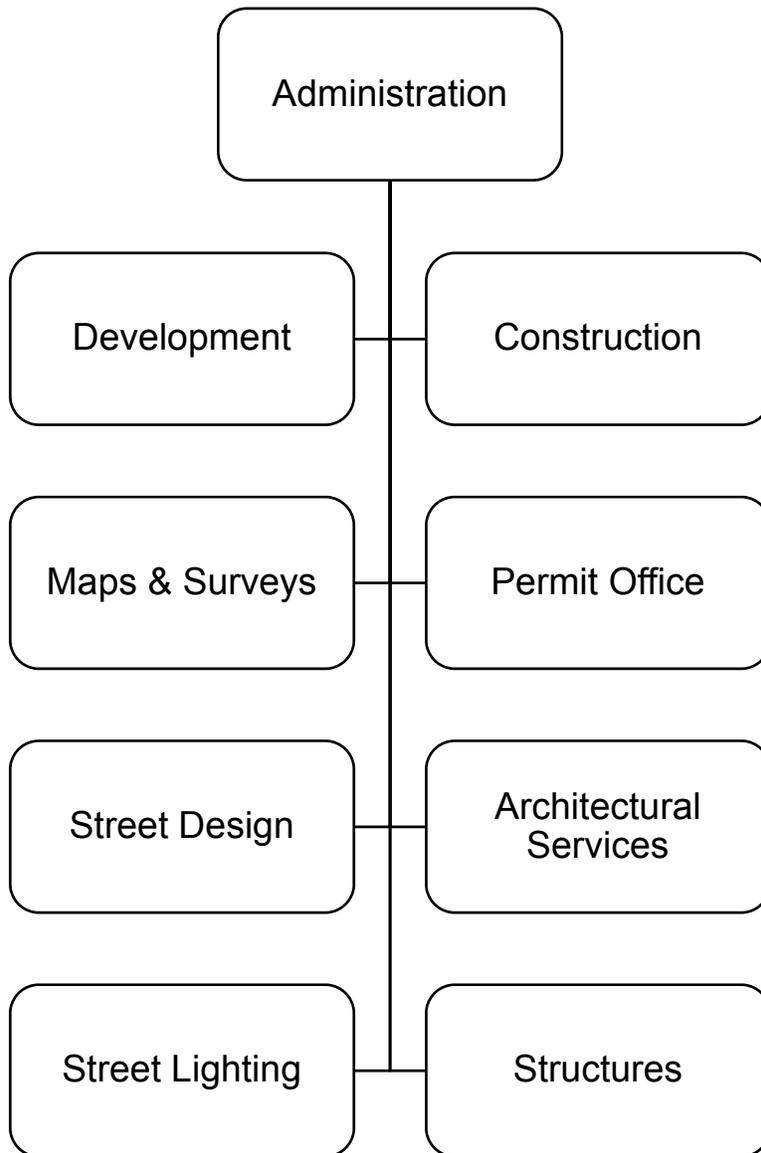
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Environmental Quality | Security |
|--------------------------------|---------------------------------------------|-------------------|---------------------|----------------|-----------------------|------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 36 | Commissioner | 1 | 1 | 1 | | |
| 35 | Manager of Environmental Quality | 1 | 0 | | | |
| 32 | Manager of Environmental Quality | 0 | 1 | | 1 | |
| 32 | Assistant Commissioner of DES | 1 | 1 | 1 | | |
| 31 | Director of Security | 1 | 1 | | | 1 |
| 29 | Associate Environmental Specialist | 1 | 1 | | 1 | |
| 28 | Assistant to the Commissioner | 1 | 0 | | | |
| 27 | Senior Environmental Specialist/Planner | 1 | 0 | | | |
| 27 | Senior Environmental Specialist/Remediation | 1 | 0 | | | |
| 26 | Operations Analyst | 1 | 1 | 1 | | |
| 26 | Supervisor of Administrative Services | 0 | 1 | 1 | | |
| 25 | Coordinator of Administrative Services | 1 | 1 | | 1 | |
| 25 | Superintendent of Security | 1 | 1 | | | 1 |
| 24 | Community Liaison | 1 | 1 | 1 | | |
| 23 | Assistant to Director of Security | 1 | 1 | | | 1 |
| 23 | Environmental Specialist/Remediation | 1 | 1 | | 1 | |
| 23 | Environmental Specialist | 0 | 1 | | 1 | |
| 23 | Workforce Development Coordinator | 0 | 1 | | 1 | |
| 21 | Environmental Technician | 1 | 1 | | 1 | |
| 18 | Secretary to the Commissioner | 1 | 1 | 1 | | |
| 16 | Supervising Security Guard | 5 | 5 | | | 5 |
| 52 | Security Guard | 15 | 15 | | | 15 |
| EMPLOYEE YEARS | | | | | | |
| Full Time | | 36.0 | 36.0 | 6.0 | 7.0 | 23.0 |
| Overtime | | 1.3 | 1.4 | 0.0 | 0.0 | 1.4 |
| Part Time, Temporary, Seasonal | | 17.6 | 18.7 | 1.3 | 1.2 | 16.2 |
| Less: Vacancy Allowance | | <u>0.4</u> | <u>0.4</u> | <u>0.0</u> | <u>0.0</u> | <u>0.4</u> |
| Total | | 54.5 | 55.7 | 7.3 | 8.2 | 40.2 |

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives:

| Objective | Priorities Supported | Projected Completion |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------|
| Begin construction of two federally funded preventative maintenance contracts | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Begin construction of Main Street Streetscape and Pedestrian Wayfinding Enhancement Project | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Begin construction of Elmwood Avenue/Collegetown Cycle Track | Innovation and Efficiency, Safer and More Vibrant Neighborhoods | First Quarter |
| Begin construction of Campbell Street Recreation Center renovation and playground/waterpark | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Complete construction of Broad Street Bridge Preventive Maintenance Project | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Begin design of West River Wall Project | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Begin design of five federally funded preventive maintenance contracts | More Jobs, Safer and More Vibrant Neighborhoods | First Quarter |
| Complete construction of Center City Two-Way Conversion Phase II | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete construction of Rochester Public Market Winter Shed and Site Improvements | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Begin design of South Avenue/Elmwood Avenue Project | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete construction of Inner Loop East Transformation Project | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Begin design of Convention Center Terrace Repairs | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete design of Charles Carroll Plaza | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-18

| | | |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------|
| Begin design of Eastman Trail | More Jobs, Safer and More Vibrant Neighborhoods | Second Quarter |
| Complete design of East Henrietta Road at City Gate | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Complete design of Mt. Hope Avenue Phase II | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Complete design of Rundel Library Structural Repairs | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Install LED Street Lighting Phase II | Innovation and Efficiency | Fourth Quarter |
| Continue construction of Driving Park Bridge Preventive Maintenance Project | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Continue to work with the Mayor's Office and the Rochester Police Department to identify police section offices in neighborhoods | Safer and More Vibrant Neighborhoods | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Development: | | | | |
| Projects designed (\$000,000): | | | | |
| • In-house | 1.002 | 0.546 | .4 | 0.26 |
| • Consultants | 3.851 | 3.104 | 1.766 | 0.88 |
| Structures: | | | | |
| Projects designed (\$000,000): | | | | |
| • Consultants | 5.922 | 3.532 | .466 | 4.895 |
| Administration/Street Design: | | | | |
| Value of street improvement projects designed (\$000,000): | | | | |
| • In-house | 12.344 | 11.994 | 8.306 | 3.852 |
| • Consultants | 10.632 | 9.088 | 8.059 | 14.58 |
| Architectural Services: | | | | |
| Facilities in building renovation program | | | | |
| | 148 | 152 | 148 | 153 |
| Value of projects designed (\$000,000): | | | | |
| • In-house | 1.871 | 1.098 | 1.00 | 0.068 |
| • Consultant | 13.93 | 14.153 | 7.50 | 9.369 |
| Street Lighting: | | | | |
| City maintained lights | 28,191 | 28,300 | 28,200 | 28,400 |
| CUSTOMER PERSPECTIVE | | | | |
| Street Lighting: | | | | |
| Calls for service | 5,523 | 6,340 | 5,900 | 6,000 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-19

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 7,772,000 | 7,572,600 | -199,400 |
| Employee Years | 57.8 | 56.5 | -1.3 |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General</u> | | <u>Vacancy</u> | | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | |
| -15,500 | 16,000 | -1,900 | 0 | 0 | -198,000 | -199,400 |

Major Change

| | |
|------------------------------------------------------------------------------------------------------------------------|----------|
| Reductions in materials and services (-119,100 to reflect historical spending, -17,700 as an efficiency measure) | -136,800 |
| One time settlement for signage repairs does not recur | -51,300 |
| Sponsorship funds provided to support year 2 of public bikeshare system, corresponding revenue will offset the expense | 45,000 |
| Eliminate vacant Senior Account Clerk as an efficiency measure | -33,200 |
| Eliminate part time Street Program Coordinator as an efficiency measure | -21,700 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

7-20

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 4,096,906 | 3,867,200 | 4,129,500 | 4,028,800 |
| Materials & Supplies | 249,567 | 208,200 | 315,700 | 318,400 |
| Services | 3,358,611 | 2,952,200 | 3,326,800 | 3,225,400 |
| Other | | | <u>0</u> | <u>0</u> |
| Total | 7,705,084 | 7,027,600 | 7,772,000 | 7,572,600 |
| Appropriation by Activity | | | | |
| Administration | 1,513,491 | 1,224,800 | 1,601,600 | 1,435,400 |
| Development | 219,117 | 165,500 | 158,200 | 166,300 |
| Construction | 530,300 | 530,900 | 539,800 | 508,100 |
| Maps & Surveys | 401,646 | 402,100 | 456,200 | 443,800 |
| Permit Office | 306,676 | 262,500 | 256,400 | 256,500 |
| Street Design | 870,239 | 828,500 | 941,100 | 921,300 |
| Architectural Services | 862,838 | 778,200 | 783,100 | 793,100 |
| Street Lighting | 2,906,845 | 2,738,800 | 2,943,700 | 2,952,300 |
| Structures | <u>93,932</u> | <u>96,300</u> | <u>91,900</u> | <u>95,800</u> |
| Total | 7,705,084 | 7,027,600 | 7,772,000 | 7,572,600 |
| Employee Years by Activity | | | | |
| Administration | 8.9 | 9.2 | 10.8 | 9.8 |
| Development | 2.8 | 2.0 | 2.0 | 2.0 |
| Construction | 6.7 | 6.5 | 6.6 | 6.6 |
| Maps & Surveys | 7.5 | 6.6 | 7.2 | 7.1 |
| Permit Office | 5.8 | 3.9 | 3.9 | 3.9 |
| Street Design | 11.8 | 11.9 | 12.7 | 12.5 |
| Architectural Services | 9.9 | 10.8 | 10.8 | 10.8 |
| Street Lighting | 3.9 | 2.9 | 2.9 | 2.9 |
| Structures | <u>1.2</u> | <u>0.9</u> | <u>0.9</u> | <u>0.9</u> |
| Total | 58.5 | 54.7 | 57.8 | 56.5 |

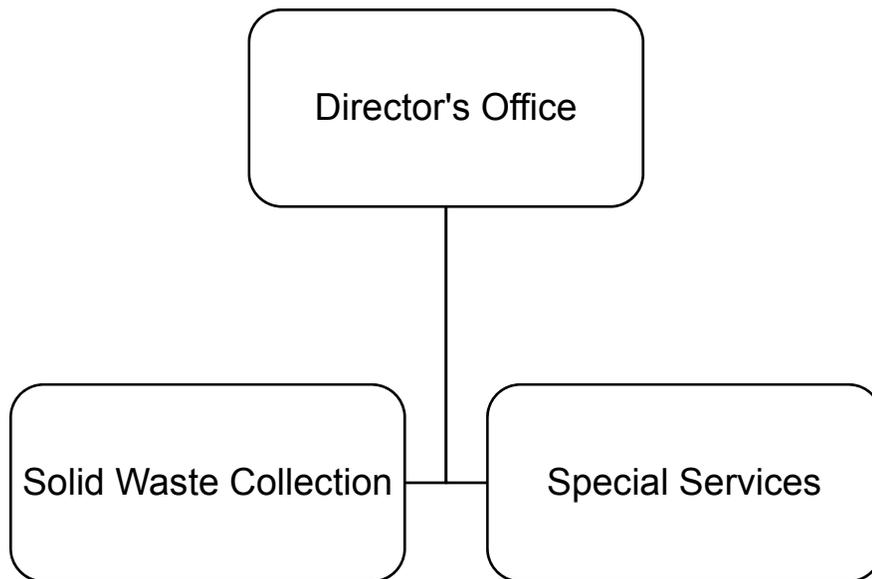
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Development | Construction | Maps & Surveys | Permit Office | Street Design | Architectural Services | Street Lighting | Structures |
|--------------------------------|-------------------------------------------|----------------|------------------|----------------|-------------|--------------|----------------|---------------|---------------|------------------------|-----------------|------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | | | | | |
| 35 | City Engineer | 1 | 1 | 1 | | | | | | | | |
| 32 | Assistant City Engineer | 1 | 1 | | | | | | | 1 | | |
| 32 | Managing Engineer-Construction | 1 | 1 | | | 1 | | | | | | |
| 32 | Managing Engineer-Street Design | 1 | 1 | | | | | | 1 | | | |
| 30 | Senior Structural Engineer/Bridges | 0 | 1 | | | | | | | | | 1 |
| 30 | Manager of Special Projects | 1 | 0 | | | | | | | | | |
| 29 | Manager of Special Projects | 0 | 1 | 1 | | | | | | | | |
| 29 | Senior Landscape Architect | 1 | 1 | | 1 | | | | | | | |
| 29 | Senior Structural Engineer/Bridges | 1 | 0 | | | | | | | | | |
| 29 | Principal Staff Assistant | 0 | 1 | 1 | | | | | | | | |
| 28 | Manager of Administrative Services | 1 | 0 | | | | | | | | | |
| 28 | Manager of Maps & Surveys | 1 | 1 | | | | 1 | | | | | |
| 28 | Street Program Coordinator | 1 | 1 | | | | | | 1 | | | |
| 27 | Senior Architect | 2 | 2 | | | | | | | 2 | | |
| 27 | Street Lighting Program Coordinator | 1 | 1 | | | | | | | | 1 | |
| 27 | Transportation Specialist | 1 | 1 | 1 | | | | | | | | |
| 26 | Engineer III | 4 | 3 | | | 1 | | | 1 | 1 | | |
| 26 | Permit Coordinator | 1 | 1 | | | | | 1 | | | | |
| 25 | Asst. Street Lighting Program Coordinator | 1 | 1 | | | | | | | | 1 | |
| 24 | Architect | 2 | 2 | | | | | | | 2 | | |
| 24 | Engineer II | 7 | 8 | | | 3 | | | 5 | | | |
| 24 | Field Surveyor | 1 | 1 | | | | 1 | | | | | |
| 24 | Senior Administrative Analyst | 1 | 1 | 1 | | | | | | | | |
| 24 | Assistant Landscape Architect | 0 | 1 | | 1 | | | | | | | |
| 23 | Project Manager | 1 | 1 | 1 | | | | | | | | |
| 21 | Assistant Architect | 3 | 3 | | | | | | | 3 | | |
| 21 | Assistant Landscape Architect | 1 | 0 | | | | | | | | | |
| 21 | Engineer I | 2 | 2 | | | | | | 2 | | | |
| 21 | Supervising Engineering Technician | 1 | 1 | | | 1 | | | | | | |
| 21 | Supervisor of Mapping | 1 | 1 | | | | 1 | | | | | |
| 20 | Executive Assistant | 1 | 0 | | | | | | | | | |
| 18 | Assistant Field Surveyor | 1 | 1 | | | | 1 | | | | | |
| 18 | Head Account Clerk | 1 | 1 | 1 | | | | | | | | |
| 18 | Junior Architect | 1 | 1 | | | | | | | 1 | | |
| 18 | Principal Engineering Technician-CADD | 1 | 1 | | | | | | 1 | | | |
| 17 | Accountant | 1 | 2 | 2 | | | | | | | | |
| 16 | Administrative Assistant | 1 | 1 | 1 | | | | | | | | |
| 16 | Senior Survey Technician | 2 | 2 | | | | 2 | | | | | |
| 15 | Senior Engineering Technician | 4 | 4 | | | | | 3 | 1 | | | |
| 11 | Secretary | 1 | 1 | | | | | | | 1 | | |
| 10 | Senior Account Clerk | 1 | 0 | | | | | | | | | |
| 9 | Clerk II | 1 | 1 | | | | 1 | | | | | |
| 9 | Clerk II with Typing | 1 | 1 | | | | | | | | 1 | |
| EMPLOYEE YEARS | | | | | | | | | | | | |
| Full Time | | 57.0 | 56.0 | 10.0 | 2.0 | 6.0 | 7.0 | 4.0 | 12.0 | 11.0 | 3.0 | 1.0 |
| Overtime | | 0.8 | 0.7 | 0.1 | 0.1 | 0.2 | 0.1 | 0.1 | 0.0 | 0.1 | 0.0 | 0.0 |
| Part Time, Temporary, Seasonal | | 1.8 | 1.6 | 0.0 | 0.0 | 0.6 | 0.2 | 0.0 | 0.8 | 0.0 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | 1.8 | 1.8 | 0.3 | 0.1 | 0.2 | 0.2 | 0.2 | 0.3 | 0.3 | 0.1 | 0.1 |
| Total | | 57.8 | 56.5 | 9.8 | 2.0 | 6.6 | 7.1 | 3.9 | 12.5 | 10.8 | 2.9 | 0.9 |

Mission Statement

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

Organization



Vital Customers

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

2017-18 Strategic Goals & Objectives:

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------|
| Introduce Sweep Trax to allow city residents to check the status of street sweeping on arterial and residential streets | Innovation and Efficiency, Safer and More Vibrant Neighborhoods | First Quarter |
| Continue collaboration with Center for Disability Rights to improve accessibility issues | Safer and More Vibrant Neighborhoods | Ongoing |
| Continue use of alternative pavement solutions for road surface and sidewalks | Innovation and Efficiency | Ongoing |
| Continue evaluation of measures and methods of managing solid waste | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-----------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| CUSTOMER PERSPECTIVE | | | | |
| Solid Waste: | | | | |
| Residential refuse tons collected and disposed | 89,398 | 89,000 | 91,355 | 90,442 |
| Commercial refuse tons collected and disposed | 10,349 | 10,000 | 11,000 | 11,000 |
| Recycling tons collected and diverted from landfill | 7,092 | 7,000 | 7,900 | 7,900 |
| Special Services: | | | | |
| Roadway plow runs | 7 | 12 | 17 | 17 |
| Sidewalk plow runs | 6 | 9 | 12 | 12 |
| Arterial sidewalk plow runs | 0 | 1 | 6 | 3 |
| Roadway plow runs completed successfully | 96.79% | 95.0% | 95.0% | 95.0% |
| Compost returned through materials Give Back site | 681 | 450 | 350 | 500 |
| % of streets swept on schedule | 90.53% | 90.0% | 90.0% | 90.0% |
| % of potholes filled within 2 business days | 97.71% | 97.0% | 95.0% | 95.0% |

N/A – Not Applicable

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-24

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 35,470,700 | 35,053,600 | -417,100 |
| Employee Years | 254.4 | 253.1 | -1.3 |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------|------------------------------|--------------------|------------------------------|----------------------|---------------------|--------------|
| 87,600 | 207,300 | -212,300 | 0 | 0 | -499,700 | -417,100 |

Major Change Highlights

| | |
|-------------------------------------------------------------------------------------------------------------------|----------|
| Reductions in materials and services (-102,800 to reflect historical spending, -148,600 as an efficiency measure) | -251,400 |
| Eliminate three Environmental Service Operators per full implementation of mixed recycling | -166,000 |
| Increase road salt purchase to replenish portion of supply used during 2016-2017 | 56,200 |
| Reduce arterial sidewalk plow runs from 6 to 3 to reflect historical usage | -50,000 |
| 1% reduction in refuse tonnage per full implementation of mixed recycling | -46,500 |
| Transfer part time Operations Coordinator to Equipment Services | -42,000 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS
EXPENDITURE SUMMARY

7-25

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|--------------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 12,872,110 | 13,133,800 | 13,441,100 | 13,355,500 |
| Materials & Supplies | 2,104,766 | 1,770,700 | 2,223,400 | 2,195,400 |
| Services | 17,144,327 | 18,012,100 | 19,417,200 | 19,113,700 |
| Other | <u>0</u> | <u>389,000</u> | <u>389,000</u> | <u>389,000</u> |
| Total | 32,121,203 | 33,305,600 | 35,470,700 | 35,053,600 |
| Appropriation by Activity | | | | |
| Director's Office | 415,338 | 539,100 | 535,700 | 572,000 |
| Solid Waste Collection | 17,102,756 | 17,363,600 | 17,591,400 | 17,607,400 |
| Special Services | <u>14,603,109</u> | <u>15,402,900</u> | <u>17,343,600</u> | <u>16,874,200</u> |
| Total | 32,121,203 | 33,305,600 | 35,470,700 | 35,053,600 |
| Employee Years by Activity | | | | |
| Director's Office | 6.5 | 5.1 | 4.3 | 5.1 |
| Solid Waste Collection | 110.8 | 107.0 | 107.8 | 106.2 |
| Special Services | <u>132.5</u> | <u>135.8</u> | <u>142.3</u> | <u>141.8</u> |
| Total | 249.8 | 247.9 | 254.4 | 253.1 |

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

7-26

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 535,700 | 572,000 | 36,300 |
| Employee Years | 4.3 | 5.1 | 0.8 |

Change Detail

| <u>Salary & 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> | | | |
| 19,000 | 900 | -4,300 | 0 | 0 | 20,700 | 36,300 |

Major Change Highlights

| | |
|------------------------------------------------------------------|---------|
| Position transferred in from Special Services | 76,700 |
| Transfer part time Operations Coordinator to Equipment Services | -42,000 |
| Reductions in materials and services reflect historical spending | -14,000 |

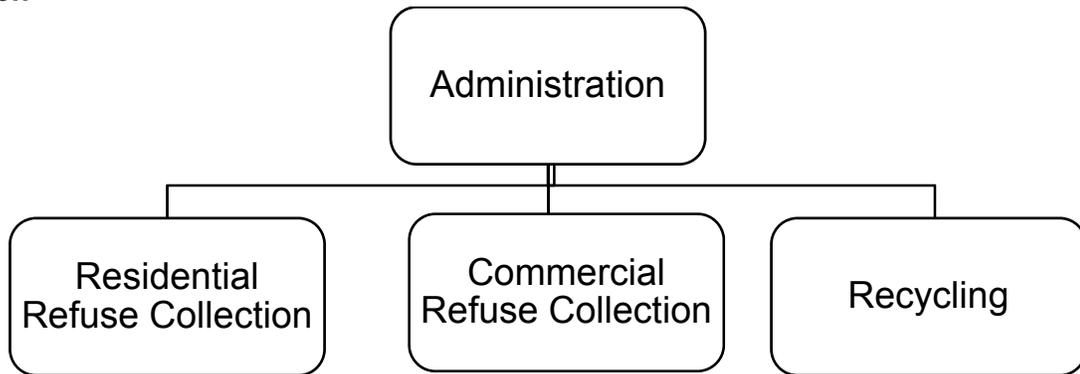
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 358,157 | 444,400 | 398,300 | 452,000 |
| Materials & Supplies | 0 | 2,000 | 10,700 | 6,700 |
| Services | 57,181 | 92,700 | 126,700 | 113,300 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 415,338 | 539,100 | 535,700 | 572,000 |
| Appropriation by Activity | | | | |
| Director's Office | 415,338 | 539,100 | 535,700 | 572,000 |
| Employee Years by Activity | | | | |
| | 6.5 | 5.1 | 4.3 | 5.1 |

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

| FULL TIME POSITIONS | | | |
|---------------------|------------------------------------|-------------------|---------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 |
| 35 | Director of Operations | 1 | 1 |
| 29 | Principal Staff Assistant | 0 | 2 |
| 28 | Manager of Administrative Services | 1 | 0 |
| 24 | Senior Administrative Analyst | 1 | 1 |
| 23 | Senior GIS Analyst | 1 | 1 |
| EMPLOYEE YEARS | | | |
| | Full Time | 4.0 | 5.0 |
| | Overtime | 0.0 | 0.0 |
| | Part Time, Temporary, Seasonal | 0.3 | 0.1 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> |
| | Total | 4.3 | 5.1 |

Organization



Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 17,591,400 | 17,607,400 | 16,000 |
| Employee Years | 107.8 | 106.2 | -1.6 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General | | Vacancy | | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | |
| 88,500 | 81,400 | 148,600 | 0 | 0 | -302,500 | 16,000 |

Major Change

| | |
|--------------------------------------------------------------------------------------------|----------|
| Eliminate three Environmental Service Operators per full implementation of mixed recycling | -166,000 |
| Reductions in materials and services reflect historical spending | -90,000 |
| 1% reduction in refuse tonnage per full implementation of mixed recycling | -46,500 |

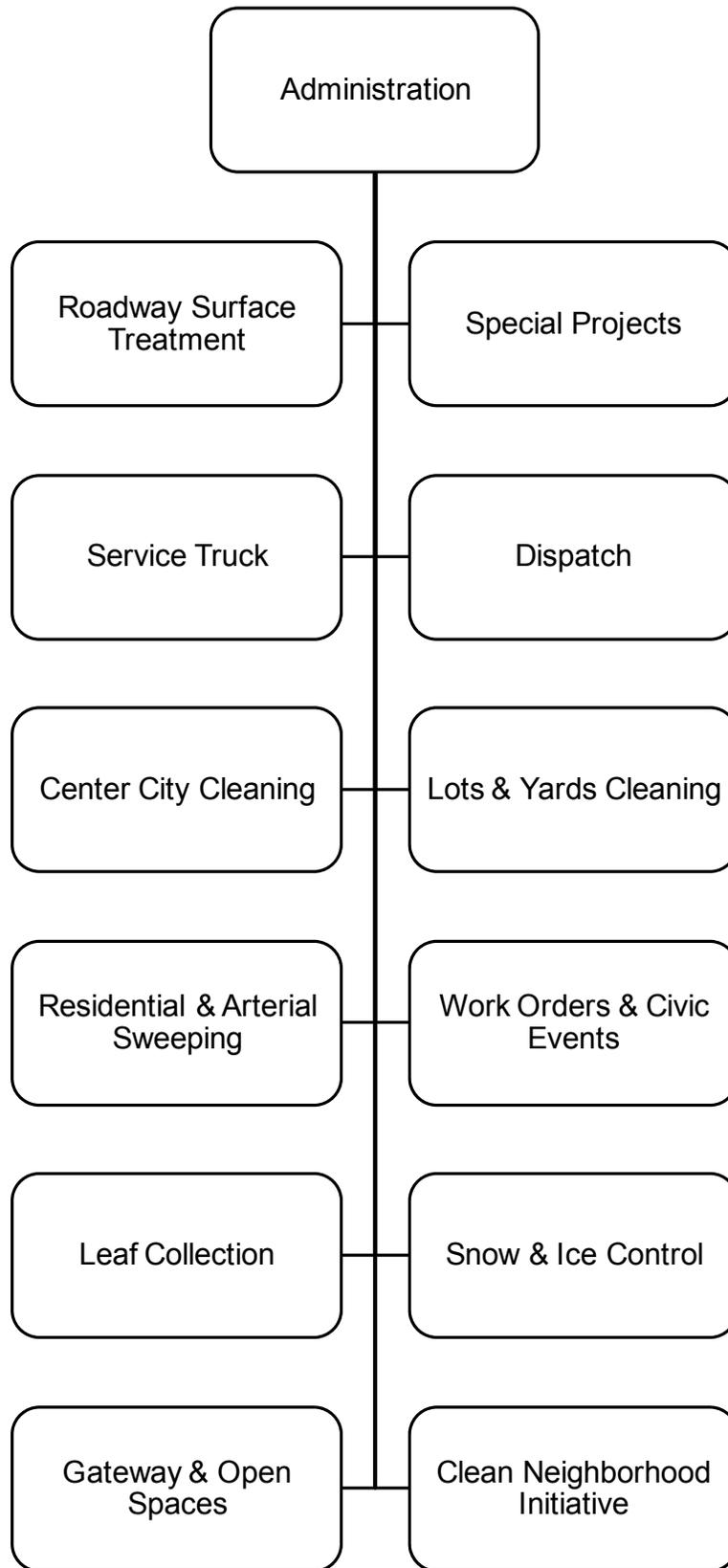
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
 EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 6,174,598 | 6,203,000 | 6,263,900 | 6,208,300 |
| Materials & Supplies | 91,017 | 94,000 | 242,600 | 199,600 |
| Services | 10,837,141 | 10,677,600 | 10,695,900 | 10,810,500 |
| Other | <u>0</u> | <u>389,000</u> | <u>389,000</u> | <u>389,000</u> |
| Total | 17,102,756 | 17,363,600 | 17,591,400 | 17,607,400 |
| Appropriation by Activity | | | | |
| Administration | 2,971,097 | 3,291,800 | 3,425,600 | 3,433,700 |
| Residential Refuse Collection | 10,274,177 | 10,420,800 | 10,507,200 | 10,881,300 |
| Commercial Refuse Collection | 1,880,934 | 1,759,800 | 2,024,000 | 2,018,200 |
| Recycling | <u>1,976,548</u> | <u>1,891,200</u> | <u>1,634,600</u> | <u>1,274,200</u> |
| Total | 17,102,756 | 17,363,600 | 17,591,400 | 17,607,400 |
| Employee Years by Activity | | | | |
| Administration | 9.6 | 10.8 | 11.6 | 12.7 |
| Residential Refuse Collection | 65.7 | 63.8 | 63.8 | 64.0 |
| Commercial Refuse Collection | 16.1 | 16.3 | 16.3 | 16.3 |
| Recycling | <u>19.4</u> | <u>16.1</u> | <u>16.1</u> | <u>13.2</u> |
| Total | 110.8 | 107.0 | 107.8 | 106.2 |

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

| FULL TIME POSITIONS | | | | Administration | Residential Refuse Collection | Commercial Refuse Collection | Recycling |
|--------------------------------|-----------------------------------------|-------------------|---------------------|----------------|-------------------------------------|------------------------------------|------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 30 | Refuse Operations Manager | 1 | 1 | 1 | | | |
| 25 | Assistant Manager of Solid Waste Refuse | 1 | 1 | 1 | | | |
| 23 | Asst. Operations Superintendent | 4 | 4 | | 2 | | 2 |
| 23 | Commercial Accounts Representative | 1 | 1 | | | 1 | |
| 23 | Technology Applications Specialist | 1 | 1 | 1 | | | |
| 23 | Recycling Coordinator | 0 | 1 | 1 | | | |
| 18 | Municipal Assistant | 1 | 1 | 1 | | | |
| 17 | Accountant | 1 | 1 | 1 | | | |
| 16 | Fleet Maintenance Technician | 1 | 1 | 1 | | | |
| 9 | Clerk II | 1 | 1 | 1 | | | |
| 69 | Environmental Services Operator I | 79 | 76 | | 53 | 14 | 9 |
| 64 | Dispatcher | 1 | 1 | 1 | | | |
| 63 | Sr. Code Inspector | 0 | 1 | 1 | | | |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 92.0 | 91.0 | 10.0 | 55.0 | 15.0 | 11.0 |
| Overtime | | 11.2 | 11.4 | 0.5 | 6.8 | 1.6 | 2.5 |
| Part Time, Temporary, Seasonal | | 6.1 | 5.3 | 2.2 | 3.1 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>1.5</u> | <u>1.5</u> | <u>0.0</u> | <u>0.9</u> | <u>0.3</u> | <u>0.3</u> |
| Total | | 107.8 | 106.2 | 12.7 | 64.0 | 16.3 | 13.2 |

Organization



DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 17,343,600 | 16,874,200 | -469,400 |
| Employee Years | 142.3 | 141.8 | -0.5 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General | | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | | | | |
| -19,900 | 125,000 | -356,600 | 0 | 0 | -217,900 | -469,400 |

Major Change

| | |
|---------------------------------------------------------------------------------------------------------|----------|
| Adjust materials and services (-148,600 as an efficiency measure, 1,200 to reflect historical spending) | -147,400 |
| Position transferred to Operations – Director’s Office | -76,700 |
| Increase road salt purchase to replenish portion of supply used during 2016-2017 | 56,200 |
| Reduce arterial sidewalk plow runs from 6 to 3 to reflect historical usage | -50,000 |

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

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 6,339,355 | 6,486,400 | 6,778,900 | 6,695,200 |
| Materials & Supplies | 2,013,749 | 1,674,700 | 1,970,100 | 1,989,100 |
| Services | 6,250,005 | 7,241,800 | 8,594,600 | 8,189,900 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 14,603,109 | 15,402,900 | 17,343,600 | 16,874,200 |
| Appropriation by Activity | | | | |
| Administration | 2,252,010 | 2,435,300 | 2,462,400 | 2,486,700 |
| Roadway Surface Treatment | 1,112,598 | 1,103,100 | 1,149,900 | 1,134,800 |
| Special Projects | 1,051,044 | 1,012,000 | 1,197,900 | 1,101,600 |
| Service Truck | 98,241 | 94,200 | 123,000 | 122,400 |
| Dispatch | 257,616 | 272,500 | 241,200 | 242,500 |
| Center City Cleaning | 271,450 | 175,700 | 307,000 | 289,600 |
| Lots & Yards Cleaning | 1,067,224 | 1,080,700 | 1,364,200 | 1,163,000 |
| Residential & Arterial Sweeping | 646,922 | 570,700 | 726,300 | 717,500 |
| Work Orders & Civic Events | 816,838 | 747,300 | 945,600 | 835,400 |
| Leaf Collection | 1,201,878 | 1,280,000 | 1,135,000 | 1,122,800 |
| Snow & Ice Control | 5,379,840 | 6,107,200 | 7,197,600 | 7,167,200 |
| Gateway & Open Spaces | 138,248 | 137,300 | 143,600 | 142,500 |
| Clean Neighborhood Initiative | <u>309,200</u> | <u>386,900</u> | <u>349,900</u> | <u>348,200</u> |
| Total | 14,603,109 | 15,402,900 | 17,343,600 | 16,874,200 |
| Employee Years by Activity | | | | |
| Administration | 11.7 | 12.0 | 13.2 | 12.3 |
| Roadway Surface Treatment | 15.6 | 15.3 | 15.7 | 15.9 |
| Special Projects | 13.5 | 13.2 | 13.2 | 13.0 |
| Service Truck | 1.4 | 1.6 | 1.9 | 1.9 |
| Dispatch | 3.9 | 3.9 | 3.7 | 3.7 |
| Center City Cleaning | 5.6 | 4.8 | 5.6 | 5.6 |
| Lots & Yards Cleaning | 8.8 | 8.5 | 8.6 | 8.4 |
| Residential & Arterial Sweeping | 6.3 | 5.6 | 6.2 | 6.2 |
| Work Orders & Civic Events | 10.1 | 9.8 | 10.6 | 10.6 |
| Leaf Collection | 9.0 | 11.2 | 11.2 | 11.5 |
| Snow & Ice Control | 43.9 | 47.5 | 49.9 | 50.2 |
| Gateway & Open Spaces | 2.3 | 2.0 | 2.0 | 2.0 |
| Clean Neighborhood Initiative | <u>0.4</u> | <u>0.4</u> | <u>0.5</u> | <u>0.5</u> |
| Total | 132.5 | 135.8 | 142.3 | 141.8 |

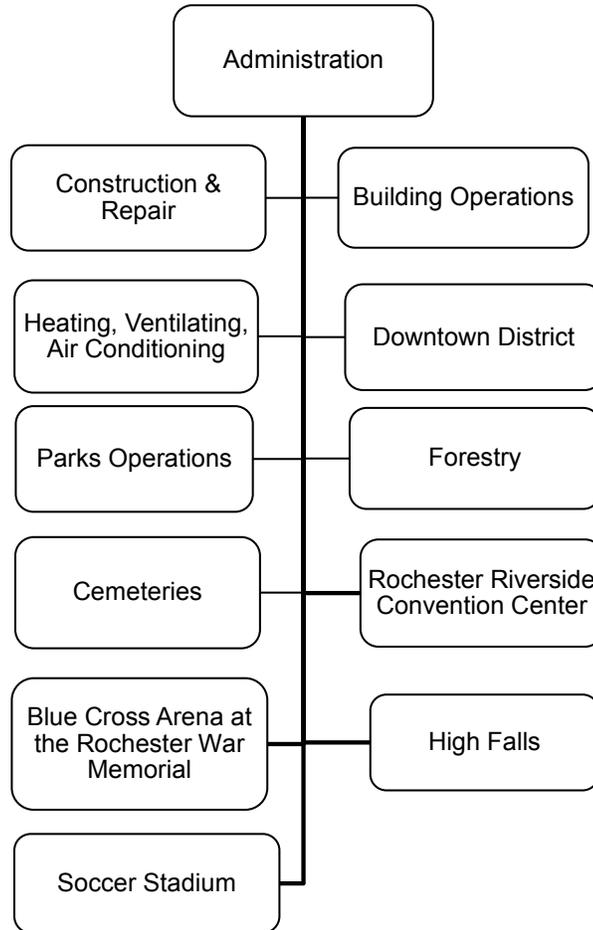
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | Budget | | Administration | Roadway Surface Treatment | Special Projects | Service Truck | Dispatch | Center City Cleaning | Lots & Yards Cleaning | Residential & Arterial Sweeping | Work Orders & Civic Events | Leaf Collection | Snow & Ice Control | Gateway & Open Spaces | Clean Neigh- borhood Initiative |
|-----------------------|-------------------------------------|--------------|------------------|----------------|---------------------------|------------------|---------------|------------|----------------------|-----------------------|---------------------------------|----------------------------|-----------------|--------------------|-----------------------|---------------------------------|
| | | 2016-17 | Approved 2017-18 | | | | | | | | | | | | | |
| Br. | Title | | | | | | | | | | | | | | | |
| 26 | Assistant to Director of Operations | 1.0 | 0.0 | | | | | | | | | | | | | |
| 26 | Coordinator of Special Services | 1.0 | 1.0 | 1.0 | | | | | | | | | | | | |
| 25 | Operations Superintendent-St. Maint | 1.0 | 1.0 | 1.0 | | | | | | | | | | | | |
| 23 | Asst. Operations Superintendent | 5.0 | 5.0 | 1.0 | | | | | | | | | | | 0.5 | |
| 23 | Technology Applications Specialist | 1.0 | 1.0 | 1.0 | | | | | | | | | | 1.0 | | |
| 19 | Operations Supervisor | 2.6 | 2.6 | | | | | | | | | | | 1.0 | | |
| 19 | Op. Supervisor, St. Maintenance | 3.0 | 3.0 | | 1.3 | 0.7 | | | | | | | | 1.0 | | |
| 18 | Municipal Assistant | 1.0 | 1.0 | 1.0 | | | | | | | | | | | | |
| 18 | Principal Engineering Technician | 1.0 | 1.0 | 1.0 | | | | | | | | | | | | |
| 16 | Fleet Maintenance Technician | 2.0 | 2.0 | 2.0 | | | | | | | | | | | | |
| 15 | Senior Dispatcher | 1.0 | 1.0 | 1.0 | | | 1.0 | | | | | | | | | |
| 9 | Clerk II Bilingual | 1.0 | 1.0 | 1.0 | | | 2.0 | | | | | | | 1.0 | | |
| 9 | Clerk II | 1.0 | 1.0 | 1.0 | | | 2.0 | | | | | | | | | |
| 64 | Dispatcher | 2.0 | 2.0 | | | | | | | | | | | | | |
| 64 | Special Equipment Operator | 4.0 | 4.0 | | | | | | | | | | | | | |
| 62 | Senior Operations Worker | 26.2 | 26.2 | 1.0 | 2.0 | 1.0 | 1.0 | | | | | | | 8.8 | | |
| 57 | Construction Supply Handler | 1.0 | 1.0 | 1.0 | 1.5 | 3.9 | | | | | | | | | | |
| 56 | Grounds Equipment Operator | 1.6 | 1.6 | | | | | | | | | | | | | |
| 41 | Operations Worker | 43.9 | 43.9 | | 8.0 | 5.5 | 1.0 | | 4.5 | 2.7 | 1.0 | 5.2 | 2.2 | 13.8 | 0.6 | |
| | | | | | | | | | | | | | | | | |
| EMPLOYEE YEARS | | | | | | | | | | | | | | | | |
| | Full Time | 100.3 | 99.3 | 11.0 | 12.8 | 11.1 | 1.0 | 3.0 | 4.5 | 7.2 | 6.0 | 9.7 | 5.0 | 26.9 | 1.1 | 0.0 |
| | Overtime | 31.1 | 31.3 | 1.0 | 2.8 | 1.2 | 0.6 | 0.8 | 0.9 | 1.0 | 0.4 | 0.8 | 3.7 | 17.6 | 0.0 | 0.5 |
| | Part Time, Temporary, Seasonal | 15.4 | 15.7 | 0.6 | 1.0 | 1.3 | 0.4 | 0.0 | 0.4 | 0.6 | 0.0 | 0.4 | 3.2 | 6.8 | 1.0 | 0.0 |
| | Less: Vacancy Allowance | 4.5 | 4.5 | 0.3 | 0.7 | 0.6 | 0.1 | 0.1 | 0.2 | 0.4 | 0.2 | 0.3 | 0.4 | 1.1 | 0.1 | 0.0 |
| | Total | 142.3 | 141.8 | 12.3 | 15.9 | 13.0 | 1.9 | 3.7 | 5.6 | 8.4 | 6.2 | 10.6 | 11.5 | 50.2 | 2.0 | 0.5 |

Mission Statement

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

Organization



Vital Customers

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-----------------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Make improvements to Thomas R. Frey Trail at El Camino in collaboration with the Genesee Land Trust | Safer and More Vibrant Neighborhoods | First Quarter |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

| Objective | Priorities Supported | Projected Completion |
|------------------------------------------------------------|--------------------------------------|----------------------|
| Expand Scattering Garden Neighborhoods (Cemeteries) | Safer and More Vibrant Neighborhoods | Second Quarter |
| Make improvements to Genesee Valley Park Baseball Field #4 | Safer and More Vibrant Neighborhoods | Second Quarter |
| Evaluate pilot dog park at Cobbs Hill | Safer and More Vibrant Neighborhoods | Third Quarter |
| Increase tree planting in the Northeast Quadrant | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Utilize LED lighting to minimize energy usage | Innovation and Efficiency | Ongoing |
| Upgrade to energy efficient HVAC equipment | Innovation and Efficiency | Ongoing |
| Conserve water by installing low usage fixtures | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Building Services: | | | | |
| City building inventory | 181 | 182 | 182 | 181 |
| Buildings maintained (excludes foreclosed properties) | 181 | 182 | 182 | 181 |
| CUSTOMER PERSPECTIVE | | | | |
| Parks: | | | | |
| Acres maintained | 900 | 900 | 900 | 900 |
| Ice rinks maintained | 2 | 2 | 2 | 2 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 16,453,500 | 16,331,100 | -122,400 |
| Employee Years | 163.9 | 162.2 | -1.7 |

Change Detail

| Salary & Wage Adjustment | General Inflation | Chargebacks | Vacancy Allowance | Miscellaneous | Major Change | Total |
|-----------------------------|----------------------|-------------|----------------------|---------------|--------------|----------|
| 46,400 | 42,900 | 2,300 | 0 | 0 | -214,000 | -122,400 |

Major Change

| | |
|------------------------------------------------------------------------------------------------------------------|----------|
| Reductions in materials and services (-43,000 to reflect historical spending, -115,900 as an efficiency measure) | -158,900 |
| Funding added for full year of new War Memorial management contract | 55,000 |
| Eliminate vacant Parks Operations Supervisor as an efficiency measure | -54,800 |
| Eliminate vacant Master Electrician as an efficiency measure | -49,100 |
| Create part time Clerk III w/typing during 2016-2017 | 17,700 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

7-38

| | |
|-----------------------------------------------------------------------------------------------------------|---------|
| Reduce Heat, Light, and Power expense at the Downtown Enhancement District to reflect historical spending | -15,000 |
| Eliminate funding for forestry interns as an efficiency measure | -8,900 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

Rochester Riverside Convention Center

| | 2016-17 Budget | 2017-18 Budget |
|-------------------------------|-------------------|-------------------|
| Revenues | | |
| Building & equipment rental | 1,144,000 | 1,196,000 |
| Service Fees | 360,175 | 406,500 |
| Commissions: Decorator/AV | 110,000 | 113,750 |
| Food & beverage service | 4,676,269 | 4,913,985 |
| Riverside Production | 450,000 | 472,000 |
| Riverside Parking | 1,487,202 | 1,523,330 |
| Convention Services | 290,000 | 215,000 |
| Interest | 600 | 600 |
| Monroe County Hotel/Motel Tax | <u>795,000</u> | <u>795,000</u> |
| TOTAL REVENUES | 9,313,246 | 9,636,165 |
| Expenses | | |
| Administration | 843,794 | 1,064,141 |
| Operations | 3,046,134 | 3,059,163 |
| Sales | 422,944 | 445,330 |
| Food and Beverage | 3,635,130 | 3,719,347 |
| Riverside Productions | 383,888 | 403,530 |
| Riverside Parking | 1,272,556 | 1,310,854 |
| Convention Services | 290,000 | 215,000 |
| Cash Capital | 70,000 | 70,000 |
| Debt Service | <u>225,050</u> | <u>216,275</u> |
| TOTAL EXPENSES | 10,189,496 | 10,503,640 |
| City Subsidy | 876,250 | 867,475 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

7-41

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|------------------------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 7,649,413 | 7,769,300 | 8,030,900 | 7,990,200 |
| Materials & Supplies | 1,225,449 | 1,273,500 | 1,448,900 | 1,367,400 |
| Services | 4,540,107 | 6,728,700 | 6,973,700 | 6,973,500 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 13,414,969 | 15,771,500 | 16,453,500 | 16,331,100 |
| Appropriation by Activity | | | | |
| Administration | 764,249 | 858,700 | 856,100 | 906,400 |
| Construction & Repair | 1,827,846 | 1,801,100 | 1,958,200 | 1,837,200 |
| Building Operations | 3,938,236 | 3,763,000 | 3,717,300 | 3,713,800 |
| Heating, Ventilating, Air Conditioning | 1,196,509 | 1,159,100 | 1,217,700 | 1,196,000 |
| Rochester Riverside Convention Center | 0 | 1,376,200 | 1,376,200 | 1,376,200 |
| Blue Cross Arena at the Rochester War Memorial | 0 | 928,300 | 1,031,700 | 1,087,900 |
| High Falls | 0 | 50,800 | 78,500 | 69,000 |
| Soccer Stadium | 0 | 143,700 | 204,600 | 196,600 |
| Parks Operations | 2,290,989 | 2,366,300 | 2,429,700 | 2,395,400 |
| Forestry | 951,885 | 982,600 | 1,054,900 | 1,040,600 |
| Downtown District | 619,691 | 659,600 | 685,700 | 670,200 |
| Cemeteries | <u>1,825,564</u> | <u>1,682,100</u> | <u>1,842,900</u> | <u>1,841,800</u> |
| Total | 13,414,969 | 15,771,500 | 16,453,500 | 16,331,100 |
| Employee Years by Activity | | | | |
| Administration | 6.4 | 8.1 | 8.1 | 8.3 |
| Construction & Repair | 22.2 | 21.0 | 22.1 | 21.2 |
| Building Operations | 38.9 | 41.0 | 41.0 | 41.2 |
| Heating, Ventilating, Air Conditioning | 12.0 | 12.9 | 13.2 | 13.2 |
| Parks Operations | 27.6 | 29.8 | 31.3 | 30.3 |
| Forestry | 16.0 | 15.9 | 15.1 | 15.1 |
| Downtown District | 11.4 | 10.9 | 11.0 | 11.0 |
| Cemeteries | <u>20.7</u> | <u>20.8</u> | <u>22.1</u> | <u>21.9</u> |
| Total | 155.2 | 160.4 | 163.9 | 162.2 |

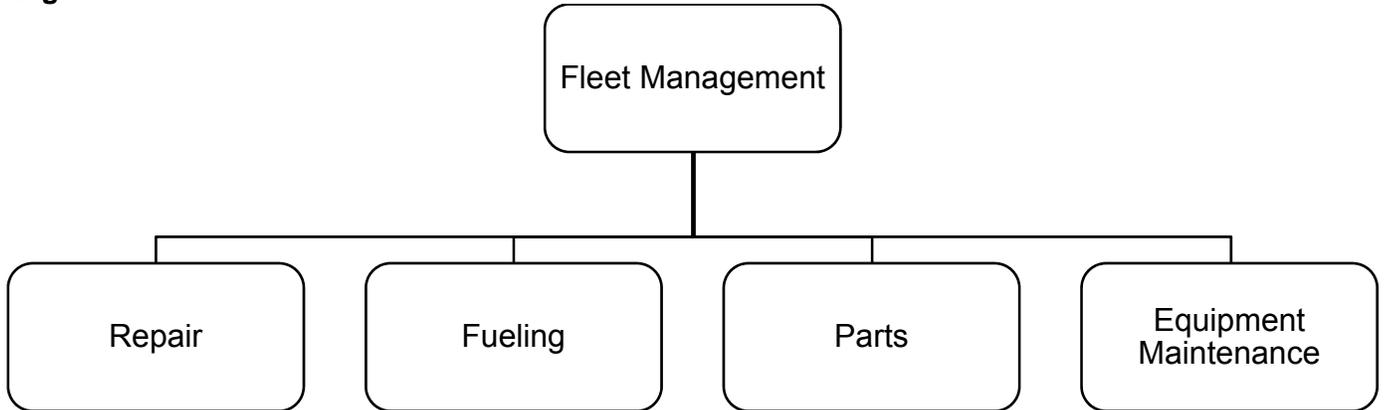
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Admin- istration | Construction & Repair | Building Operations | Heating, Vent. & Air Conditioning | Parks Operations | Forestry | Downtown District | Cemeteries |
|--------------------------------|-----------------------------------------------|-------------------|---------------------|---------------------|--------------------------|------------------------|-----------------------------------------|---------------------|-------------|----------------------|-------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | | | | |
| 35 | Director of Buildings & Parks | 1.0 | 1.0 | 1.0 | | | | | | | |
| 31 | Manager of Building Services | 1.0 | 1.0 | 1.0 | | | | | | | |
| 30 | Cemetery Manager | 1.0 | 1.0 | | | | | | | | 1.0 |
| 30 | City Forester | 1.0 | 1.0 | | | | | | 1.0 | | |
| 26 | Assistant to the Director | 1.0 | 1.0 | 1.0 | | | | | | | |
| 24 | Superintendent of Construction & Repair | 1.0 | 1.0 | | 1.0 | | | | | | |
| 23 | Asst Cemetery Operations Superintendent | 1.0 | 0.0 | | | | | | | | |
| 23 | Assistant Operations Superintendent | 3.0 | 4.0 | | | | | 2.0 | | 1.0 | 1.0 |
| 23 | Asst. Superintendent of Construction & Repair | 1.0 | 1.0 | | 1.0 | | | | | | |
| 23 | Mechanical Engineer | 1.0 | 1.0 | | | | 1.0 | | | | |
| 23 | Superintendent Building Operations | 2.0 | 2.0 | | | 2.0 | | | | | |
| 23 | Supervisor of Electrical Trades | 1.0 | 0.0 | | | | | | | | |
| 21 | Supervisor of Electrical Trades | 0.0 | 1.0 | | 1.0 | | | | | | |
| 21 | Supervisor Structures & Equipment | 2.0 | 2.0 | | 2.0 | | | | | | |
| 20 | GIS Analyst/Forestry | 1.0 | 1.0 | | | | | | 1.0 | | |
| 20 | Master Electrician | 1.0 | 0.0 | | | | | | | | |
| 19 | Cemetery Operations Supervisor | 2.0 | 2.0 | | | | | | | | 2.0 |
| 19 | Forestry Operations Supervisor | 1.0 | 1.0 | | | | | 1.0 | | | |
| 19 | Operations Supervisor | 1.4 | 1.4 | | | | | 1.0 | | 0.4 | |
| 19 | Parks Operations Supervisor | 2.0 | 1.0 | | | | | 1.0 | | | |
| 18 | Building Supervisor | 1.0 | 1.0 | | | 1.0 | | | | | |
| 18 | Management Trainee | 1.0 | 0.0 | | | | | | | | |
| 18 | Municipal Assistant | 1.0 | 1.0 | 1.0 | | | | | | | |
| 18 | Senior Supervising Stock Clerk | 1.0 | 1.0 | 1.0 | | | | | | | |
| 17 | Forestry Technician | 3.0 | 3.0 | | | | | | 3.0 | | |
| 17 | Accountant | 0.0 | 1.0 | | | | | | | | 1.0 |
| 16 | Cemetery Sales Coordinator | 1.0 | 1.0 | | | | | | | | 1.0 |
| 13 | Cemetery Sales Counselor | 1.0 | 1.0 | | | | | | | | 1.0 |
| 11 | Cemetery Service Representative | 1.0 | 1.0 | | | | | | | | 1.0 |
| 11 | Cemetery Service Representative Bilingual | 1.0 | 1.0 | | | | | | | | 1.0 |
| 11 | Secretary | 1.0 | 1.0 | 1.0 | | | | | | | |
| 10 | Senior Account Clerk | 1.0 | 1.0 | 1.0 | | | | | | | |
| 9 | Clerk II | 1.0 | 1.0 | 1.0 | | | | | | | |
| 7 | Clerk III w/typing | 1.0 | 1.0 | | | | | | 1.0 | | |
| 1 | Cleaner | 8.0 | 8.0 | | | 8.0 | | | | | |
| 66 | Laborer 6 day | 1.0 | 1.0 | | | | | 1.0 | | | |
| 65 | Sr. Forestry Worker | 3.0 | 3.0 | | | | | | 3.0 | | |
| 65 | Sr. Maintenance Mechanic/Buildings | 3.0 | 3.0 | | 1.0 | 2.0 | | | | | |
| 65 | Sr. Maintenance Mechanic/Carpentry | 4.0 | 4.0 | | 3.0 | | | 1.0 | | | |
| 65 | Sr. Maintenance Mechanic/Mason | 1.0 | 1.0 | | 1.0 | | | | | | |
| 65 | Sr. Maintenance Mechanic/Pipefitter | 2.0 | 2.0 | | 2.0 | | | | | | |
| 62 | Locksmith | 1.0 | 1.0 | | 1.0 | | | | | | |
| 62 | Senior Maintenance Mechanic | 3.0 | 3.0 | | 3.0 | | | | | | |
| 62 | Senior Operations Worker | 2.8 | 2.8 | | | | | 2.8 | | | |
| 61 | Forestry Worker | 3.0 | 3.0 | | | | | | 3.0 | | |
| 61 | Rosarian | 1.0 | 1.0 | | | | | 1.0 | | | |
| 60 | Maintenance Mechanic | 4.0 | 4.0 | | 4.0 | | | | | | |
| 57 | Maintenance Worker | 3.0 | 3.0 | | | 3.0 | | | | | |
| 56 | Ground Equipment Operator | 17.4 | 18.4 | | | | | 11.0 | | 6.4 | 1.0 |
| 52 | Building Maintenance Helper | 10.0 | 10.0 | | | 10.0 | | | | | |
| 42 | Cemetery Worker | 3.0 | 3.0 | | | | | | | | 3.0 |
| 41 | Crematory Operator | 1.0 | 0.0 | | | | | | | | |
| 41 | Operations Worker | 5.1 | 3.1 | | | | | 2.1 | | 1.0 | |
| 41 | Parks Operations Worker | 0.0 | 2.0 | | | | | 2.0 | | | |
| 153 | Supervising HVAC Engineer | 1.0 | 1.0 | | | | 1.0 | | | | |
| 152 | Lead HVAC Engineer | 1.0 | 1.0 | | | | 1.0 | | | | |
| 151 | HVAC Engineer | 2.0 | 2.0 | | | | 2.0 | | | | |
| 150 | Assistant HVAC Engineer | 6.0 | 6.0 | | | | 6.0 | | | | |
| 149 | Assistant HVAC Engineer Trainee | 1.0 | 1.0 | | | | 1.0 | | | | |
| EMPLOYEE YEARS | | | | | | | | | | | |
| Full Time | | 127.7 | 125.7 | 8.0 | 20.0 | 26.0 | 12.0 | 24.9 | 13.0 | 8.8 | 13.0 |
| Overtime | | 11.2 | 11.4 | 0.1 | 1.9 | 2.1 | 0.7 | 3.0 | 1.0 | 1.2 | 1.4 |
| Part Time, Temporary, Seasonal | | 30.5 | 30.6 | 0.4 | 0.2 | 14.7 | 1.0 | 3.6 | 1.8 | 1.3 | 7.6 |
| Less: Vacancy Allowance | | 5.5 | 5.5 | 0.2 | 0.9 | 1.6 | 0.5 | 1.2 | 0.7 | 0.3 | 0.1 |
| Total | | 163.9 | 162.2 | 8.3 | 21.2 | 41.2 | 13.2 | 30.3 | 15.1 | 11.0 | 21.9 |

Mission

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

Organization



Vital Customers

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

2017-18 Strategic Goals & Objectives

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

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

7-44

| Key Performance Indicators | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|------------------------------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| INTERNAL OPERATIONS | | | | |
| Equipment Services: | | | | |
| Technician productivity | 83% | 83% | 80% | 80% |
| FINANCIAL/COST | | | | |
| Equipment Services: | | | | |
| Dollars collected from warranted in-house repairs (\$) | 178,100 | 150,000 | 89,000 | 100,000 |
| LEARNING & INNOVATION | | | | |
| Equipment Services: | | | | |
| Mechanics who possess Automotive Service Excellence certificates | 77% | 75% | 75% | 75% |
| Equipment Services Technician Training Hours | 22 | 24 | 24 | 24 |
| N/A – Not Applicable | | | | |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 563,900 | 484,400 | -79,500 |
| Employee Years | 67.2 | 66.9 | -0.3 |

Change Detail

| <u>Salary & Wage</u> <u>Adjustment</u> | <u>General</u> <u>Inflation</u> | <u>Chargebacks</u> | <u>Vacancy</u> <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------------|------------------------------------|--------------------|------------------------------------|----------------------|---------------------|--------------|
| -36,400 | 42,300 | 671,000 | 0 | 0 | -756,400 | -79,500 |

Major Change

| | |
|-------------------------------------------------------------------------------------------------------------------|----------|
| Reductions in materials and services (-300,500 to reflect historical spending, -243,200 as an efficiency measure) | -543,700 |
| Reduce fuel consumption by 3.7%. Reduce fuel price by \$.07 unleaded, \$.11 diesel | -217,200 |
| Part time Operations Coordinator transfers in from Operations | 42,000 |
| Eliminate vacant Senior Automotive Maintenance Mechanic as an efficiency measure | -37,500 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

Motor Equipment Chargebacks

| <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> | <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> |
|-------------------------------------|----------------|----------------|-----------------------------|------------------|------------------|
| CITY COUNCIL & CLERK | 600 | 600 | ENVIRONMENTAL SERVICES | | |
| ADMINISTRATION | | | Commissioner | 64,100 | 79,000 |
| Mayor's Office | 5,500 | 5,000 | Architecture & Engineering | 23,700 | 14,700 |
| Management & Budget | 300 | 0 | Operations | 6,430,700 | 6,256,700 |
| Communications | 1,100 | 900 | Buildings & Parks | 816,000 | 794,800 |
| Human Resource Mgt. | <u>5,200</u> | <u>2,500</u> | Equipment Services | 214,800 | 225,000 |
| Total | 12,100 | 8,400 | Water | <u>523,500</u> | <u>508,200</u> |
| | | | Total | 8,072,800 | 7,878,400 |
| INFORMATION TECHNOLOGY | 15,900 | 15,900 | POLICE | 4,268,300 | 3,893,400 |
| FINANCE | | | FIRE | 297,900 | 226,500 |
| Treasury | 8,400 | 8,300 | LIBRARY | | |
| Accounting | 300 | 0 | Central Library | 3,500 | 3,500 |
| Purchasing | 300 | 0 | Community Library | <u>4,200</u> | <u>4,700</u> |
| Parking | <u>76,900</u> | <u>76,900</u> | Total | 7,700 | 8,200 |
| Total | 85,900 | 85,200 | RECREATION & YOUTH SERVICES | | |
| NEIGHBORHOOD & BUSINESS DEVELOPMENT | 8,800 | 6,200 | Commissioner | 2,800 | 1,600 |
| LAW | 300 | 0 | Recreation | <u>86,000</u> | <u>73,500</u> |
| EMERGENCY COMMUNICATIONS | 9,500 | 9,500 | Total | 88,800 | 75,100 |
| | | | Total Interfund | 6,566,100 | 6,461,500 |
| | | | Total Intrafund | <u>6,302,500</u> | <u>5,745,900</u> |
| | | | CITY TOTAL | 12,868,600 | 12,207,400 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

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| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 3,445,699 | 3,672,900 | 3,758,700 | 3,732,800 |
| Materials & Supplies | 4,246,591 | 4,557,100 | 5,602,600 | 5,289,400 |
| Services | 1,133,138 | 1,517,700 | 1,821,200 | 1,419,600 |
| Other | <u>2,250,000</u> | <u>2,250,000</u> | <u>2,250,000</u> | <u>2,250,000</u> |
| Total | 11,075,428 | 11,997,700 | 13,432,500 | 12,691,800 |
| Interfund Credit* | -6,038,652 | -5,616,400 | -6,566,100 | -6,461,500 |
| Intrafund Credit* | <u>-4,962,555</u> | <u>-5,391,800</u> | <u>-6,302,500</u> | <u>-5,745,900</u> |
| Total | 74,221 | 989,500 | 563,900 | 484,400 |
| Appropriation by Activity | | | | |
| Fleet Management | 3,258,404 | 3,264,000 | 3,310,700 | 3,325,400 |
| Repair | 2,986,861 | 3,586,400 | 3,904,100 | 3,454,400 |
| Fueling | 1,951,157 | 2,270,300 | 3,119,000 | 2,902,000 |
| Parts | 2,778,697 | 2,765,900 | 2,972,300 | 2,883,200 |
| Equipment Maintenance | <u>100,309</u> | <u>111,100</u> | <u>126,400</u> | <u>126,800</u> |
| Total | 11,075,428 | 11,997,700 | 13,432,500 | 12,691,800 |
| Interfund Credit* | -6,038,652 | -5,616,400 | -6,566,100 | -6,461,500 |
| Intrafund Credit* | <u>-4,962,555</u> | <u>-5,391,800</u> | <u>-6,302,500</u> | <u>-5,745,900</u> |
| Total | 74,221 | 989,500 | 563,900 | 484,400 |
| Employee Years by Activity | | | | |
| Fleet Management | 6.5 | 7.4 | 7.6 | 8.2 |
| Repair | 48.1 | 49.6 | 50.6 | 49.7 |
| Parts | 7.7 | 7.5 | 7.6 | 7.6 |
| Equipment Maintenance | <u>1.1</u> | <u>1.2</u> | <u>1.4</u> | <u>1.4</u> |
| Total | 63.4 | 65.7 | 67.2 | 66.9 |

*Reflects chargeback for motor equipment service.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
PERSONNEL SUMMARY

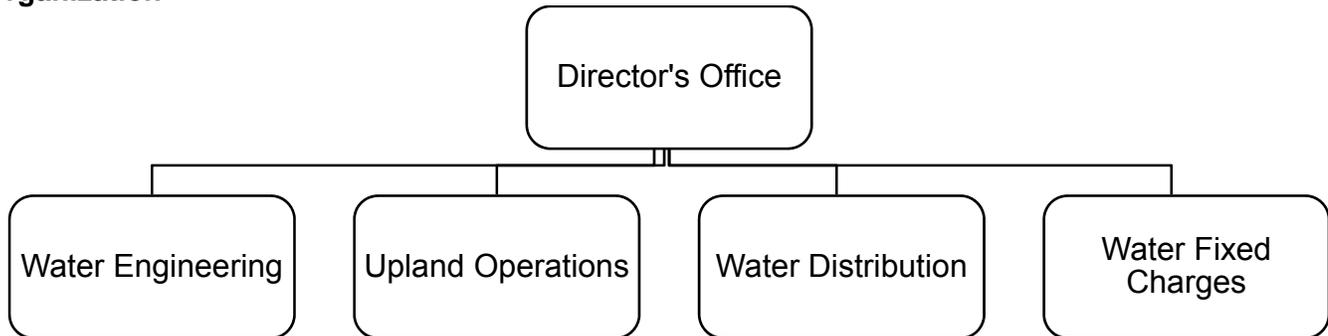
7-47

| FULL TIME POSITIONS | | | | Fleet Management | Repair | Parts | Equipment Maintenance |
|--------------------------------|--------------------------------------|-------------------|---------------------|------------------|------------|------------|-----------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 33 | Director of Equipment Services | 1 | 1 | 1 | | | |
| 25 | Service Manager | 1 | 1 | | 1 | | |
| 25 | Technology Application Coordinator | 1 | 1 | 1 | | | |
| 25 | Warranty Specialist | 1 | 1 | | 1 | | |
| 24 | Automotive Parts & Materials Manager | 1 | 1 | | | 1 | |
| 24 | Senior Administrative Analyst | 1 | 0 | 0 | | | |
| 23 | Assistant Service Manager | 5 | 5 | 1 | 4 | | |
| 20 | Senior Accountant | 1 | 1 | 1 | | | |
| 20 | Administrative Analyst | 0 | 1 | 1 | | | |
| 19 | Senior Equipment Mechanic | 1 | 1 | | | | 1 |
| 18 | Equipment Trainer | 1 | 1 | 1 | | | |
| 15 | Heavy Mechanic II | 5 | 5 | | 5 | | |
| 14 | Senior Auto Parts Clerk | 3 | 3 | | | 3 | |
| 14 | Sr. Auto Maintenance Mechanic | 8 | 7 | | 7 | | |
| 13 | Fleet Service Writer | 2 | 2 | | 2 | | |
| 11 | Auto Parts Clerk | 2 | 2 | | | 2 | |
| 10 | Senior Account Clerk | 1 | 1 | 1 | | | |
| 71 | Master Truck Technician | 15 | 15 | | 15 | | |
| 70 | Master Automotive Technician | 8 | 8 | | 8 | | |
| 65 | Auto Machinist | 1 | 1 | | | 1 | |
| 61 | Tire Repairer | 1 | 1 | | 1 | | |
| 59 | Heavy Equipment Aide | 1 | 1 | | 1 | | |
| 58 | Auto Aide | 1 | 1 | | 1 | | |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 62.0 | 61.0 | 7.0 | 46.0 | 7.0 | 1.0 |
| Overtime | | 6.3 | 6.4 | 0.1 | 5.5 | 0.7 | 0.1 |
| Part Time, Temporary, Seasonal | | 1.5 | 2.1 | 1.1 | 0.4 | 0.1 | 0.5 |
| Less: Vacancy Allowance | | <u>2.6</u> | <u>2.6</u> | <u>0.0</u> | <u>2.2</u> | <u>0.2</u> | <u>0.2</u> |
| Total | | 67.2 | 66.9 | 8.2 | 49.7 | 7.6 | 1.4 |

Mission Statement

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

Organization



Vital Customers

- 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.

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|----------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Replace or rehabilitate 43,700 feet of distribution water mains to maintain system integrity | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Install 4,000 radio read meters annually. Anticipated program completion by FY24 | Innovation and Efficiency | Fourth Quarter |
| Maintain high level (>90%) customer satisfaction | Safer and More Vibrant Neighborhoods | Ongoing |
| Maximize production and operational efficiencies at Hemlock Filtration Plant | Innovation and Efficiency | Ongoing |
| Reduce and maintain non-revenue water at an acceptable level | Innovation and Efficiency | Ongoing |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER

Key Performance Indicators

| | <u>Actual</u> 2015-16 | <u>Estimated</u> 2016-17 | <u>Budget</u> 2016-17 | <u>Budget</u> 2017-18 |
|----------------------------------------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| INTERNAL OPERATIONS | | | | |
| Engineering: | | | | |
| Distribution system water main breaks & leaks per 100 miles of water main | 12.7 | 11.5 | 12 | 12 |
| Percentage of water mains in distribution system with corrosion inhibited lining | 74% | 76% | 74.8% | 77.5% |
| Water Production & Treatment: | | | | |
| Filtration plant production (million gallons per day) | 37.4 | 37.4 | 37.4 | 37 |
| Water Distribution: | | | | |
| Non-Revenue Water (MGD) | 6.3 | 5.8 | 6.0 | 5.8 |
| Customer satisfaction callbacks – percent of customers satisfied with service | 98% | 98% | 95% | 95% |
| Radio Read Meter installations | 3,640 | 4,000 | 4,000 | 4,000 |
| Percent of customer meters converted to radio read | 47% | 53% | 61% | 59% |

N/A – Not Applicable

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 23,011,500 | 22,664,300 | -347,200 |
| Employee Years | 134.1 | 137.2 | 3.1 |

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> | |
| Salary & Wage | -6,700 | 95,000 | -17,600 | 0 | 0 | -417,900 |
| | | | | | | -347,200 |

Major Change Highlights

| | |
|----------------------------------------------------------------------------------------------|----------|
| Fluoridation grant does not recur | -155,000 |
| Reductions in materials and services reflect historical spending | -144,900 |
| Funds are added for two temporary positions to support succession planning | 100,100 |
| Payments to other governments reduced to reflect historical need | -100,000 |
| Increase in collection efforts in Water results in decrease in allocation for uncollectibles | -100,000 |
| Reduction in purchase of water from MCWA reduces expense | -58,400 |
| Add Principal Finance Clerk to address operational need | 40,300 |

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

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,008,500 | 1,959,600 | -48,900 |
| Employee Years | 14.1 | 15.1 | 1.0 |

Change Detail

| | <u>General</u> | <u>Vacancy</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|------------------|--------------------|----------------------|---------------------|--------------|
| Salary & Wage <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | | |
| -4,500 | 8,000 | -2,800 | 0 | 0 | -49,600 |
| | | | | -49,600 | -48,900 |

Major Changes

| | |
|------------------------------------------------------------------|---------|
| Reductions in materials and services reflect historical spending | -89,900 |
| Add Principal Finance Clerk to address operational need | 40,300 |

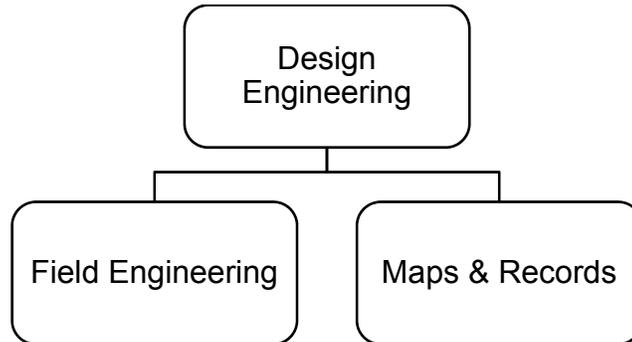
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF WATER – DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 730,860 | 777,700 | 850,100 | 886,500 |
| Materials & Supplies | 396,468 | 423,300 | 507,800 | 452,300 |
| Services | 536,018 | 539,000 | 650,600 | 620,800 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,663,346 | 1,740,000 | 2,008,500 | 1,959,600 |
| Appropriation by Activity | | | | |
| Director's Office | 1,663,346 | 1,740,000 | 2,008,500 | 1,959,600 |
| Employee Years by Activity | | | | |
| Director's Office | 13.4 | 14.1 | 14.1 | 15.1 |

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

| FULL TIME POSITIONS | | | |
|-----------------------|-------------------------------------------|-------------------|---------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 |
| 35 | Director of Water | 1 | 1 |
| 26 | Associate Administrative Analyst | 1 | 1 |
| 25 | Materials, Equip & Facilities Coordinator | 1 | 1 |
| 24 | Senior Administrative Analyst | 1 | 1 |
| 18 | Senior Supervising Stock Clerk | 1 | 1 |
| 16 | Fleet Maintenance Technician | 1 | 1 |
| 15 | Principal Finance Clerk | 0 | 1 |
| 13 | Supervising Stock Clerk | 1 | 1 |
| 9 | Clerk II | 1 | 1 |
| 7 | Clerk III w/Typing | 1 | 1 |
| 65 | Sr. Maintenance Mechanic-Welder | 1 | 1 |
| 63 | Water Maintenance Worker/Construction | 1 | 1 |
| 57 | Laborer | 1 | 0 |
| 57 | Garage Attendant | 0 | 1 |
| EMPLOYEE YEARS | | | |
| | Full Time | 12.0 | 13.0 |
| | Overtime | 0.5 | 0.5 |
| | Part Time, Temporary, Seasonal | 1.6 | 1.6 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> |
| | Total | 14.1 | 15.1 |

Organization



Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,085,400 | 1,069,800 | -15,600 |
| Employee Years | 13.8 | 13.8 | 0.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General | | Vacancy | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | | | |
| -15,500 | 1,600 | -1,700 | 0 | 0 | 0 | -15,600 |

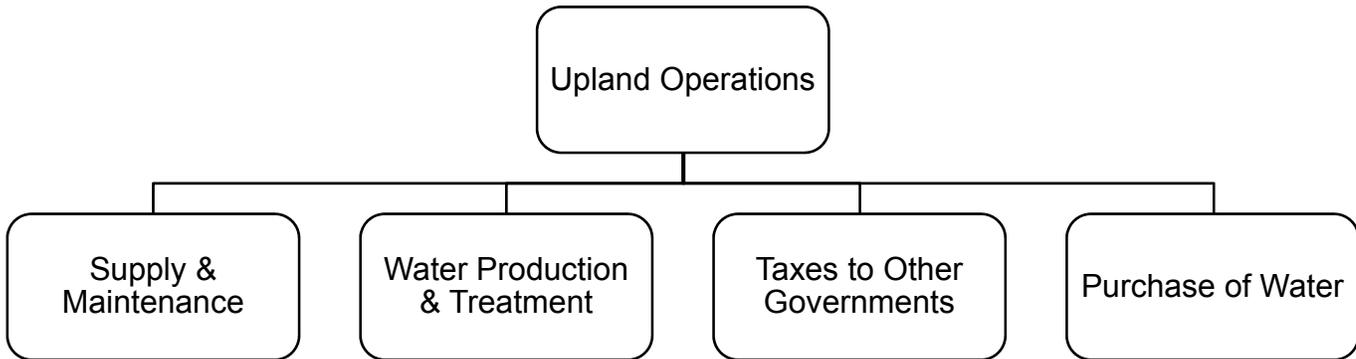
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 847,576 | 834,800 | 990,000 | 975,700 |
| Materials & Supplies | 2,548 | 2,900 | 15,100 | 15,300 |
| Services | 49,440 | 49,600 | 80,300 | 78,800 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 899,564 | 887,300 | 1,085,400 | 1,069,800 |
| Appropriation by Activity | | | | |
| Design Engineering | 734,941 | 720,200 | 860,900 | 856,000 |
| Field Engineering | 101,083 | 98,000 | 154,200 | 143,800 |
| Maps & Records | <u>63,540</u> | <u>69,100</u> | <u>70,300</u> | <u>70,000</u> |
| Total | 899,564 | 887,300 | 1,085,400 | 1,069,800 |
| Employee Years by Activity | | | | |
| Design Engineering | 9.7 | 8.1 | 10.1 | 10.1 |
| Field Engineering | 2.5 | 1.9 | 2.8 | 2.8 |
| Maps & Records | <u>0.9</u> | <u>0.9</u> | <u>0.9</u> | <u>0.9</u> |
| Total | 13.1 | 10.9 | 13.8 | 13.8 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
 WATER – ENGINEERING DIVISION
 PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Design Engineering | Field Engineering | Maps & Records |
|--------------------------------|---------------------------------------|-------------------|---------------------|-----------------------|----------------------|-------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 32 | Managing Engineer Water Design | 1 | 0 | | | |
| 31 | Managing Engineer Water Design | 0 | 1 | 1 | | |
| 29 | Senior Engineer Water Design | 1 | 1 | 1 | | |
| 28 | Engineer IV/Water | 1 | 1 | 1 | | |
| 26 | Engineer III/Water | 1 | 1 | 1 | | |
| 24 | Engineer II/Water | 1 | 1 | 1 | | |
| 23 | Senior GIS Analyst | 1 | 1 | 1 | | |
| 21 | Supervising Engineering Technician | 1 | 1 | 1 | | |
| 18 | Principal Engineering Technician | 1 | 1 | | | 1 |
| 18 | Principal Engineering Technician-CADD | 3 | 3 | 2 | 1 | |
| 12 | Engineering Technician | 1 | 1 | | 1 | |
| EMPLOYEE YEARS | | | | | | |
| Full Time | | 12.0 | 12.0 | 9.0 | 2.0 | 1.0 |
| Overtime | | 1.1 | 1.1 | 0.2 | 0.9 | 0.0 |
| Part Time, Temporary, Seasonal | | 1.0 | 1.0 | 1.0 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>0.3</u> | <u>0.3</u> | <u>0.1</u> | <u>0.1</u> | <u>0.1</u> |
| Total | | 13.8 | 13.8 | 10.1 | 2.8 | 0.9 |

Organization



Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 6,099,000 | 5,901,300 | -197,700 |
| Employee Years | 38.7 | 40.7 | 2.0 |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-------------------------------------|--------------------------|--------------------|--------------------------|----------------------|---------------------|--------------|
| 29,700 | 23,500 | -2,600 | 0 | 0 | -248,300 | -197,700 |

Major Change

| | |
|----------------------------------------------------------------------------|----------|
| Fluoridation grant does not recur | -155,000 |
| Funds are added for two temporary positions to support succession planning | 100,100 |
| Payments to other governments reduced to reflect historical need | -100,000 |
| Reduction in purchase of water from MCWA reduces expense | -58,400 |
| Reductions in materials and services reflect historical spending | -35,000 |

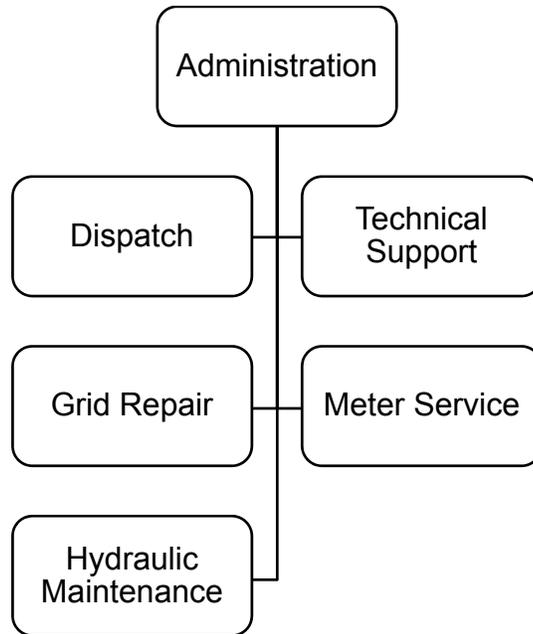
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

| | <u>Actual</u> 2015-16 | <u>Estimated</u> 2016-17 | <u>Amended</u> 2016-17 | <u>Approved</u> 2017-18 |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,136,929 | 2,168,400 | 2,213,200 | 2,346,800 |
| Materials & Supplies | 747,860 | 729,700 | 1,073,300 | 957,100 |
| Services | 2,391,515 | 2,706,300 | 2,812,500 | 2,597,400 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 5,276,304 | 5,604,400 | 6,099,000 | 5,901,300 |
| | | | | |
| Appropriation by Activity | | | | |
| Supply & Maintenance | 784,492 | 815,200 | 961,100 | 942,100 |
| Water Production & Treatment | 2,765,778 | 2,746,600 | 3,148,200 | 3,119,400 |
| Taxes to Other Governments | 786,611 | 985,500 | 945,800 | 854,300 |
| Purchase of Water | <u>939,423</u> | <u>1,057,100</u> | <u>1,043,900</u> | <u>985,500</u> |
| Total | 5,276,304 | 5,604,400 | 6,099,000 | 5,901,300 |
| | | | | |
| Employee Years by Activity | | | | |
| Supply & Maintenance | 10.3 | 9.8 | 10.3 | 10.3 |
| Water Production & Treatment | <u>26.6</u> | <u>28.2</u> | <u>28.4</u> | <u>30.4</u> |
| | 36.9 | 38.0 | 38.7 | 40.7 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Supply & Maintenance | Water Production & Treatment |
|--------------------------------|---------------------------------------|----------------|------------------|----------------------|------------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | |
| 32 | Manager of Water Production | 1 | 1 | | 1 |
| 30 | Chief of Water Quality Operations | 1 | 1 | | 1 |
| 25 | Supt. of Water Plant Maintenance | 1 | 1 | | 1 |
| 25 | Supt. of Water Supply Maintenance | 1 | 1 | 1 | |
| 25 | Automated System Control Specialist | 0 | 1 | | 1 |
| 23 | Asst Superintendent Water Plant Maint | 1 | 1 | | 1 |
| 23 | Automated System Control Specialist | 1 | 0 | | |
| 23 | Water Quality Chemist | 1 | 1 | | 1 |
| 21 | Senior Reservoir Operator | 1 | 1 | | 1 |
| 21 | Spvr. Of Water Supply Maintenance | 1 | 1 | 1 | |
| 20 | Master Electrician | 1 | 1 | | 1 |
| 20 | Water Instrumentation Technician | 1 | 1 | | 1 |
| 20 | Water Operations Supervisor/Corrosion | 1 | 1 | 1 | |
| 20 | Water Plant Mechanic | 1 | 1 | | 1 |
| 20 | Water Quality Lab Technician | 1 | 1 | | 1 |
| 18 | Reservoir Operator | 1 | 1 | | 1 |
| 18 | Water Operations Supervisor/Upland | 1 | 1 | 1 | |
| 18 | Senior Water Plant Operator | 3 | 3 | | 3 |
| 16 | Administrative Assistant | 1 | 1 | | 1 |
| 16 | Water Plant Operator | 3 | 3 | | 3 |
| 15 | Sr. Maint. Mech./Water Treatment | 1 | 1 | | 1 |
| 15 | Water Quality Lab Assistant | 1 | 1 | | 1 |
| 65 | Expediter | 1 | 1 | 1 | |
| 65 | Sr. Maint. Mechanic/Instrumentation | 1 | 1 | | 1 |
| 65 | Sr. Maintenance Mechanic Water Supply | 4 | 4 | 4 | |
| 61 | Maint. Mechanic/Water Treatment | 3 | 3 | | 3 |
| EMPLOYEE YEARS | | | | | |
| Full Time | | 34.0 | 34.0 | 9.0 | 25.0 |
| Overtime | | 3.4 | 3.4 | 1.2 | 2.2 |
| Part Time, Temporary, Seasonal | | 1.9 | 3.9 | 0.3 | 3.6 |
| Less: Vacancy Allowance | | <u>0.6</u> | <u>0.6</u> | <u>0.2</u> | <u>0.4</u> |
| Total | | 38.7 | 40.7 | 10.3 | 30.4 |

Organization



Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 4,542,200 | 4,508,100 | -34,100 |
| Employee Years | 67.5 | 67.6 | 0.1 |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General</u> | | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-------------------------------------|------------------|--------------------|--------------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | | | | |
| -16,400 | 12,800 | -10,500 | 0 | 0 | -20,000 | -34,100 |

Major Change

Reductions in materials and services reflect historical spending -20,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

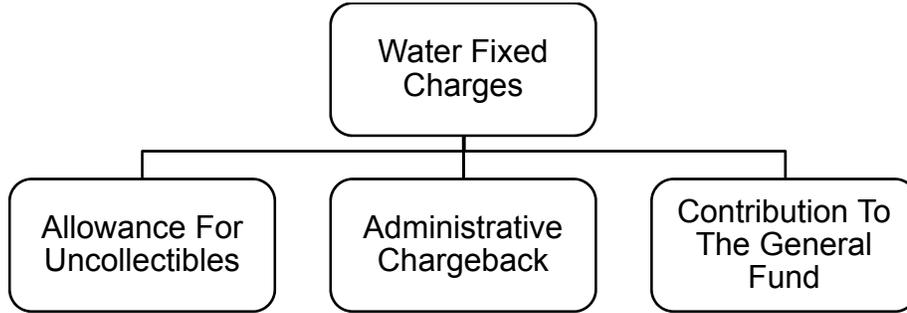
| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 3,261,898 | 3,292,800 | 3,336,400 | 3,324,600 |
| Materials & Supplies | 50,301 | 50,500 | 54,500 | 55,000 |
| Services | 1,114,562 | 1,019,100 | 1,151,300 | 1,128,500 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 4,426,761 | 4,362,400 | 4,542,200 | 4,508,100 |
| Appropriation by Activity | | | | |
| Administration | 719,173 | 692,100 | 755,200 | 732,700 |
| Dispatch | 342,093 | 346,200 | 339,900 | 342,600 |
| Technical Support | 498,679 | 441,800 | 386,900 | 390,900 |
| Grid Repair | 1,709,920 | 1,688,200 | 1,793,700 | 1,785,900 |
| Meter Services | 616,848 | 646,600 | 736,600 | 727,300 |
| Hydraulic Maintenance | <u>540,048</u> | <u>547,500</u> | <u>529,900</u> | <u>528,700</u> |
| Total | 4,426,761 | 4,362,400 | 4,542,200 | 4,508,100 |
| Employee Years by Activity | | | | |
| Administration | 3.9 | 4.2 | 3.9 | 3.9 |
| Dispatch | 7.0 | 6.6 | 6.6 | 6.6 |
| Technical Support | 8.7 | 8.8 | 8.4 | 8.4 |
| Grid Repair | 21.8 | 21.9 | 22.7 | 22.8 |
| Meter Service | 13.3 | 14.1 | 15.2 | 15.2 |
| Hydraulic Maintenance | <u>12.2</u> | <u>10.9</u> | <u>10.7</u> | <u>10.7</u> |
| Total | 66.9 | 66.5 | 67.5 | 67.6 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Dispatch | Technical Support | Grid Repair | Meter Service | Hydraulic Maintenance |
|-----------------------|-------------------------------------------|----------------|------------------|----------------|------------|-------------------|-------------|---------------|-----------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | | |
| 31 | Manager of Water Distribution | 1 | 1 | 1 | | | | | |
| 25 | Superintendent of Water Distribution | 2 | 1 | 1 | | | | | |
| 23 | Asst. Superintendent Water Distribution | 3 | 4 | 1 | | | 1 | 1 | 1 |
| 21 | Backflow Prevention Inspector | 1 | 1 | | | | | 1 | |
| 18 | Supervising Dispatcher | 1 | 1 | | 1 | | | | |
| 18 | Supervising Meter Services Technician | 1 | 1 | | | | | 1 | |
| 18 | Supervising Water Distribution Technician | 2 | 2 | | | 1 | | | 1 |
| 18 | Water Operations Supervisor | 3 | 3 | | | | 3 | | |
| 11 | Clerk I | 1 | 1 | 1 | | | | | |
| 65 | Sr. Maint. Mech./Water Grid | 1 | 1 | | | | 1 | | |
| 65 | Sr. Maint. Mech./Hydraulic Maintenance | 1 | 1 | | | | | | 1 |
| 64 | Water Distribution Technician | 18 | 18 | | | 6 | | 7 | 5 |
| 64 | Dispatcher | 5 | 5 | | 5 | | | | |
| 63 | Water Maintenance Worker/Construction | 14 | 14 | | | | 14 | | |
| 62 | Senior Water Meter Repairer | 1 | 1 | | | | | 1 | |
| 62 | Water Maintenance Worker | 4 | 4 | | | 1 | 1 | | 2 |
| 61 | Meter Reader | 4 | 4 | | | | | 4 | |
| 52 | Water Service Trainee | 1 | 1 | | | | 1 | | |
| EMPLOYEE YEARS | | | | | | | | | |
| | Full Time | 64.0 | 64.0 | 4.0 | 6.0 | 8.0 | 21.0 | 15.0 | 10.0 |
| | Overtime | 5.0 | 5.1 | 0.0 | 0.9 | 0.8 | 1.7 | 0.8 | 0.9 |
| | Part Time, Temporary, Seasonal | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.7 | 0.0 | 0.3 |
| | Less: Vacancy Allowance | <u>2.5</u> | <u>2.5</u> | <u>0.1</u> | <u>0.3</u> | <u>0.4</u> | <u>0.6</u> | <u>0.6</u> | <u>0.5</u> |
| | Total | 67.5 | 67.6 | 3.9 | 6.6 | 8.4 | 22.8 | 15.2 | 10.7 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES

Organization



This section includes operating expenditures for the water supply system that cannot be directly attributed to an operating budget. The allowance for uncollectibles is an estimate of the delinquent amount of water charges that are not paid within two years. The administrative chargeback is an interfund charge that reimburses the General Fund for general administrative services provided to the enterprise funds, based on an indirect cost allocation formula. 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>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 9,276,400 | 9,225,500 | -50,900 |

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> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 0 | 49,100 | 0 | 0 | 0 | -100,000 | -50,900 |

Major Change

| | |
|----------------------------------------------------------------------------------------------|----------|
| Increase in collection efforts in Water results in decrease in allocation for uncollectibles | -100,000 |
|----------------------------------------------------------------------------------------------|----------|

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

| | Actual | Estimated | Amended | Approved |
|----------------------------------|------------------|------------------|------------------|------------------|
| Appropriation by Major Object | <u>2015-16</u> | <u>2016-17</u> | <u>2016-17</u> | <u>2017-18</u> |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 2,452,800 | 2,452,800 | 2,452,800 | 2,501,900 |
| Other | <u>6,542,263</u> | <u>6,659,900</u> | <u>6,823,600</u> | <u>6,723,600</u> |
| Total | 8,995,063 | 9,112,700 | 9,276,400 | 9,225,500 |
| | | | | |
| Appropriation by Activity | | | | |
| Allowance for Uncollectibles | 1,168,663 | 1,286,300 | 1,450,000 | 1,350,000 |
| Administrative Chargeback | 2,452,800 | 2,452,800 | 2,452,800 | 2,501,900 |
| Contribution to the General Fund | <u>5,373,600</u> | <u>5,373,600</u> | <u>5,373,600</u> | <u>5,373,600</u> |
| Total | 8,995,063 | 9,112,700 | 9,276,400 | 9,225,500 |

Mission Statement

Emergency Communications (911):

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

311/One Call to City Hall:

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

Being Accessible

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

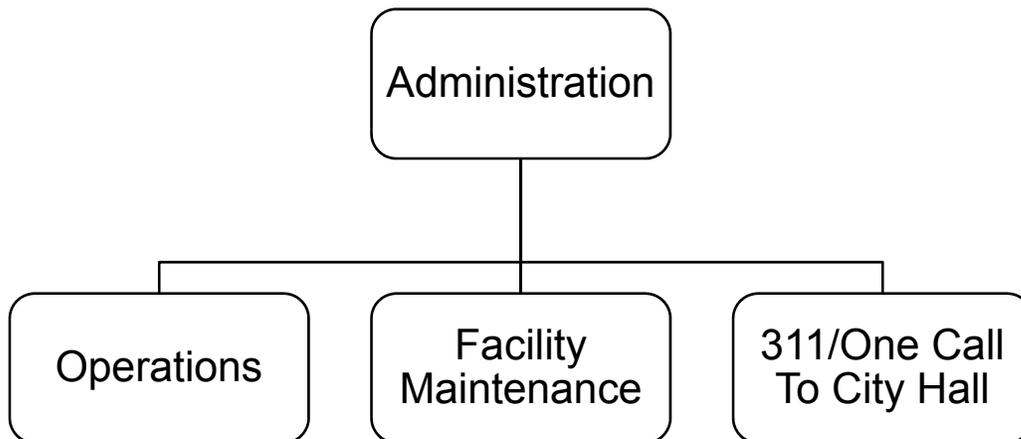
Being Accountable

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

Enabling Transparency

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

Organization



Department Highlights

Emergency Communications (911):

The proposed budget for Administration and Operations reflects the funding level requested by Emergency Communications for the 2017 County Budget. There is an overlap in fiscal years between the City and County. The budgets of the City and County will be closely monitored to ensure that County funding is sufficient. New hire classes are planned for fall 2017 and spring 2018.

The replacement and upgrade of the Computer-Aided Dispatch (CAD) system will continue. By the end of 2017 a new CAD system vendor will be selected and the scope of work will be defined to begin the planning phase of the CAD replacement project. The project is funded by the County and is expected to be completed in early 2019.

311/One Call to City Hall:

Two vacant part time service representative positions will be eliminated. Live representatives will continue to be available seven days per week, but 311 hours will be reduced to reflect lower call volumes during off-peak hours.

Vital Customers

Emergency Communications (911):

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

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

311/One Call to City Hall:

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

Critical Processes

Emergency Communications (911):

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

311/One Call to City Hall:

- Answer and provide information for non-emergency calls
- Retrieve up to date information to respond to all City related inquiries
- Provide appropriate avenues for public related information and services
- Submit service requests to appropriate City departments

-
- Provide responses to case inquires
 - Report on Call Center performance

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------|
| Upgrade Lagan system software and hardware | Innovation and Efficiency | Second Quarter |
| Continue to implement 311 desktop transaction tracking and recording software program | Innovation and Efficiency | Ongoing |
| Continue Computer-Aided Dispatch (CAD) computer system replacement and upgrade | Safer and More Vibrant Neighborhoods, Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|------------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| INTERNAL OPERATIONS | | | | |
| Emergency Communications (911): | | | | |
| 911 Calls received (excluding administrative calls) | 1,178,101 | 1,261,082 | 1,250,000 | 1,275,000 |
| Calls dispatched: | | | | |
| • Police (includes police-initiated) | 1,023,114 | 986,878 | 1,030,000 | 990,000 |
| • Fire | 95,644 | 100,386 | 96,000 | 96,000 |
| • Emergency medical service | <u>126,675</u> | <u>130,720</u> | <u>130,000</u> | <u>136,000</u> |
| • Total dispatched | 1,245,433 | 1,217,984 | 1,256,000 | 1,222,000 |
| Ring time (average in seconds) | 6.0 | 6.5 | 7.0 | 6.0 |
| CALEA Accreditation Compliance (%) | 99 | 99 | 97 | 99 |
| NYSSA Accreditation Compliance (%) | 100 | 100 | 100 | 100 |
| Text messages to 911 | 1,383 | 2,338 | 1,200 | 2,400 |
| Number of calls entered as a result of text messages | ** | ** | 500 | ** |
| CUSTOMER SERVICE | | | | |
| Emergency Communications (911): | | | | |
| Caller complaints | 178 | 146 | 196 | 200 |
| Caller customer satisfaction (scale =1-4; 4 = best) | 3.8 | 3.8 | 3.8 | 3.8 |
| 311/One Call to City Hall: | | | | |
| Total calls received from external sources | 448,613 | 435,000 | 463,000 | 410,000 |
| Calls answered within 30 seconds (%) | 75 | 77 | 75 | 80 |
| Call abandon rate (%) | 10.5 | 9 | 10 | 8 |
| FINANCIAL/COSTS | | | | |
| Emergency Communications (911): | | | | |
| Operating cost per call (\$) | 10.09 | 9.77 | 10.06 | 9.69 |

EMERGENCY COMMUNICATIONS DEPARTMENT

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|--------------------------------------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 311/One Call to City Hall: Operating cost per call (\$) | 2.61 | 2.74 | 2.64 | 2.88 |
| LEARNING & INNOVATION | | | | |
| Emergency Communications (911): Employee Training (hours) | 17,092 | 19,000 | 16,000 | 19,000 |
| 311/One Call to City Hall: Average number training hours per employee | 49 | 45 | 44 | 60 |

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

** - Not available

Year-To-Year Comparison

| | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> | <u>Change</u> | <u>Percent</u> <u>Change</u> |
|---------------------------|---------------------------------|---------------------------------|----------------|---------------------------------|
| <u>Main Functions</u> | | | | |
| Administration | 613,400 | 638,200 | 24,800 | 4.0% |
| Operations | 11,728,600 | 11,488,200 | -240,400 | -2.0% |
| Facility Maintenance | 228,800 | 231,500 | 2,700 | 1.2% |
| 311/One Call To City Hall | <u>1,221,800</u> | <u>1,182,400</u> | <u>-39,400</u> | <u>-3.2%</u> |
| Total | 13,792,600 | 13,540,300 | -252,300 | -1.8% |
| Employee Years | 230.4 | 228.1 | -2.3 | -1.0% |

Change Detail

| <u>Salary & Wage</u> <u>Adjustment</u> | <u>General</u> <u>Inflation</u> | <u>Chargebacks</u> | <u>Vacancy</u> <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------------|------------------------------------|--------------------|------------------------------------|----------------------|---------------------|--------------|
| -110,300 | 6,400 | 600 | 0 | 0 | -149,000 | -252,300 |

Major Change

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Overtime corresponds with requested 2017 County level based on estimated need | -51,100 |
| Two vacant part time positions in 311/One Call to City Hall are eliminated to reflect reduced hours | -39,200 |
| One full time position in Operations converts to part time | -30,600 |
| Net decrease in Administration and Operations supplies and services to correspond with requested County levels and to reflect actual experience | -23,300 |
| Reductions in 311/One Call to City Hall supplies and services reflect actual need | -6,400 |
| Facility Maintenance repair line increases based on need | 1,600 |
| Two vacant youth worker positions convert to college intern positions | 0 |

Program Change

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

| Day of the Week | FY17 Operating Hours | FY18 Operating Hours |
|-----------------|----------------------|----------------------|
| Monday – Friday | 6:30am - 11pm | 7:00am - 11:00pm |
| Saturday | 7:00am - 11pm | 8:00am - 4:00pm |
| Sunday | 7:00am - 11pm | 10:00am - 4:00pm |

Red light camera ticket inquiries ended spring 2017.

Planned training for the Lagan system upgrade will increase the FY18 average number of training hours per employee.

EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

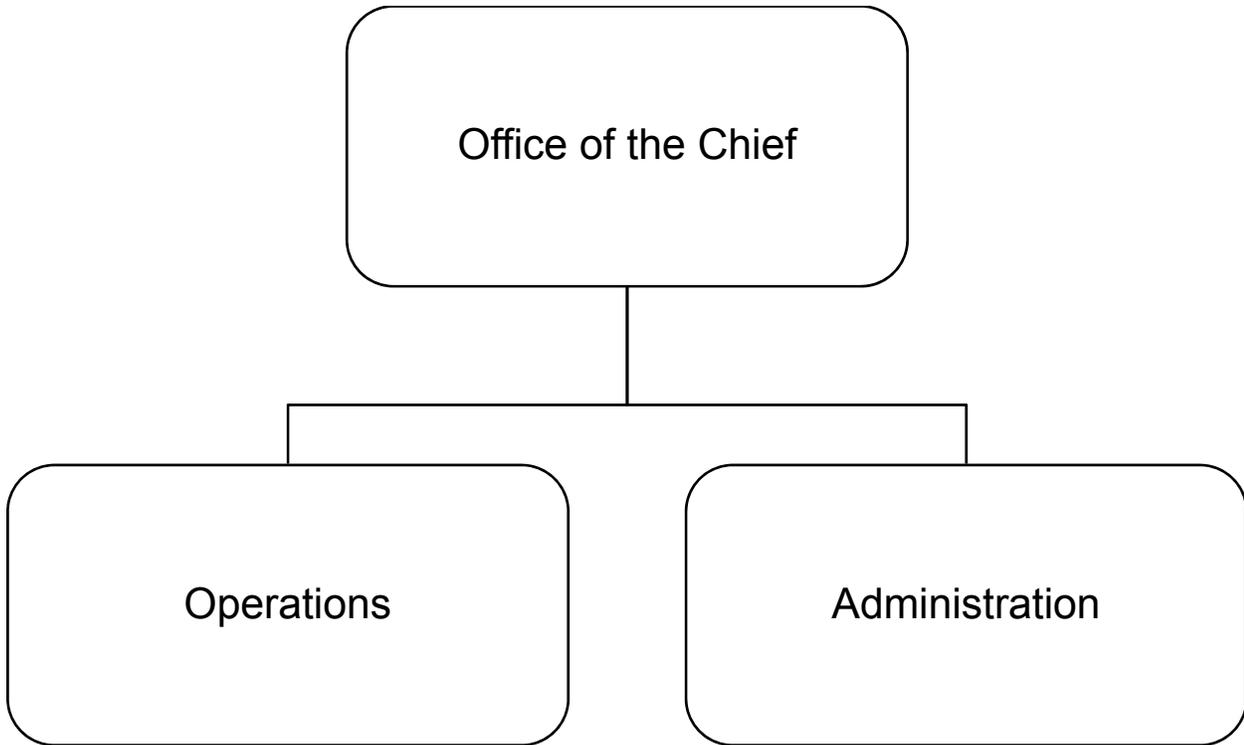
| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 11,956,880 | 12,484,900 | 12,740,000 | 12,518,800 |
| Materials & Supplies | 110,875 | 112,100 | 130,200 | 100,400 |
| Services | 984,219 | 915,000 | 922,400 | 921,100 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 13,051,974 | 13,512,000 | 13,792,600 | 13,540,300 |
| Appropriation by Activity | | | | |
| Administration | 643,618 | 601,700 | 613,400 | 638,200 |
| Operations | 11,012,919 | 11,499,900 | 11,728,600 | 11,488,200 |
| Facility Maintenance | 225,094 | 218,600 | 228,800 | 231,500 |
| 311/One Call To City Hall | <u>1,170,343</u> | <u>1,191,800</u> | <u>1,221,800</u> | <u>1,182,400</u> |
| Total | 13,051,974 | 13,512,000 | 13,792,600 | 13,540,300 |
| Employee Years by Activity | | | | |
| Administration | 6.5 | 6.5 | 7.0 | 7.2 |
| Operations | 190.6 | 197.7 | 200.1 | 198.6 |
| 311/One Call To City Hall | <u>22.6</u> | <u>23.1</u> | <u>23.3</u> | <u>22.3</u> |
| Total | 219.7 | 227.3 | 230.4 | 228.1 |

EMERGENCY COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Operations | 311/One Call To City Hall |
|--------------------------------|----------------------------------------|-------------------|---------------------|----------------|--------------|------------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 36 | ECC Director | 1 | 1 | 1 | | |
| 33 | Deputy Director - ECC | 1 | 1 | | 1 | |
| 29 | 311 Call Center Manager | 1 | 1 | | | 1 |
| 29 | 911 Operations Manager | 3 | 3 | | 3 | |
| 23 | Sr. GIS Analyst | 1 | 1 | | 1 | |
| 22 | Knowledge Base Coordinator | 1 | 1 | | | 1 |
| 20 | Executive Assistant | 1 | 1 | 1 | | |
| 20 | Supervising Service Representative | 1 | 1 | | | 1 |
| 18 | Secretary to the Director | 1 | 1 | 1 | | |
| 16 | Administrative Assistant | 1 | 1 | 1 | | |
| 16 | Sr. Service Representative | 1 | 1 | | | 1 |
| 16 | Sr. Service Representative Bilingual | 1 | 1 | | | 1 |
| 12 | Communications Research Assistant | 1 | 1 | 1 | | |
| 12 | Service Representative | 10 | 9 | | | 9 |
| 12 | Service Representative Bilingual | 3 | 4 | | | 4 |
| 7 | Clerk III with Typing | 2 | 2 | 1 | | 1 |
| 6 | Research Technician | 1 | 1 | 1 | | |
| 210 | Shift Supervisor | 16 | 16 | | 16 | |
| 190 | EMD Quality Improvement Coordinator II | 2 | 1 | | 1 | |
| 170 | Dispatcher II | 27 | 27 | | 27 | |
| 150 | Dispatcher I | 94 | 94 | | 94 | |
| 150 | Dispatcher I Bilingual | 2 | 2 | | 2 | |
| 110 | Telecommunicator | 41 | 41 | | 41 | |
| 110 | Telecommunicator Bilingual | 2 | 2 | | 2 | |
| EMPLOYEE YEARS | | | | | | |
| Full Time | | 215.0 | 214.0 | 7.0 | 188.0 | 19.0 |
| Overtime | | 10.7 | 9.7 | 0.0 | 9.1 | 0.6 |
| Part Time, Temporary, Seasonal | | 4.7 | 4.4 | 0.2 | 1.5 | 2.7 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 230.4 | 228.1 | 7.2 | 198.6 | 22.3 |

Mission Statement

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



Vital Customers

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

Critical Processes

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

Departmental Highlights

- **Police Academy** – The budget includes funding for a Police Academy class of up to 25 police recruits in September 2017. RPD recruits must complete a 10-month period of Academy and field training before they can be deployed for street duties. This recruit class, coupled with the hiring of 44 officers in FY 2016-17, will adjust RPD's staffing levels to reflect the highest number of personnel available during the summer months, which historically is the busiest time of the year. This will enable vital operations and services to continue at a consistent level.
- **Office of Business Intelligence** – The Office of Business Intelligence is created. The Office is responsible for strategic planning and product development, data analysis, business process improvements, data transparency and providing information for major Department projects.

Highlights of the Department's 2017-18 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

| Highlights | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Office of the Chief: | | |
| Establish Communications Task Force to enhance current communications initiatives and develop a long-term communications strategy | Safer and More Vibrant Neighborhoods | Third Quarter |
| Pursuant to community partnership to develop recommendations for police training, establish Police Training Advisory Committee | Safer and More Vibrant Neighborhoods | Third Quarter |
| Continue to progress the Open Data Initiative by improving internal and external analysis tools to increase transparency and enhance operational efficiency | Innovation and Efficiency | Ongoing |
| Operations: | | |
| Continue to work with the Mayor's Office and the Department of Environmental Services to identify police section offices in neighborhoods | Safer and More Vibrant Neighborhoods | Ongoing |

| Highlights | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------|
| Continue to enhance police and community relationships – Develop relationship between new police sections and neighborhoods they serve | Safer and More Vibrant Neighborhoods | Ongoing |
| Provide a high level of animal services in the community – Increase rate of animal adoptions in the community | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence-based enforcement of gun violence locations and offenders through GIVE grant initiatives | Safer and More Vibrant Neighborhoods | Ongoing |
| Administration: | | |
| Implement solutions and support for new Digital Fingerprinting system | Safer and More Vibrant Neighborhoods, Third Quarter Innovation and Efficiency | |
| Assess body worn camera implementation | Safer and More Vibrant Neighborhoods, Fourth Quarter Innovation and Efficiency | |
| Increase quality of departmental functions – Maintain NYS Law Enforcement Accreditation Program and enhance inspection process | Safer and More Vibrant Neighborhoods, Ongoing Innovation and Efficiency | |
| Continue to work with DHRM to maximize recruitment efforts for minority candidates to more accurately reflect the community | Safer and More Vibrant Neighborhoods | Ongoing |

POLICE DEPARTMENT

Year-To-Year Comparison

| <u>Bureau</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> | <u>Change</u> | <u>Change</u> |
|---------------------|---------------------------|---------------------------|-------------------|---------------|
| Office of the Chief | 5,092,400 | 5,778,800 | 686,400 | 13.5% |
| Operations | 71,459,500 | 68,595,300 | -2,864,200 | -4.0% |
| Administration | <u>16,853,100</u> | <u>15,463,500</u> | <u>-1,389,600</u> | -8.2% |
| Total | 93,405,000 | 89,837,600 | -3,567,400 | -3.8% |
| Employee Years | 939.1 | 939.9 | 0.8 | 0.1% |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------|------------------------------|--------------------|------------------------------|----------------------|---------------------|--------------|
| 1,087,300 | 90,500 | -398,500 | -310,900 | 0 | -4,035,800 | -3,567,400 |

Major Change Highlights

| | |
|-----------------------------------------------------------------------------------------------|------------|
| Professional services agreement for Red Light Camera program does not recur | -2,402,000 |
| Reduce from two recruit classes to one per staffing plan | -625,900 |
| Overtime is reduced to reflect projected spending | -300,000 |
| Appropriation of forfeiture funds for Clinton Section detail overtime does not recur | -202,500 |
| Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends | -200,000 |
| A Deputy Chief for Community Engagement and Relations was added during the year | 134,700 |
| Reductions in supplies and services to reflect actual need | -117,000 |
| Net change in STOP DWI grant | -65,500 |
| Three vacant part time Clerk III with Typing positions are abolished as an efficiency measure | -53,400 |
| Net change in Victim Services grants | 51,000 |
| Project Safe Neighborhood grant ends | -41,900 |
| Appropriation of forfeiture funds for purchase of Datum storage solution does not recur | -35,000 |
| Net change in PETCO Foundation animal services grant | -33,100 |
| Appropriation of forfeiture funds for community programs does not recur | -25,000 |
| A vacant part time Assistant Crime Research Specialist is abolished as an efficiency measure | -24,900 |
| Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding | -22,700 |
| Animal services professional fees are reduced as an efficiency measure | -21,700 |
| A vacant part time Clerk III with Typing is abolished as an efficiency measure | -17,800 |
| Net change in NYS grants for overtime | -12,500 |
| Appropriation of forfeiture funds for purchase of K-9 dog does not recur | -7,500 |
| Maddie's Fund animal services grant ends | -5,000 |
| Explosive Detection K-9 grant ends | -4,700 |

| | |
|--------------------------------------------------------------|--------|
| Net change in STOP DWI crackdown grant | -4,500 |
| Net change in Gun Involved Violence Elimination (GIVE) grant | 3,000 |
| Net change in Bomb Squad Initiative grant | -1,800 |
| Net change in Underage Tobacco Compliance grant | -100 |

Assignment of Authorized Positions
2008-09 to 2017-18

| <u>Year</u> | Office of the Chief & Administration | | | Operations | | | Department Total | | |
|-------------|-----------------------------------------|------------------|--------------|--------------|------------------|--------------|------------------|------------------|--------------|
| | <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> |
| 2017-18 | 67 | 69 | 136 | 661 | 54 | 715 | 728 | 123 | 851 |
| 2016-17 | 62 | 67 | 129 | 665 | 56 | 721 | 727 | 123 | 850 |
| 2015-16 | 63 | 65 | 128 | 663 | 56 | 719 | 726 | 121 | 847 |
| 2014-15 | 45 | 67 | 112 | 681 | 56 | 737 | 726 | 123 | 849 |
| 2013-14 | 45 | 66 | 111 | 681 | 76 | 757 | 726 | 142 | 868 |
| 2012-13 | 45 | 66.5 | 111.5 | 681 | 75 | 756 | 726 | 141.5 | 867.5 |
| 2011-12 | 45 | 100.5 | 145.5 | 681 | 43 | 724 | 726 | 143.5 | 869.5 |
| 2010-11 | 45 | 98.5 | 143.5 | 696 | 53 | 749 | 741 | 151.5 | 892.5 |
| 2009-10 | 45 | 98.5 | 143.5 | 696 | 56 | 752 | 741 | 154.5 | 895.5 |
| 2008-09 | 46 | 88 | 134 | 695 | 83 | 778 | 741 | 171 | 912 |

POLICE DEPARTMENT

Authorized Sworn Positions
2013-14 to 2017-18

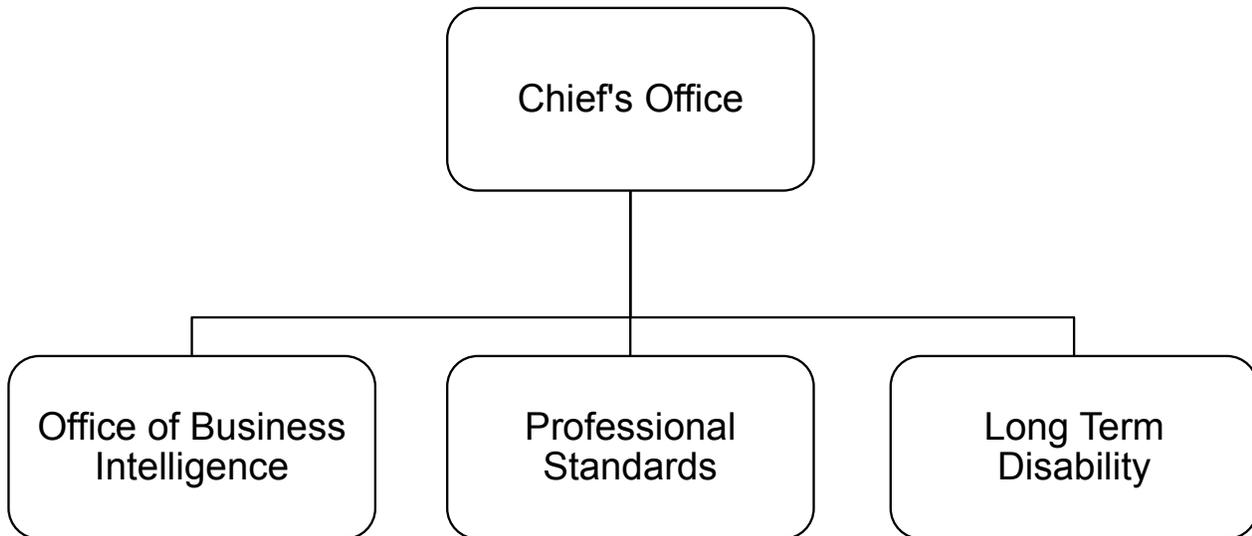
| <u>Positions</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> |
|-------------------------|----------------|----------------|----------------|----------------|----------------|
| Chief | 1 | 1 | 1 | 1 | 1 |
| Executive Deputy Chief | 1 | 1 | 1 | 0 | 0 |
| Deputy Chief | 2 | 2 | 2 | 2 | 2 |
| DC Community Engagement | 0 | 0 | 0 | 0 | 1 |
| Commander | 3 | 3 | 2 | 2 | 2 |
| Captain | 11 | 11 | 13 | 13 | 13 |
| Lieutenant | 33 | 34 | 32 | 32 | 32 |
| Sergeant | 90 | 89 | 95 | 95 | 95 |
| Police Investigator | 80 | 80 | 80 | 82 | 82 |
| Police Officer | <u>505</u> | <u>505</u> | <u>500</u> | <u>500</u> | <u>500</u> |
| Total | 726 | 726 | 726 | 727 | 728 |

POLICE DEPARTMENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|----------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 77,328,755 | 79,225,800 | 79,986,200 | 79,634,000 |
| Materials & Supplies | 1,272,582 | 1,293,800 | 1,458,500 | 1,358,500 |
| Services | 10,895,226 | 9,145,000 | 11,889,800 | 8,839,900 |
| Other | 14,028 | 14,700 | 70,500 | 5,200 |
| Total | <u>89,510,591</u> | <u>89,679,300</u> | <u>93,405,000</u> | <u>89,837,600</u> |
| Appropriation by Activity | | | | |
| Office of the Chief | 4,802,155 | 4,701,400 | 5,092,400 | 5,778,800 |
| Operations | 68,476,340 | 67,197,400 | 71,459,500 | 68,595,300 |
| Administration | <u>16,232,096</u> | <u>17,780,500</u> | <u>16,853,100</u> | <u>15,463,500</u> |
| Total | <u>89,510,591</u> | <u>89,679,300</u> | <u>93,405,000</u> | <u>89,837,600</u> |
| Employee Years by Activity | | | | |
| Office of the Chief | 32.6 | 32.8 | 31.9 | 42.8 |
| Operations | 755.2 | 770.3 | 764.3 | 764.6 |
| Administration | <u>139.9</u> | <u>164.9</u> | <u>142.9</u> | <u>132.5</u> |
| Total | <u>927.7</u> | <u>968.0</u> | <u>939.1</u> | <u>939.9</u> |
| NBD Allocation - Dollars | | | | |
| NBD Allocation - Dollars | 2,344,100 | 2,344,100 | 2,344,100 | 2,344,100 |
| NBD Allocation - Employee Years | | | | |
| NBD Allocation - Employee Years | 26.5 | 26.5 | 26.5 | 26.5 |

Mission Statement

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

Organization**Critical Processes****Chief's Office**

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

Office of Business Intelligence

- Conducts strategic planning, policy development, public relations
- Responsible for planning, developing, conducting, and reviewing strategic projects based on Department initiatives related to resource allocation, operational effectiveness, and business intelligence.
- Maintains the Department's Open Data technology and facilitates the data transfer for the public mapping application.
- Develops products to facilitate information and intelligence sharing, resource monitoring, planning, and decision making.
- Evaluates business processes to ensure quality and accuracy of data used, methods, calculations, and report results.
- Provides statistical data in support of grant, budget, media, and Freedom of Information Law (FOIL) requests

Professional Standards

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

Long Term Disability

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Establish Communications Task Force to enhance current communications initiatives and develop a long-term communications strategy | Safer and More Vibrant Neighborhoods | Third Quarter |
| Pursuant to community partnership to develop recommendations for police training, establish Police Training Advisory Committee | Safer and More Vibrant Neighborhoods | Third Quarter |
| Continue to progress the Open Data Initiative by improving internal and external analysis tools to increase transparency and enhance operational efficiency | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Professional Standards: | | | | |
| Incident reviews completed | 12 | 13 | 14 | 13 |
| Civil suit investigations completed | 63 | 62 | 64 | 60 |
| Fleet accident reports reviewed | 125 | 126 | 131 | 122 |
| Subject resistance reports reviewed | 739 | 745 | 749 | 729 |
| Administrative inquiries | 349 | 343 | 375 | 375 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 5,092,400 | 5,778,800 | 686,400 |
| Employee Years | 31.9 | 42.8 | 10.9 |

Change Detail

| Salary & Wage Adjustment | General | | Vacancy | | Major Change | Total |
|-----------------------------|------------------|--------------------|------------------|----------------------|--------------|---------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | |
| 6,500 | 12,400 | -1,700 | 0 | 0 | 669,200 | 686,400 |

POLICE DEPARTMENT
OFFICE OF THE CHIEF

Major Change

| | |
|-----------------------------------------------------------------------------------------|----------|
| Three Police Officers transfer from Administration to reflect actual assignment | 257,100 |
| Three Police Officers transfer from Special Operations to reflect actual assignment | 257,100 |
| Appropriation of forfeiture funds for Clinton Section detail overtime does not recur | -202,500 |
| A Deputy Chief for Community Engagement and Relations was added during the year | 134,700 |
| A Director of Business Intelligence transfers from Special Operations | 110,300 |
| An Information Systems Analyst I transfers from Administration | 82,900 |
| A Crime Research Specialist transfers from Administration | 76,100 |
| A Crime Research Specialist transfers from Special Operations | 76,100 |
| Reductions in supplies and services to reflect actual need | -50,100 |
| Appropriation of forfeiture funds for purchase of Datum storage solution does not recur | -35,000 |
| Appropriation of forfeiture funds for community programs does not recur | -25,000 |
| Appropriation of forfeiture funds for purchase of K-9 dog does not recur | -7,500 |
| Supplies and services expense transfer to Administration | -5,000 |

Program Change

The Office of Business Intelligence is created. The Office is responsible for strategic planning and product development, data analysis, business process improvements, data transparency and providing information for major Department projects.

Six Police Officers on long term light duty assignment are transferred to Long Term Disability for tracking purposes.

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|--------------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 3,095,663 | 3,190,800 | 3,285,300 | 4,080,600 |
| Materials & Supplies | 14,627 | 50,100 | 53,600 | 14,100 |
| Services | 1,691,865 | 1,460,500 | 1,753,500 | 1,684,100 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 4,802,155 | 4,701,400 | 5,092,400 | 5,778,800 |
| Appropriation by Activity | | | | |
| Chief's Office | 3,138,846 | 2,908,600 | 3,412,600 | 3,245,600 |
| Office of Business Intelligence | 0 | 0 | 0 | 335,700 |
| Professional Standards | 1,090,931 | 1,193,900 | 1,081,200 | 1,088,400 |
| Long Term Disability | <u>572,378</u> | <u>598,900</u> | <u>598,600</u> | <u>1,109,100</u> |
| Total | 4,802,155 | 4,701,400 | 5,092,400 | 5,778,800 |
| Employee Years by Activity | | | | |
| Chief's Office | 15.6 | 14.2 | 14.6 | 15.6 |
| Office of Business Intelligence | 0.0 | 0.0 | 0.0 | 4.0 |
| Professional Standards | 10.3 | 11.5 | 10.3 | 10.2 |
| Long Term Disability | <u>6.7</u> | <u>7.1</u> | <u>7.0</u> | <u>13.0</u> |
| Total | 32.6 | 32.8 | 31.9 | 42.8 |

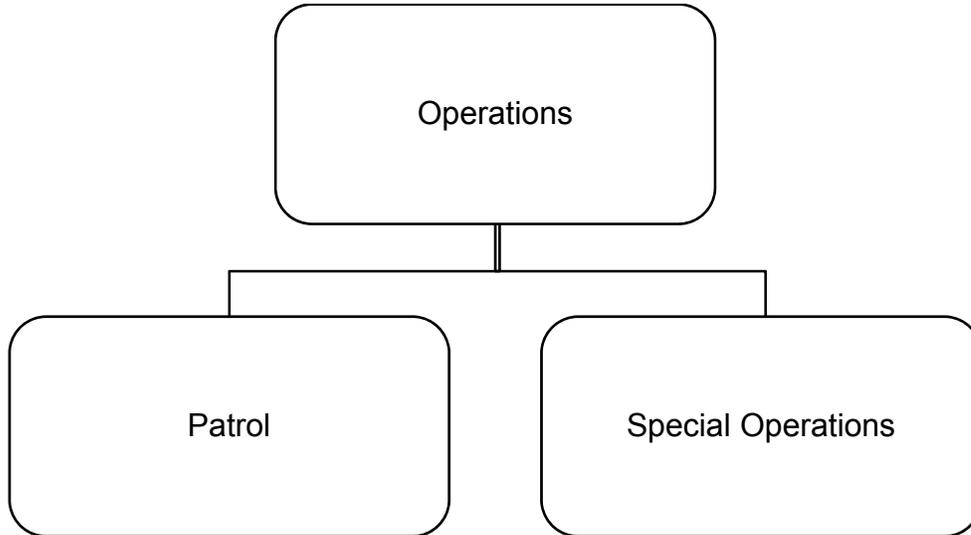
POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Chief's Office | Office of Business Intelligence | Professional Standards | Long Term Disability |
|--------------------------------|-------------------------------------|----------------|------------------|----------------|---------------------------------|------------------------|----------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 98 | Chief of Police | 1 | 1 | 1 | | | |
| 97 | Deputy Chief of Police | 2 | 2 | 2 | | | |
| 97 | Dep Chief of Police Comm Engagement | 0 | 1 | 1 | | | |
| 96 | Police Commander | 2 | 2 | 2 | | | |
| 94 | Police Lieutenant | 2 | 2 | 1 | | 1 | |
| 92 | Police Sergeant | 9 | 9 | 3 | | 6 | |
| 191 | Police Investigator | 3 | 3 | 3 | | | |
| 90 | Police Officer | 8 | 14 | | | 1 | 13 |
| 33 | Director of Business Intelligence | 0 | 1 | | 1 | | |
| 26 | Information Services Analyst I | 0 | 1 | | 1 | | |
| 24 | Crime Research Specialist | 0 | 2 | | 2 | | |
| 21 | Police Steno | 2 | 2 | | | 2 | |
| 18 | Secretary to the Chief | 1 | 1 | 1 | | | |
| 7 | Clerk III with Typing | 1 | 1 | 1 | | | |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 31.0 | 42.0 | 15.0 | 4.0 | 10.0 | 13.0 |
| Overtime | | 0.4 | 0.3 | 0.1 | 0.0 | 0.2 | 0.0 |
| Part Time, Temporary, Seasonal | | 0.5 | 0.5 | 0.5 | 0.0 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <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 | | 31.9 | 42.8 | 15.6 | 4.0 | 10.2 | 13.0 |

Mission

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

Organization



**POLICE DEPARTMENT
OPERATIONS**

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Continue to work with the Mayor's Office and the Department of Environmental Services to identify police section offices in neighborhoods | Safer and More Vibrant Neighborhoods | Ongoing |
| Continue to enhance police and community relationships – Develop relationship between new police sections and neighborhoods they serve | Safer and More Vibrant Neighborhoods | Ongoing |
| Provide a high level of animal services in the community – Increase rate of animal adoptions in the community | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence-based enforcement of gun violence locations and offenders through GIVE grant initiatives | Safer and More Vibrant Neighborhoods | Ongoing |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 71,459,500 | 68,595,300 | -2,864,200 |
| Employee Years | 764.3 | 764.6 | 0.3 |

Change Detail

| | Salary & Wage | | | Vacancy | | | <u>Total</u> |
|--|-------------------|--------------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | |
| | 1,025,400 | 9,800 | -17,000 | -255,800 | 0 | -3,626,600 | -2,864,200 |

Major Change Highlights

| | |
|-----------------------------------------------------------------------------------------------|------------|
| Professional services agreement for Red Light Camera program does not recur | -2,402,000 |
| Overtime is reduced to reflect projected spending | -300,000 |
| Three Police Officers transfer to the Office of the Chief to reflect actual assignment | -257,100 |
| Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends | -200,000 |
| A Director of Business Intelligence transfers to the Office of the Chief | -110,300 |
| A Police Lieutenant transfers to Administration | -110,000 |
| A Crime Research Specialist transfers to the Office of the Chief | -76,100 |
| Net change in STOP DWI grant | -65,500 |
| Three vacant part time Clerk III with Typing positions are abolished as an efficiency measure | -53,400 |
| Net change in Victim Services grants | 51,000 |
| Net change in PETCO Foundation animal services grant | -33,100 |

POLICE DEPARTMENT
OPERATIONS

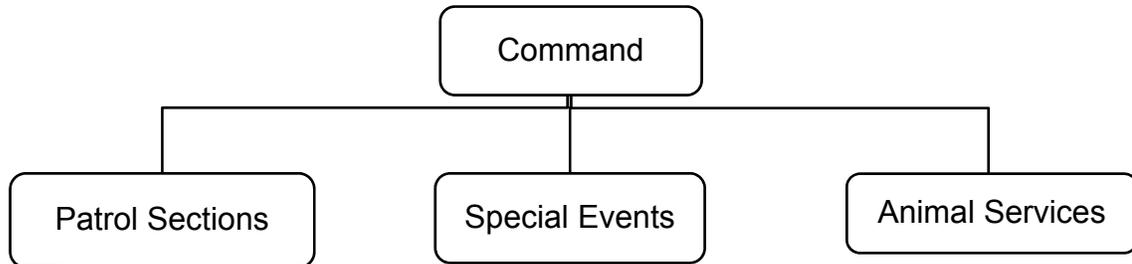
9-15

| | |
|--------------------------------------------------------------------------------|---------|
| Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding | -22,700 |
| Animal services professional fees are reduced as an efficiency measure | -21,700 |
| Reductions in supplies and services to reflect actual need | -16,100 |
| Maddie's Fund animal services grant ends | -5,000 |
| Net change in STOP DWI crackdown grant | -4,500 |
| Net change in Underage Tobacco Compliance grant | -100 |

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 64,342,360 | 64,420,900 | 67,230,800 | 67,102,000 |
| Materials & Supplies | 527,240 | 528,200 | 576,100 | 533,100 |
| Services | 3,606,617 | 2,243,600 | 3,605,200 | 955,000 |
| Other | <u>123</u> | <u>4,700</u> | <u>47,400</u> | <u>5,200</u> |
| Total | 68,476,340 | 67,197,400 | 71,459,500 | 68,595,300 |
| Appropriation by Activity | | | | |
| Patrol | 45,863,736 | 46,154,400 | 49,024,400 | 49,599,200 |
| Special Operations | <u>22,612,604</u> | <u>21,043,000</u> | <u>22,435,100</u> | <u>18,996,100</u> |
| Total | 68,476,340 | 67,197,400 | 71,459,500 | 68,595,300 |
| Employee Years by Activity | | | | |
| Patrol | 527.0 | 544.0 | 550.5 | 556.4 |
| Special Operations | <u>228.2</u> | <u>226.3</u> | <u>213.8</u> | <u>208.2</u> |
| Total | 755.2 | 770.3 | 764.3 | 764.6 |

Organization



Critical Processes

Patrol Sections

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

Special Events

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

Animal Services

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

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Continue to work with the Mayor's Office and the Department of Environmental Services to identify police section offices in neighborhoods | Safer and More Vibrant Neighborhoods | Ongoing |
| Continue to enhance police and community relationships – Develop relationship between new police sections and neighborhoods they serve | Safer and More Vibrant Neighborhoods | Ongoing |
| Provide a high level of animal services in the community – Increase rate of animal adoptions in the community | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence-based enforcement of gun violence locations and offenders through GIVE grant initiatives | Safer and More Vibrant Neighborhoods | Ongoing |

| Key Performance Indicators | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| INTERNAL OPERATIONS | | | | |
| Patrol Sections: | | | | |
| Calls for service (all units): | | | | |
| • Priority I | N/A | N/A | 183,084 | N/A |
| • All other | <u>N/A</u> | <u>N/A</u> | <u>176,289</u> | <u>N/A</u> |
| • Total calls | N/A | N/A | 359,373 | N/A |
| Calls for service | | | | |
| Non-Discretionary | | | | |
| Critical CFS | 49,970 | 50,119 | ** | 50,177 |
| Urgent CFS | 95,234 | 94,046 | ** | 94,727 |
| Normal CFS | 63,846 | 64,101 | ** | 64,432 |
| Discretionary (Officer – Initiated) | <u>146,046</u> | <u>140,653</u> | ** | <u>141,870</u> |
| Total | 355,096 | 348,919 | 359,373 | 351,206 |
| Officer-initiated calls for service | | | | |
| Domestic Violence calls | 30,995 | 31,015 | 34,372 | 31,073 |
| Arrests: | | | | |
| Adult Felony | 1,986 | 1,930 | 2,058 | 1,959 |
| Total Adult Arrests | 13,387 | 12,765 | 14,086 | 13,067 |
| Youth Felony (Under 18) | 253 | 224 | 286 | 240 |
| Total Youth Arrests (Under 18) | 1,347 | 1,199 | 1,480 | 1,271 |
| Juvenile Felony (Under 16) | 148 | 109 | 153 | 125 |

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION

9–19

| Key Performance Indicators | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-----------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Total Juvenile Arrests (Under 16) | 527 | 415 | 551 | 462 |
| % Juveniles Diverted | 42.3 | 41.3 | 29.0 | 42.0 |
| Other Police Activity: | | | | |
| Field information forms completed | 9,662 | 8,570 | 8,843 | 8,181 |
| Firearms seized | 1,014 | 868 | 979 | 942 |
| Crime guns seized | 440 | 393 | 463 | 441 |
| Adult Warrants served | 4,356 | 4,267 | 4,501 | 4,316 |
| Juvenile Warrants served | 379 | 343 | 412 | 361 |
| Crimes cleared (%): | | | | |
| • Homicide | 65.6 | 55.6 | 70.0 | 60.5 |
| • Rape | 42.4 | 46.0 | 41.0 | 44.3 |
| • Robbery | 32.8 | 25.6 | 25.9 | 30.0 |
| • Aggravated Assault | 58.7 | 54.0 | 55.9 | 56.2 |
| • Burglary | 13.3 | 10.6 | 10.7 | 11.6 |
| • Larceny | 14.5 | 11.3 | 14.0 | 12.6 |
| • Motor Vehicle Theft | 19.8 | 22.5 | 17.5 | 20.9 |
| • Arson | 6.9 | 6.2 | 7.3 | 6.5 |
| Clearance rate for all crimes (Part I and II) | 30.7 | 28.3 | 30.0 | 29.3 |
| CUSTOMER PERSPECTIVE | | | | |
| Reported crimes: | | | | |
| • Homicide | 27 | 40 | 34 | 36 |
| • Rape | 66 | 82 | 85 | 79 |
| • Robbery | 655 | 675 | 690 | 673 |
| • Aggravated Assault | <u>920</u> | <u>846</u> | <u>867</u> | <u>868</u> |
| Part I Crime - Violent | 1,668 | 1,643 | 1,676 | 1,656 |
| • Burglary | 1,740 | 1,504 | 1,930 | 1,625 |
| • Larceny | 5,912 | 5,740 | 6,001 | 5,807 |
| • Motor Vehicle Theft | <u>601</u> | <u>578</u> | <u>627</u> | <u>593</u> |
| Part I Crime – Property | 8,253 | 7,822 | 8,558 | 8,025 |
| Part II Crime | <u>12,986</u> | <u>12,682</u> | <u>12,449</u> | <u>12,719</u> |
| Total Reported Crime | 22,907 | 22,147 | 22,683 | 22,400 |
| Narcotics-related offenses | 1,266 | 1,219 | 1,114 | 1,213 |
| Weapon-related offenses | 365 | 375 | 369 | 373 |
| Shooting victims | 217 | 185 | 201 | 205 |
| Response Time (call to arrival) | | | | |
| Critical Priority Average (minutes) | 14.33 | 15.01 | 16.5 | 14.57 |
| Urgent priority average (minutes) | 16.72 | 17.16 | 18.5 | 17.10 |
| Normal priority (minutes) | 27.19 | 27.83 | 30.0 | 27.78 |
| % Primary car assigned responded | 62.1 | 62.7 | 60.0 | 62.0 |
| Animal Services: | | | | |
| Service requests | 12,107 | 11,500 | 14,000 | 12,500 |
| • Shelter | 1,432 | 1,500 | 3,000 | 1,500 |
| • Field | 10,675 | 10,000 | 11,000 | 11,000 |
| Tickets issued | 863 | 686 | 800 | 800 |
| Total Intakes to Shelter: | 2,265 | 2,596 | 4,000 | 2,540 |
| • Surrender - Cats | 666 | 508 | 800 | 550 |

**POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION**

| Key Performance Indicators | Actual | Estimated | Budget | Budget |
|-------------------------------------|----------------|----------------|----------------|----------------|
| | <u>2015-16</u> | <u>2016-17</u> | <u>2016-17</u> | <u>2017-18</u> |
| • Surrender - Dogs | 656 | 546 | 800 | 550 |
| • Strays - Cats | 899 | 1,156 | 950 | 1,100 |
| • Strays – Dogs | 1,136 | 1,440 | 1,450 | 1,440 |
| Save Rate (%) | 82.35 | 88.77 | 80.0 | 87.0 |
| Length of stay (days) | | | | |
| • Cats | N/A | N/A | 10.5 | N/A |
| • Dogs | N/A | N/A | 7.5 | N/A |
| Spayed/Neutered | 2,200 | 2,062 | 2,200 | 2,200 |
| Dog Licenses (Animal Services only) | 1,200 | 1,149 | 1,200 | 1,200 |

N/A – Not Applicable

** - Not Available

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 49,024,400 | 49,599,200 | 574,800 |
| Employee Years | 550.5 | 556.4 | 5.9 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General | | Vacancy | | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | |
| 1,030,100 | 5,900 | -15,900 | -107,300 | 0 | -338,000 | 574,800 |

Major Change

| | |
|-----------------------------------------------------------------------------------------------|----------|
| Overtime is reduced to reflect projected spending | -300,000 |
| Two Police Investigators transfer from Special Operations to reflect actual assignment | 194,200 |
| A Police Lieutenant transfers to Administration | -110,000 |
| Three vacant part time Clerk III with Typing positions are abolished as an efficiency measure | -53,400 |
| Net change in PETCO Foundation animal services grant | -33,100 |
| Animal services professional fees are reduced as an efficiency measure | -21,700 |
| Reduction in supplies and services to reflect actual need | -5,800 |
| Maddie's Fund animal services grant ends | -5,000 |
| Supplies and services expense transfers to Special Operations | -3,200 |

Program Change

A new Calls for Service model was developed in late 2015. It became the departmental standard in 2016. The Key Performance Indicators for 2017-18 have been adjusted to reflect this change.

The Length of Stay indicator has been deleted due to data collection issues.

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 44,959,278 | 45,166,900 | 47,946,100 | 48,599,200 |
| Materials & Supplies | 332,492 | 333,300 | 366,100 | 342,000 |
| Services | 571,966 | 654,200 | 712,200 | 658,000 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 45,863,736 | 46,154,400 | 49,024,400 | 49,599,200 |
| Appropriation by Activity | | | | |
| Command | 417,544 | 366,800 | 669,800 | 559,600 |
| Patrol Sections | 44,082,565 | 44,286,000 | 45,958,000 | 46,707,000 |
| Special Events | 68,624 | 136,000 | 939,800 | 939,900 |
| Animal Services | <u>1,295,003</u> | <u>1,365,600</u> | <u>1,456,800</u> | <u>1,392,700</u> |
| Total | 45,863,736 | 46,154,400 | 49,024,400 | 49,599,200 |
| Employee Years by Activity | | | | |
| Command | 3.9 | 3.3 | 6.3 | 5.3 |
| Patrol Sections | 498.0 | 514.3 | 517.6 | 524.5 |
| Special Events | 2.7 | 2.7 | 2.5 | 2.6 |
| Animal Services | <u>22.4</u> | <u>23.7</u> | <u>24.1</u> | <u>24.0</u> |
| Total | 527.0 | 544.0 | 550.5 | 556.4 |

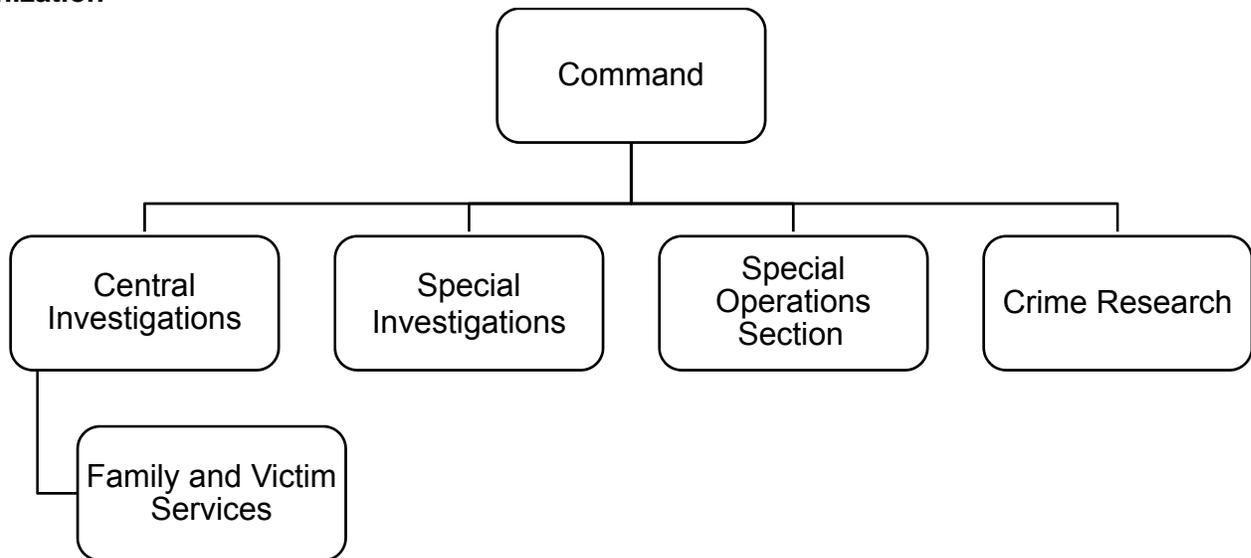
**POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
PERSONNEL SUMMARY**

| FULL TIME POSITIONS | | | | Command | Patrol Sections | Special Events | Animal Services |
|--------------------------------|----------------------------------------|-------------------|---------------------|------------|-----------------|----------------|-----------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 95 | Police Captain | 8 | 8 | 3 | 5 | 1 | |
| 94 | Police Lieutenant | 22 | 21 | | 20 | | |
| 92 | Police Sergeant | 57 | 57 | | 57 | | |
| 191 | Police Investigator | 29 | 31 | | 31 | | |
| 90 | Police Officer | 384 | 384 | | 383 | | |
| 28 | Director of Animal Services | 1 | 1 | | | | 1 |
| 26 | Shelter Veterinarian | 1 | 1 | | | | 1 |
| 18 | Supervisor of Animal Control | 1 | 1 | | | | 1 |
| 18 | Animal Shelter Manager | 1 | 1 | | | | 1 |
| 14 | Assistant Supervisor of Animal Control | 1 | 1 | | | | 1 |
| 13 | Administrative Secretary | 1 | 1 | 1 | | | |
| 12 | Animal Control Officer | 5 | 5 | | 5 | | |
| 11 | Animal Services Client Specialist | 2 | 2 | | 2 | | |
| 10 | Veterinary Technician | 2 | 2 | | 2 | | |
| 9 | Clerk II | 1 | 1 | | 1 | | |
| 7 | Clerk III with Typing | 2 | 2 | 2 | | | |
| 6 | Animal Care Technician II | 5 | 5 | | | | 5 |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 523.0 | 524.0 | 4.0 | 499.0 | 2.0 | 19.0 |
| Overtime | | 34.7 | 33.6 | 1.3 | 30.4 | 0.6 | 1.3 |
| Part Time, Temporary, Seasonal | | 5.0 | 12.0 | 0.0 | 8.0 | 0.0 | 4.0 |
| Less: Vacancy Allowance | | <u>12.2</u> | <u>13.2</u> | <u>0.0</u> | <u>12.9</u> | <u>0.0</u> | <u>0.3</u> |
| Total | | 550.5 | 556.4 | 5.3 | 524.5 | 2.6 | 24.0 |

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

| Br. | Title | Budget 2015-16 | Proposed 2016-17 |
|--------------------------------|-------------------|-------------------|---------------------|
| 94 | Police Lieutenant | 5 | 5 |
| 90 | Police Officer | 21 | 21 |
| EMPLOYEE YEARS | | | |
| Full Time | | 26.0 | 26.0 |
| Overtime | | 0.5 | 0.5 |
| Part Time, Temporary, Seasonal | | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>0.0</u> |
| Total | | 26.5 | 26.5 |

Organization



Critical Processes

Special Operations Division

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

Central Investigations Section

- ❑ The Major Crimes Unit investigates all homicides, bank robberies, child abuse cases, arsons, missing persons, and other assignments assigned by Central Investigations commanding officer
- ❑ The Investigative Support Unit
 - License Investigation investigates applicants for licenses issued by the City of Rochester that require approval by the Chief of Police. Administers City's alarm ordinance and processes NYS Pistol Permit applications
 - Technician's gathers and analyzes evidence from crime scenes. Collects, processes, preserves, analyzes physical evidence. Supervises Photo Lab, which processes photos for evidentiary and identification purposes
 - Economic Crimes investigates complex financial crimes, organized groups involved in counterfeiting, forgery and / or retail theft, and elder-abuse financial exploitation. Acts as liaison with Federal, State, and local enforcement agencies and bank clearing house to coordinate economic crime investigations and intelligence sharing

Family and Victim Services

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

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

Special Investigations Section

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

Special Operations Section

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

Crime Research Unit

- Responsible for developing, collecting, collating, analyzing, and disseminating intelligence, crime and calls for service information
- Conducts spatial analysis of crimes and provides crime mapping support to the Department
- Provides timely and pertinent information relevant to assisting investigations, identifying crime series and patterns, reporting on trends in police data, as well as providing analysis related to matters of public safety
- Information collected is used to develop problem solving and community policing strategies for crime prevention and reduction

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

9–25

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence led policing initiatives and dispute resolution strategies | Safer and More Vibrant Neighborhoods | Ongoing |
| Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives | Safer and More Vibrant Neighborhoods | Ongoing |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-------------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Central Investigations: | | | | |
| Investigations conducted: | | | | |
| • Homicides | 35 | 42 | 45 | 45 |
| • Other death | 5 | 10 | 14 | 10 |
| • Bank robbery | 17 | 17 | 15 | 17 |
| • Physical child abuse | 29 | 30 | 40 | 30 |
| • Sexual child abuse | 262 | 265 | 245 | 265 |
| • Arson | 250 | 330 | 240 | 330 |
| Missing persons cases handled | 1,744 | 1,740 | 1,500 | 1,744 |
| Licenses processed | 8,271 | 8,270 | 10,000 | 8,320 |
| Crime scenes processed | 8,949 | 8,950 | 9,400 | 9,100 |
| Registered sex offenders managed | 1,053 | 1,100 | 1,100 | 1,100 |
| State Automated Biometric Identification System (SABIS) identifications | 241 | 240 | 250 | 245 |
| Family & Victims Services: | | | | |
| FACIT responses | 3,500 | 3,500 | 3,500 | 3,500 |
| Victim assistance contacts | 4,161 | 4,000 | 4,000 | 4,000 |
| Special Investigations: | | | | |
| Investigations conducted | 676 | 730 | 310 | 690 |
| Cases closed | 840 | 800 | 273 | 785 |
| Narcotics/Intelligence arrests | 149 | 155 | 70 | 150 |
| GRANET Arrests | 90 | 100 | 75 | 90 |
| Drugs seized: | | | | |
| • Cocaine (kilograms) | 24.1 | 18.5 | 3.5 | 4.4 |
| • Heroin (grams) | 3,122 | 3,920 | 1,500 | 3,200 |
| • Marijuana (kilograms) | 604 | 800 | 590 | 610 |
| Weapons seized | 134 | 140 | 60 | 80 |

**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION**

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-----------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Vehicles seized | 6 | 4 | 3 | 4 |
| Cash seized (\$) | 40,651 | 54,900 | 200,000 | 50,000 |
| Special Operations Section - Youth Services: | | | | |
| Truancy transports | N/A | N/A | 250 | N/A |
| Truants refusing transport | N/A | N/A | 500 | N/A |
| Non-Truant contacts | N/A | N/A | 250 | N/A |
| Crime Analysis: | | | | |
| Bulletins produced | 926 | 927 | 944 | 915 |
| Patterns identified | 41 | 68 | 65 | 59 |
| Violent disputes identified | 88 | 114 | 104 | 105 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 22,435,100 | 18,996,100 | -3,439,000 |
| Employee Years | 213.8 | 208.2 | -5.6 |

Change Detail

| | General | | Vacancy | | <u>Major Change</u> | <u>Total</u> |
|---------------|-------------------|------------------|--------------------|------------------|---------------------|--------------|
| | <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | | |
| Salary & Wage | -4,700 | 3,900 | -1,100 | -148,500 | 0 | -3,288,600 |

Major Change

| | |
|-------------------------------------------------------------------------------------------|------------|
| Professional services agreement for Red Light Camera program does not recur | -2,402,000 |
| Three Police Officers transfer to the Office of the Chief to reflect actual assignment | -257,100 |
| Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends | -200,000 |
| Two Police Investigators transfer to Patrol to reflect actual assignment | -194,200 |
| A Director of Business Intelligence transfers to the Office of the Chief | -110,300 |
| A Crime Research Specialist transfers to the Office of the Chief | -76,100 |
| Net change in STOP DWI grant | -65,500 |
| Net change in Victim Services grants | 51,000 |
| Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding | -22,700 |
| Reductions in supplies and services to reflect actual need | -10,300 |
| Net change in STOP DWI crackdown grant | -4,500 |
| Supplies and services expense transfer from Patrol | 3,200 |
| Net change in Underage Tobacco Compliance grant | -100 |

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

9-27

The Rochester Police Department and the Rochester City School District no longer staff a program specific to truancy. RPD now works collaboratively with the Rochester City School District to address truant youth through the School Resource Officer program.

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 19,383,082 | 19,254,000 | 19,284,700 | 18,502,800 |
| Materials & Supplies | 194,748 | 194,900 | 210,000 | 191,100 |
| Services | 3,034,651 | 1,589,400 | 2,893,000 | 297,000 |
| Other | 123 | 4,700 | 47,400 | 5,200 |
| Total | <u>22,612,604</u> | <u>21,043,000</u> | <u>22,435,100</u> | <u>18,996,100</u> |
| Appropriation by Activity | | | | |
| Command | 675,074 | 830,300 | 1,149,700 | 860,000 |
| Central Investigations | 6,019,007 | 6,018,200 | 5,499,100 | 5,329,600 |
| Family & Victim Services | 776,025 | 756,600 | 849,000 | 893,600 |
| Special Investigations | 5,139,551 | 4,896,200 | 4,420,500 | 4,221,200 |
| Special Operations Section | 9,599,417 | 8,133,700 | 10,100,800 | 7,456,500 |
| Crime Research | 403,530 | 408,000 | 416,000 | 235,200 |
| Total | <u>22,612,604</u> | <u>21,043,000</u> | <u>22,435,100</u> | <u>18,996,100</u> |
| Employee Years by Activity | | | | |
| Command | 6.6 | 8.0 | 11.2 | 8.2 |
| Central Investigations | 71.6 | 72.2 | 65.4 | 63.4 |
| Family & Victim Services | 15.7 | 14.8 | 14.7 | 17.4 |
| Special Investigations | 48.1 | 48.0 | 39.8 | 39.8 |
| Special Operations Section | 81.2 | 78.4 | 77.9 | 76.5 |
| Crime Research | 5.0 | 4.9 | 4.8 | 2.9 |
| Total | <u>228.2</u> | <u>226.3</u> | <u>213.8</u> | <u>208.2</u> |

POLICE DEPARTMENT
OPERATIONS –SPECIAL OPERATIONS DIVISION
PERSONNEL SUMMARY

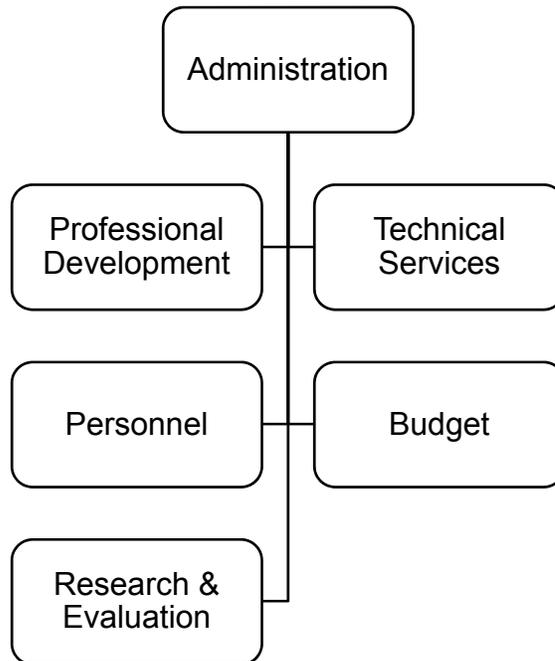
| FULL TIME POSITIONS | | | | Command | Central Investigations | Family and Victim Services | Special Investigations | Special Operations Section | Crime Research |
|--------------------------------|-----------------------------------|----------------|------------------|------------|------------------------|----------------------------|------------------------|----------------------------|----------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | | |
| 95 | Police Captain | 3 | 3 | 2 | | | 1 | | |
| 94 | Police Lieutenant | 6 | 6 | 2 | 2 | | 2 | | |
| 92 | Police Sergeant | 20 | 20 | 1 | 7 | | 6 | 6 | |
| 191 | Police Investigator | 50 | 48 | 1 | 21 | | 24 | 2 | |
| 90 | Police Officer | 86 | 83 | | 13 | | 4 | 66 | |
| 33 | Director of Business Intelligence | 1 | 0 | | | | | | |
| 27 | Senior Crime Research Specialist | 1 | 1 | | | | | | 1 |
| 24 | Crime Research Specialist | 3 | 2 | | | | | | 2 |
| 20 | Crisis Counseling Coordinator | 1 | 1 | | | 1 | | | |
| 20 | Victim Services Coordinator | 1 | 1 | | | 1 | | | |
| 18 | Counseling Specialist | 4 | 4 | | | 4 | | | |
| 16 | Police Evidence Technician | 8 | 8 | | 8 | | | | |
| 14 | Victim Assistance Counselor | 4 | 4 | | | 4 | | | |
| 11 | Senior Photo Lab Technician | 2 | 2 | | 2 | | | | |
| 9 | Clerk II | 4 | 4 | 1 | 1 | | 2 | | |
| 7 | Clerk III with Typing | 4 | 4 | | 3 | 1 | | | |
| EMPLOYEE YEARS | | | | | | | | | |
| Full Time | | 198.0 | 191.0 | 7.0 | 57.0 | 11.0 | 39.0 | 74.0 | 3.0 |
| Overtime | | 10.1 | 10.1 | 1.2 | 6.3 | 0.2 | 1.0 | 1.4 | 0.0 |
| Part Time, Temporary, Seasonal | | 6.7 | 9.4 | 0.0 | 0.4 | 6.5 | 0.0 | 2.5 | 0.0 |
| Less: Vacancy Allowance | | <u>1.0</u> | <u>2.3</u> | <u>0.0</u> | <u>0.3</u> | <u>0.3</u> | <u>0.2</u> | <u>1.4</u> | <u>0.1</u> |
| Total | | 213.8 | 208.2 | 8.2 | 63.4 | 17.4 | 39.8 | 76.5 | 2.9 |

POLICE DEPARTMENT ADMINISTRATION

Mission

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

Organization



Critical Processes

- **Professional Development** administers the department's training programs, including roll call, recruit, civilian (pre-service) and in-service training.
 - Firearms Training coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records
 - In-Service Training plans and develops training and special programs
 - Academy and Field Training coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division
 - Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants
 - Background and Recruitment Unit actively works with the Department of Human Resource Management to 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.
 - Liaison to Monroe County Public Safety Radio Center for the maintenance and issuing of all police portable and car radios, and vehicle computers
 - Provides support to the Police Department and other law enforcement agencies regarding criminal history checks, wants and warrants, teletype requests, missing persons, etc.
 - Conducts manual and automated record and warrant checks, using both local files and the statewide e-Justice system
 - Processes all requests for crime, incident and motor vehicle accident reports, background check applications and fingerprint requests for the City of Rochester

-
- Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles
 - The Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies
 - The Headquarters Unit responds to walk-up complaints and information requests, issues copies of reports as legally required, takes all bail for the City of Rochester and is responsible for Public Safety Building security
 - The Information Services Unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval and security of Department reports
 - The Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records
 - The Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems
 - The Court Liaison Unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings
 - The Identification Unit takes fingerprints, maintains manual and automated photograph and fingerprint files, and processes all DNA collection
 - The Paralegal Unit assists sworn personnel in preparation of selected forms and reports for Grand Jury packages, tracking felony cases, submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court
 - The Call Reduction Unit handles all eligible crime incidents and added information reports via phone for the City of Rochester
 - Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communications with police officers on the street
- **Personnel** provides medical and personnel management, including job classification, hiring and promotion, payroll, and record maintenance.
- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.
- **Research & Evaluation**
- Conducts research and management and statistical analysis
 - Monitors compliance with state standards and national accreditation agencies
 - Assists in conducting on-site evaluations
 - Prepares department's annual report
 - Researches and writes grant applications and submits grant-related operational and financial reports
 - Serves as repository for all department and New York State reports
 - Coordinates policy and procedure development for handling of emergencies
 - Liaison to Monroe County Office of Emergency Preparedness
 - Liaison to Department of Human Resource Management in administration of department's health and safety program

**POLICE DEPARTMENT
ADMINISTRATION**

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------|
| Implement solutions and support for new Digital Fingerprinting system | Safer and More Vibrant Neighborhoods, Innovation and Efficiency | Third Quarter |
| Assess body worn camera implementation | Safer and More Vibrant Neighborhoods, Innovation and Efficiency | Fourth Quarter |
| Increase quality of departmental functions – Maintain NYS Law Enforcement Accreditation Program and enhance inspection process | Safer and More Vibrant Neighborhoods, Innovation and Efficiency | Ongoing |
| Continue to work with DHRM to maximize recruitment efforts for minority candidates to more accurately reflect the community | Safer and More Vibrant Neighborhoods | Ongoing |

| Key Performance Indicators | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|----------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Technical Services: | | | | |
| Property lots disposed | 16,939 | 26,000 | 20,000 | 36,000 |
| Vehicles disposed of: | | | | |
| • Sold at auction | 868 | 1,050 | 700 | 900 |
| • Sold for salvage | 68 | 2 | 0 | 5 |
| Arrests resulting from surveillance camera footage | 100 | 100 | 190 | 100 |
| Research & Evaluation: | | | | |
| Inspections | 49 | 49 | 49 | 49 |
| Grants submitted | 30 | 28 | 21 | 21 |
| Grants Received | 31 | 28 | 21 | 21 |
| FINANCIAL/COST | | | | |
| Average sale price (vehicles) (\$) | 295 | 300 | 300 | 300 |
| LEARNING & INNOVATION | | | | |
| Professional Development: | | | | |
| Recruit training slots | 28 | 44 | 45 | 25 |
| Applicants for Police Officer exam | 2,060 | 1,895 | 2,000 | 2,000 |
| New officers trained: | | | | |
| • Academy | 28 | 44 | 45 | 25 |
| • Field Training | 28 | 44 | 45 | 25 |

** - Not Available

POLICE DEPARTMENT
ADMINISTRATION

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 16,853,100 | 15,463,500 | -1,389,600 |
| Employee Years | 142.9 | 132.5 | -10.4 |

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> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 55,400 | 68,300 | -379,800 | -55,100 | 0 | -1,078,400 | -1,389,600 |

Major Change

| | |
|----------------------------------------------------------------------------------------------|----------|
| Reduce from two recruit classes to one per staffing plan | -625,900 |
| Three Police Officers transfer to the Office of the Chief to reflect actual assignment | -257,100 |
| A Police Lieutenant transfers from Patrol to reflect actual assignment | 110,000 |
| An Information Systems Analyst I transfers to the Office of the Chief | -82,900 |
| A Crime Research Specialist transfers to the Office of the Chief | -76,100 |
| Reductions in supplies and services to reflect actual need | -50,800 |
| Project Safe Neighborhood grant ends | -41,900 |
| A vacant part time Assistant Crime Research Specialist is abolished as an efficiency measure | -24,900 |
| A vacant part time Clerk III with Typing is abolished as an efficiency measure | -17,800 |
| Net change in NYS grants for overtime | -12,500 |
| Supplies and services expense transfers from the Office of the Chief | 5,000 |
| Explosive Detection K-9 grant ends | -4,700 |
| Net change in Gun Involved Violence Elimination (GIVE) grant | 3,000 |
| Net change in Bomb Squad Initiative grant | -1,800 |

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

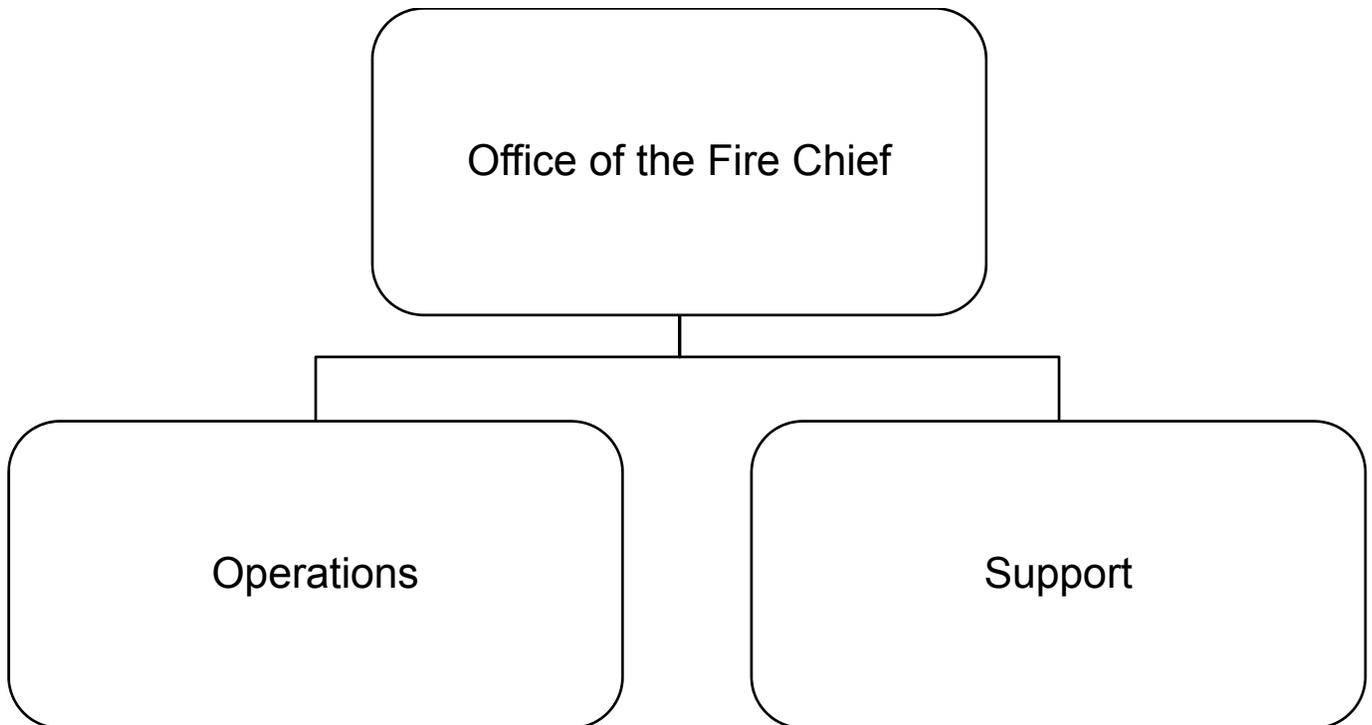
| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 9,890,732 | 11,614,100 | 9,470,100 | 8,451,400 |
| Materials & Supplies | 730,715 | 715,500 | 828,800 | 811,300 |
| Services | 5,596,744 | 5,440,900 | 6,531,100 | 6,200,800 |
| Other | 13,905 | 10,000 | 23,100 | 0 |
| Total | <u>16,232,096</u> | <u>17,780,500</u> | <u>16,853,100</u> | <u>15,463,500</u> |
| Appropriation by Activity | | | | |
| Professional Development | 3,081,937 | 4,564,200 | 3,286,300 | 2,568,500 |
| Technical Services | 10,551,122 | 10,296,700 | 10,105,400 | 9,541,300 |
| Personnel | 1,036,268 | 1,196,800 | 1,213,300 | 1,262,500 |
| Budget | 586,554 | 588,700 | 706,200 | 682,500 |
| Research & Evaluation | 976,215 | 1,134,100 | 1,541,900 | 1,408,700 |
| Total | <u>16,232,096</u> | <u>17,780,500</u> | <u>16,853,100</u> | <u>15,463,500</u> |
| Employee Years by Activity | | | | |
| Professional Development | 37.1 | 61.4 | 44.7 | 35.1 |
| Technical Services | 88.3 | 86.5 | 82.3 | 78.7 |
| Personnel | 3.5 | 3.9 | 3.4 | 3.3 |
| Budget | 2.9 | 3.1 | 2.9 | 2.9 |
| Research & Evaluation | 8.1 | 10.0 | 9.6 | 12.5 |
| Total | <u>139.9</u> | <u>164.9</u> | <u>142.9</u> | <u>132.5</u> |

POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Professional Development | Technical Services | Personnel | Budget | Research & Evaluation |
|--------------------------------|-----------------------------------------|-------------------|---------------------|-----------------------------|-----------------------|------------|------------|--------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | | |
| 95 | Police Captain | 2 | 2 | | 1 | | | 1 |
| 94 | Police Lieutenant | 2 | 3 | 1 | 1 | | | 1 |
| 92 | Police Sergeant | 9 | 9 | 3 | 5 | | | 1 |
| 90 | Police Officer | 22 | 19 | 6 | 11 | | | 2 |
| 26 | Associate Administrative Analyst | 1 | 1 | | | | 1 | |
| 26 | Information Services Analyst I | 1 | 0 | | | | | |
| 26 | Manager of Police Property | 1 | 1 | | 1 | | | |
| 25 | Technology Application Coordinator | 1 | 1 | | | | | 1 |
| 24 | Crime Research Specialist | 1 | 0 | | | | | |
| 24 | Digital Media Specialist | 1 | 1 | | | | | 1 |
| 24 | Police Program Grants Specialist | 1 | 1 | | | | | 1 |
| 23 | Personnel Management Supervisor | 1 | 1 | | | 1 | | |
| 18 | Senior Police Identification Technician | 0 | 1 | | 1 | | | |
| 16 | Fleet Maintenance Technician | 1 | 1 | | 1 | | | |
| 16 | Personnel Management Assistant | 1 | 1 | | | 1 | | |
| 16 | Senior Police Identification Technician | 1 | 0 | | | | | |
| 16 | Senior Property Clerk | 2 | 2 | | 2 | | | |
| 14 | Police Paralegal | 2 | 2 | | 2 | | | |
| 14 | Police Paralegal Bilingual | 1 | 1 | | 1 | | | |
| 13 | Administrative Secretary | 1 | 1 | 1 | | | | |
| 11 | Clerk I | 1 | 1 | | 1 | | | |
| 11 | Lead Police Information Clerk | 3 | 3 | | 3 | | | |
| 11 | Police Identification Technician Trick | 3 | 3 | | 3 | | | |
| 10 | Senior Account Clerk | 1 | 0 | | | | | |
| 9 | Clerk II | 4 | 6 | | 5 | | 1 | |
| 9 | Clerk II with Typing | 4 | 4 | 1 | 1 | 1 | 1 | |
| 9 | Lot Attendant | 5 | 5 | | 5 | | | |
| 9 | Police Information Clerk | 15 | 15 | | 15 | | | |
| 9 | Property Clerk | 4 | 4 | | 4 | | | |
| 7 | Clerk III | 0 | 1 | | 1 | | | |
| 7 | Clerk III with Typing | 6 | 4 | | 4 | | | |
| EMPLOYEE YEARS | | | | | | | | |
| Full Time | | 98.0 | 94.0 | 12.0 | 68.0 | 3.0 | 3.0 | 8.0 |
| Overtime | | 6.2 | 10.0 | 2.3 | 3.1 | 0.1 | 0.0 | 4.5 |
| Part Time, Temporary, Seasonal | | 44.4 | 34.1 | 20.9 | 12.9 | 0.3 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>5.7</u> | <u>5.6</u> | <u>0.1</u> | <u>5.3</u> | <u>0.1</u> | <u>0.1</u> | <u>0.0</u> |
| Total | | 142.9 | 132.5 | 35.1 | 78.7 | 3.3 | 2.9 | 12.5 |

Mission Statement

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



Vital Customers

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

Critical Processes

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

Department Highlights

The proposed budget includes funding for a planned recruit class of 26 to begin January 2018. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel. The department will begin the fiscal year with fewer vacancies than the start of the prior fiscal year and as a result overtime is reduced to reflect the appropriate funding level needed.

A portion of the 2015 State Homeland Security Program (SHSP) grant is complete. Hazmat training and advanced rope training will be administered during 2017-18 with the remaining 2015 SHSP funds. Rope rescue training will be administered using 2016 SHSP funds.

Highlights of the Department's 2017-18 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

| Highlights | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Office of the Fire Chief: | | |
| Conduct feasibility study for the use of semi-rugged tablet computers for mobile data terminals (MDT's) on RFD line apparatus | Safer and More Vibrant Neighborhoods | Second Quarter |
| Conduct candidate vetting process and hire firefighter recruits | More Jobs | Fourth Quarter |
| Continue accreditation process | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Operations: | | |
| Review City Emergency Management Plan (CEMP) and update Hazmat appendix | Safer and More Vibrant Neighborhoods | Fourth Quarter |
| Support: | | |
| Implement an upgrade of the existing stock of Self-Contained Breathing Apparatus (SCBA) air packs to extend warranty life | Safer and More Vibrant Neighborhoods | Second Quarter |

| Highlights | Priorities Supported | Projected Completion |
|--------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Conduct Building Safety Inspector and Train the Trainer certification training | Safer and More Vibrant Neighborhoods | Fourth Quarter |

Year-To-Year Comparison

| <u>Bureaus</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> | <u>Change</u> | <u>Percent Change</u> |
|--------------------------|-----------------------|-----------------------|-----------------|-----------------------|
| Office of the Fire Chief | 2,448,500 | 2,273,100 | -175,400 | -7.2% |
| Operations | 44,210,800 | 44,069,800 | -141,000 | -0.3% |
| Support | 3,773,200 | 3,873,000 | 99,800 | 2.6% |
| Total | 50,432,500 | 50,215,900 | -216,600 | -0.4% |
| Employee Years | 532.6 | 520.8 | -11.8 | -2.2% |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-------------------------------------|--------------------------|--------------------|--------------------------|----------------------|---------------------|--------------|
| 624,800 | 13,300 | -83,500 | -85,500 | 0 | -685,700 | -216,600 |

Major Change Highlights

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Net decrease in overtime as a result of beginning the fiscal year with fewer vacancies and to reflect actual need | -599,700 |
| Increase in professional services to properly reflect the amount of tuition and fees likely to be incurred as a result of enrollment tied to the training contract with Monroe Community College | 295,000 |
| Firefighter recruit class is reduced from 38 to 26 to reflect staffing needs | -291,300 |
| Reductions in supplies and services reflect actual need | -101,300 |
| Increased Apparatus repair and maintenance of vehicles coming off warranty and for maintenance of vehicles with new emission systems | 56,000 |
| 2014 State Homeland Security Program is complete | -26,100 |
| A portion of the 2015 State Homeland Security Program is complete | -18,300 |

FIRE DEPARTMENT

 Assignment of Authorized Positions
 2006-07 to 2017-18

| Year | Office of the Chief & Support | | | Operations | | | Department Total | | |
|---------|-------------------------------|-----------------|--------------|----------------|-----------------|--------------|------------------|-----------------|--------------|
| | <u>Uniform</u> | <u>Civilian</u> | <u>Total</u> | <u>Uniform</u> | <u>Civilian</u> | <u>Total</u> | <u>Uniform</u> | <u>Civilian</u> | <u>Total</u> |
| 2017-18 | 38 | 19 | 57 | 443 | 2 | 445 | 481 | 21 | 502 |
| 2016-17 | 38 | 19 | 57 | 443 | 2 | 445 | 481 | 21 | 502 |
| 2015-16 | 38 | 19 | 57 | 443 | 2 | 445 | 481 | 21 | 502 |
| 2014-15 | 38 | 19 | 57 | 443 | 2 | 445 | 481 | 21 | 502 |
| 2013-14 | 36 | 20 | 56 | 445 | 2 | 447 | 481 | 22 | 503 |
| 2012-13 | 35 | 21 | 56 | 441 | 2 | 443 | 476 | 23 | 499 |
| 2011-12 | 35 | 21 | 56 | 441 | 2 | 443 | 476 | 23 | 499 |
| 2010-11 | 41 | 21 | 62 | 447 | 2 | 449 | 488 | 23 | 511 |
| 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 |

FIRE DEPARTMENT
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|--------------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 44,451,402 | 45,915,500 | 47,023,000 | 46,641,200 |
| Materials & Supplies | 579,640 | 563,000 | 662,700 | 644,800 |
| Services | 2,381,055 | 2,771,300 | 2,708,900 | 2,905,500 |
| Other | 19,611 | 16,000 | 37,900 | 24,400 |
| Total | <u>47,431,708</u> | <u>49,265,800</u> | <u>50,432,500</u> | <u>50,215,900</u> |
| Appropriation by Activity | | | | |
| Office of the Fire Chief | 2,550,377 | 2,246,800 | 2,448,500 | 2,273,100 |
| Operations | 41,259,384 | 43,125,500 | 44,210,800 | 44,069,800 |
| Support | 3,621,947 | 3,893,500 | 3,773,200 | 3,873,000 |
| Total | <u>47,431,708</u> | <u>49,265,800</u> | <u>50,432,500</u> | <u>50,215,900</u> |
| Employee Years by Activity | | | | |
| Office of the Fire Chief | 25.4 | 20.9 | 22.0 | 21.0 |
| Operations | 455.1 | 461.5 | 469.9 | 458.6 |
| Support | 38.6 | 41.3 | 40.7 | 41.2 |
| Total | <u>519.1</u> | <u>523.7</u> | <u>532.6</u> | <u>520.8</u> |

FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF

Mission Statement

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

Organization



Critical Processes

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Conduct feasibility study for the use of semi-rugged tablet computers for mobile data terminals (MDT’s) on RFD line apparatus | Safer and More Vibrant Neighborhoods | Second Quarter |
| Conduct candidate vetting process and hire and train recruit class | More Jobs | Fourth Quarter |
| Continue accreditation process | Safer and More Vibrant Neighborhoods | Fourth Quarter |

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,448,500 | 2,273,100 | -175,400 |
| Employee Years | 22.0 | 21.0 | -1.0 |

Change Detail

| Salary & Wage | General | | Vacancy | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
| 20,300 | 3,100 | -6,000 | -85,500 | 0 | -107,300 | -175,400 |

Major Change

| | |
|-------------------------------------------------------------------|---------|
| Reductions in supplies and services reflect actual need | -62,900 |
| 2014 State Homeland Security Program is complete | -26,100 |
| A portion of the 2015 State Homeland Security Program is complete | -18,300 |

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,219,059 | 1,926,900 | 2,016,700 | 1,921,400 |
| Materials & Supplies | 19,279 | 16,300 | 39,400 | 33,000 |
| Services | 295,667 | 290,500 | 357,400 | 298,100 |
| Other | <u>16,372</u> | <u>13,100</u> | <u>35,000</u> | <u>20,600</u> |
| Total | 2,550,377 | 2,246,800 | 2,448,500 | 2,273,100 |
| Appropriation by Activity | | | | |
| Chief's Office | 1,270,033 | 1,128,500 | 1,325,700 | 1,219,800 |
| Planning and Research | 482,029 | 556,000 | 601,200 | 518,100 |
| Medical Case Management | <u>798,315</u> | <u>562,300</u> | <u>521,600</u> | <u>535,200</u> |
| Total | 2,550,377 | 2,246,800 | 2,448,500 | 2,273,100 |
| Employee Years by Activity | | | | |
| Chief's Office | 10.9 | 9.4 | 10.9 | 10.9 |
| Planning and Research | 4.8 | 5.0 | 5.1 | 4.1 |
| Medical Case Management | <u>9.7</u> | <u>6.5</u> | <u>6.0</u> | <u>6.0</u> |
| Total | 25.4 | 20.9 | 22.0 | 21.0 |

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

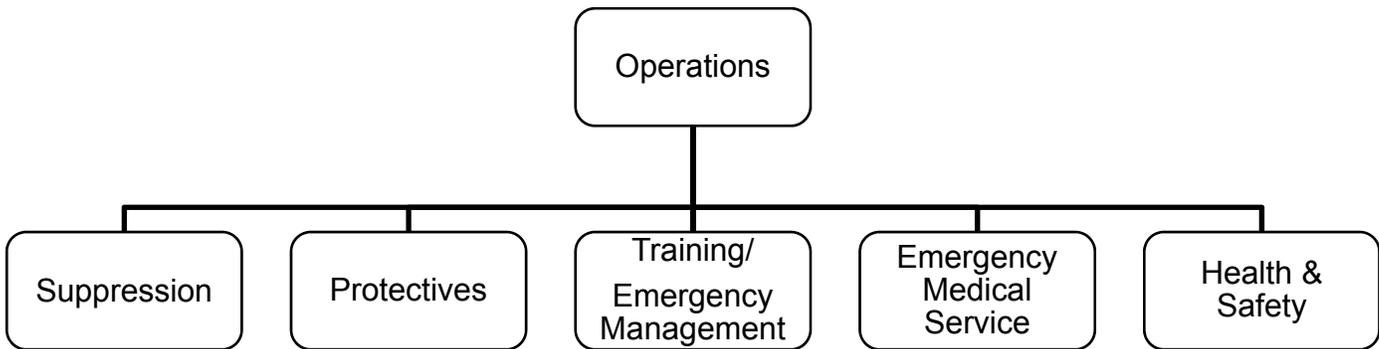
| FULL TIME POSITIONS | | | | Chief's Office | Planning & Research | Medical Case Management |
|--------------------------------|--------------------------------|----------------|------------------|----------------|---------------------|-------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 88 | Fire Chief | 1 | 1 | 1 | | |
| 87 | Executive Deputy Fire Chief | 1 | 1 | 1 | | |
| 85 | Battalion Chief | 1 | 1 | | 1 | |
| 84 | Fire Captain | 2 | 2 | 1 | 1 | |
| 82 | Fire Lieutenant | 2 | 2 | | | 2 |
| 80 | Firefighter | 6 | 6 | 1 | 1 | 4 |
| 75 | Fire Communications Technician | 1 | 1 | | 1 | |
| 29 | Principal Staff Assistant | 1 | 1 | 1 | | |
| 24 | Case Manager | 1 | 1 | 1 | | |
| 20 | Administrative Analyst | 1 | 1 | 1 | | |
| 20 | Executive Assistant | 1 | 1 | | 1 | |
| 18 | Secretary to the Chief | 1 | 1 | 1 | | |
| 9 | Clerk II | 2 | 2 | 2 | | |
| EMPLOYEE YEARS | | | | | | |
| Full Time | | 21.0 | 21.0 | 10.0 | 5.0 | 6.0 |
| Overtime | | 0.3 | 0.3 | 0.2 | 0.1 | 0.0 |
| Part Time, Temporary, Seasonal | | 0.7 | 0.7 | 0.7 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>0.0</u> | <u>1.0</u> | <u>0.0</u> | <u>1.0</u> | <u>0.0</u> |
| Total | | 22.0 | 21.0 | 10.9 | 4.1 | 6.0 |

FIRE DEPARTMENT OPERATIONS

Mission Statement

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

Organization



Critical Processes

Suppression

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

Protectives

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

Training/Emergency Management

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

Emergency Medical Service

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

Health & Safety

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------|--------------------------------------|----------------------|
| Review City Emergency Management Plan (CEMP) and update Hazmat appendix | Safer and More Vibrant Neighborhoods | Fourth Quarter |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|--------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| INTERNAL OPERATIONS | | | | |
| Emergency Medical Service: | | | | |
| Cardiopulmonary Resuscitation (CPR) certifications completed | 65 | 498 | 507 | 80 |
| Emergency Medical Technician (EMT) re-certifications | 113 | 201 | 181 | 158 |
| Health & Safety: | | | | |
| Firefighter injury reviews | 48 | 70 | 80 | 80 |
| Incident responses by line safety officer-Car 99 | 1,183 | 1,300 | 1,300 | 1,300 |

CUSTOMER PERSPECTIVE

| | | | | |
|----------------------------|--------|--------|--------|--------|
| Suppression: | | | | |
| Incidents: | | | | |
| • Structure fire | 666 | 650 | 700 | 700 |
| • Outside fire | 744 | 705 | 700 | 700 |
| • Overpressure, rupture | 574 | 517 | 700 | 700 |
| • Rescue & EMS | 18,369 | 18,209 | 18,000 | 18,000 |
| • Hazardous condition | 3,098 | 3,129 | 3,200 | 3,200 |
| • Service call | 2,250 | 2,213 | 2,400 | 2,400 |
| • Good intent call | 3,058 | 2,939 | 3,000 | 3,000 |
| • False alarm & false call | 4,058 | 4,366 | 4,200 | 4,200 |
| • Severe weather | 6 | 70 | 20 | 20 |

FIRE DEPARTMENT OPERATIONS

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| • Other | 1,849 | 1,788 | 1,800 | 1,800 |
| • Total incidents | 34,672 | 34,586 | 34,720 | 34,720 |
| Vacant structure fires | 21 | 37 | 40 | 40 |
| Unit responses by fire station and unit: | | | | |
| • 272 Allen Street (Engine 13, Truck 10) | 4,230 | 4,082 | 4,600 | 4,600 |
| • 185 N. Chestnut St (Engine 17, Rescue 11) | 4,370 | 4,318 | 4,200 | 4,200 |
| • 1207 N. Clinton Ave (Engine 2) | 3,347 | 3,547 | 3,300 | 3,500 |
| • 1477 Dewey Ave (Engine 10, Truck 2) | 3,987 | 3,825 | 4,000 | 4,000 |
| • 1051 Emerson St (Engine 3) | 1,659 | 1,495 | 1,600 | 1,600 |
| • 57 Gardiner Ave (Truck 5) | 2,383 | 2,702 | 2,300 | 2,300 |
| • 873 Genesee St (Engine 7) | 2,807 | 2,929 | 2,600 | 2,600 |
| • 740 N Goodman St (Engine 9) | 2,866 | 2,771 | 2,900 | 2,900 |
| • 704 Hudson Ave (Engine 16, Truck 6) | 5,033 | 5,083 | 4,800 | 4,800 |
| • 4090 Lake Ave (Engine 19) | 964 | 994 | 1,000 | 1,000 |
| • 450 Lyell Ave (Engine 5) | 3,072 | 3,179 | 3,200 | 3,200 |
| • 315 Monroe Ave (Engine 1) | 2,805 | 2,895 | 2,800 | 2,800 |
| • 1281 South Ave (Truck 3) | 1,861 | 1,836 | 1,600 | 1,600 |
| • 977 University Ave (Truck 4) | 1,288 | 1,612 | 1,600 | 1,600 |
| • 160 Wisconsin St (Engine 12) | 1,745 | 1,540 | 1,800 | 1,800 |
| • 2695 West Henrietta Rd (W. Brighton Engine 8) | 1,118 | 1,054 | 1,100 | 1,100 |
| • Battalion 1 | 1,171 | 1,184 | 1,200 | 1,200 |
| • Battalion 2 | 1,577 | 1,511 | 1,600 | 1,600 |
| • Total responses | 46,283 | 46,557 | 46,200 | 46,400 |
| Smoke detector installation | 1,112 | 1,019 | 900 | 1,000 |
| CO detector installations | 832 | 608 | 800 | 800 |

LEARNING & INNOVATION

Training/Emergency Management:

| | | | | |
|------------------------------------|---------|---------|---------|---------|
| Recruits trained | 7 | 34 | 38 | 26 |
| Uniformed personnel training hours | 103,484 | 102,000 | 102,000 | 106,000 |
| Special Operations drills held | 552 | 600 | 700 | 650 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 44,210,800 | 44,069,800 | -141,000 |
| Employee Years | 469.9 | 458.6 | -11.3 |

Change Detail

| Salary & Wage Adjustment | General Inflation | Chargebacks | Vacancy Allowance | Miscellaneous | Major Change | Total |
|-----------------------------|----------------------|-------------|----------------------|---------------|--------------|----------|
| 584,900 | 7,000 | -74,200 | 0 | 0 | -658,700 | -141,000 |

FIRE DEPARTMENT
OPERATIONS

10-13

Major Change

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Net decrease in overtime as a result of beginning the fiscal year with fewer vacancies and to reflect actual need | -653,600 |
| Increase in professional services to properly reflect the amount of tuition and fees likely to be incurred as a result of enrollment tied to the training contract with Monroe Community College | 295,000 |
| Firefighter recruit class is reduced from 38 to 26 to reflect staffing needs | -291,300 |
| Reductions in miscellaneous supplies and services reflect actual need | -8,800 |

Program Change

A recruit class of 26 is planned to begin January 2018.

Each Suppression division 2017-18 indicator is based upon a five year average.

The number of personnel receiving recertification fluctuates annually because EMT certifications are renewed every three years and CPR certifications are renewed every two years.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 39,043,409 | 40,531,100 | 41,656,900 | 41,296,900 |
| Materials & Supplies | 244,177 | 189,800 | 277,300 | 282,100 |
| Services | 1,968,559 | 2,401,700 | 2,273,700 | 2,487,000 |
| Other | 3,239 | 2,900 | 2,900 | 3,800 |
| Total | <u>41,259,384</u> | <u>43,125,500</u> | <u>44,210,800</u> | <u>44,069,800</u> |
| Appropriation by Activity | | | | |
| Suppression | 38,730,419 | 40,028,100 | 41,709,300 | 41,244,300 |
| Protectives | 61,344 | 53,300 | 58,600 | 54,000 |
| Training/Emergency Management | 1,628,978 | 2,186,600 | 1,541,300 | 1,883,500 |
| Emergency Medical Service | 207,211 | 209,900 | 223,200 | 225,700 |
| Health & Safety | 631,432 | 647,600 | 678,400 | 662,300 |
| Total | <u>41,259,384</u> | <u>43,125,500</u> | <u>44,210,800</u> | <u>44,069,800</u> |
| Employee Years by Activity | | | | |
| Suppression | 436.1 | 439.8 | 451.2 | 439.9 |
| Training/Emergency Management | 10.6 | 13.0 | 10.0 | 10.0 |
| Emergency Medical Service | 2.0 | 2.1 | 2.1 | 2.1 |
| Health & Safety | 6.4 | 6.6 | 6.6 | 6.6 |
| Total | <u>455.1</u> | <u>461.5</u> | <u>469.9</u> | <u>458.6</u> |

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

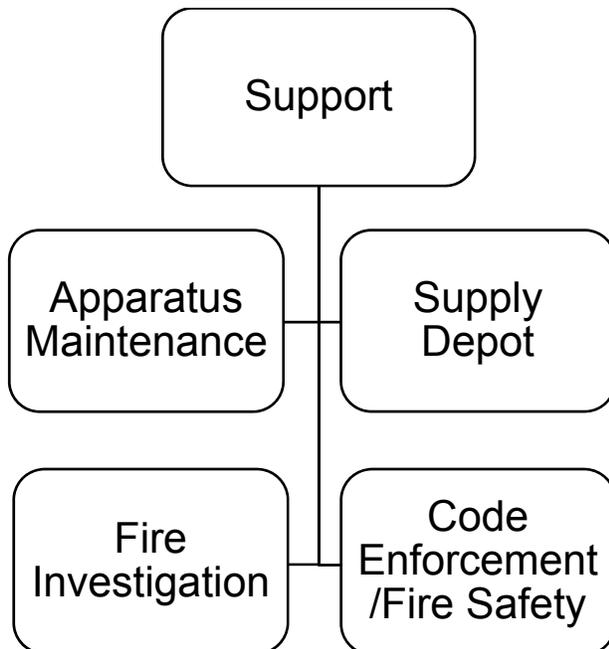
| FULL TIME POSITIONS | | | | Suppression | Training/ Emergency Management | Emergency Medical Service | Health & Safety |
|--------------------------------|-----------------------|-------------------|---------------------|-------------|--------------------------------------|---------------------------------|--------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 86 | Deputy Fire Chief | 5 | 5 | 4 | 1 | | |
| 85 | Battalion Chief | 11 | 11 | 9 | 1 | | 1 |
| 84 | Fire Captain | 36 | 36 | 29 | 2 | 1 | 4 |
| 82 | Fire Lieutenant | 68 | 68 | 66 | 2 | | |
| 80 | Firefighter | 323 | 323 | 322 | | 1 | |
| 9 | Clerk II with Typing | 1 | 1 | | | | 1 |
| 7 | Clerk III with Typing | 1 | 1 | | 1 | | |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 445.0 | 445.0 | 430.0 | 7.0 | 2.0 | 6.0 |
| Overtime | | 28.9 | 13.1 | 11.9 | 0.5 | 0.1 | 0.6 |
| Part Time, Temporary, Seasonal | | 14.0 | 9.5 | 7.0 | 2.5 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>18.0</u> | <u>9.0</u> | <u>9.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 469.9 | 458.6 | 439.9 | 10.0 | 2.1 | 6.6 |

FIRE DEPARTMENT SUPPORT

Mission Statement

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

Organization



Critical Processes

Apparatus Maintenance

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

Supply Depot

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

Fire Investigation

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

FIRE DEPARTMENT
SUPPORT

Code Enforcement/Fire Safety

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------|
| Implement an upgrade of the existing stock of Self-Contained Breathing Apparatus (SCBA) air packs to extend warranty life | Safer and More Vibrant Neighborhoods | Second Quarter |
| Conduct Building Safety Inspector and Train the Trainer certification training | Safer and More Vibrant Neighborhoods | Fourth Quarter |

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|-------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| Apparatus Maintenance: | | | | |
| Apparatus maintenance and repairs | 1,921 | 2,020 | 2,000 | 2,100 |
| Supply Depot: | | | | |
| Breathing apparatus repair and testing | 1,321 | 1,350 | 1,300 | 2,300 |
| Turnout Gear repairs | 4,932 | 5,000 | 5,000 | 5,000 |
| Fire Investigation: | | | | |
| Initial fire investigation responses | 797 | 830 | 750 | 845 |
| Arson or incendiary fires (adult & juvenile) | 187 | 202 | 200 | 210 |
| Fires with undetermined cause | 64 | 52 | 50 | 55 |
| Juvenile fire-setter incidents | 95 | 91 | 85 | 90 |
| Fire investigations closed | 513 | 573 | 525 | 545 |
| Juvenile contacts | 135 | 125 | 200 | 150 |
| Arrests: | | | | |
| • Adult | 78 | 62 | 75 | 70 |
| • Juvenile | 36 | 28 | 25 | 30 |
| Juvenile Diversions-referrals to Fire Related Youth Program (FRY) | 95 | 91 | 80 | 90 |
| Code Enforcement: | | | | |
| Permits issued | 4,276 | 4,250 | 4,250 | 4,250 |
| Property inspections conducted | 8,549 | 7,900 | 8,600 | 8,050 |
| Violations cited | 2,097 | 2,150 | 2,000 | 2,100 |
| Fire Safety complaints | 82 | 76 | 80 | 80 |

**FIRE DEPARTMENT
SUPPORT**

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|----------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Fire Safety: | | | | |
| Community Risk Reduction presentations | 196 | 200 | 200 | 200 |
| Community Risk Reduction events | 265 | 350 | 350 | 350 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 3,773,200 | 3,873,000 | 99,800 |
| Employee Years | 40.7 | 41.2 | 0.5 |

Change Detail

| Salary & Wage | General | | Vacancy | | Major Change | | <u>Total</u> |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | | |
| 19,600 | 3,200 | -3,300 | 0 | 0 | 80,300 | 99,800 | |

Major Change

| | |
|--------------------------------------------------------------------------------------------------------------------------------------|---------|
| Increased Apparatus repair and maintenance of vehicles coming off warranty and for maintenance of vehicles with new emission systems | 56,000 |
| Overtime increases to reflect actual experience | 53,900 |
| Reductions in supplies and services reflect actual need | -29,600 |

Program Change

A one-time upgrade to the existing stock of Self-Contained Breathing Apparatus (SCBA) air packs causes an increase in breathing apparatus repair and testing.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

10-19

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 3,188,934 | 3,457,500 | 3,349,400 | 3,422,900 |
| Materials & Supplies | 316,184 | 356,900 | 346,000 | 329,700 |
| Services | 116,829 | 79,100 | 77,800 | 120,400 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 3,621,947 | 3,893,500 | 3,773,200 | 3,873,000 |
| Appropriation by Activity | | | | |
| Apparatus Maintenance | 832,907 | 774,400 | 866,700 | 895,400 |
| Supply Depot | 379,303 | 466,900 | 431,800 | 421,000 |
| Fire Investigation | 1,142,427 | 1,247,200 | 1,114,900 | 1,181,200 |
| Code Enforcement/Fire Safety | <u>1,267,310</u> | <u>1,405,000</u> | <u>1,359,800</u> | <u>1,375,400</u> |
| Total | 3,621,947 | 3,893,500 | 3,773,200 | 3,873,000 |
| Employee Years by Activity | | | | |
| Apparatus Maintenance | 7.9 | 7.8 | 8.7 | 8.7 |
| Supply Depot | 3.1 | 3.9 | 3.6 | 3.6 |
| Fire Investigation | 12.9 | 13.5 | 12.7 | 13.1 |
| Code Enforcement/Fire Safety | <u>14.7</u> | <u>16.1</u> | <u>15.7</u> | <u>15.8</u> |
| Total | 38.6 | 41.3 | 40.7 | 41.2 |

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

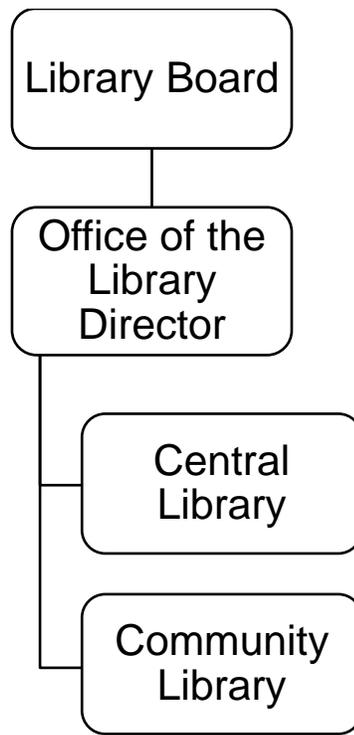
| FULL TIME POSITIONS | | | | Apparatus Maintenance | Supply Depot | Fire Investigation | Code Enforcement/ Fire Safety |
|--------------------------------|----------------------------------|-------------------|---------------------|--------------------------|--------------|-----------------------|-------------------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 86 | Deputy Fire Chief | 1 | 1 | | | | 1 |
| 84 | Fire Captain | 1 | 1 | | | | 1 |
| 82 | Fire Lieutenant | 4 | 4 | | 2 | 1 | 1 |
| 80 | Firefighter | 19 | 19 | | 1 | 9 | 9 |
| 78 | Fire Equipment Maint. Supervisor | 1 | 1 | 1 | | | |
| 73 | Fire Apparatus Body Repairer | 1 | 1 | 1 | | | |
| 73 | Senior Fire Equipment Mechanic | 5 | 5 | 5 | | | |
| 28 | Supt. Fire Equipment Maintenance | 1 | 1 | 1 | | | |
| 9 | Clerk II | 1 | 1 | | | | 1 |
| 9 | Clerk II with Typing | 2 | 2 | | | 1 | 1 |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 36.0 | 36.0 | 8.0 | 3.0 | 11.0 | 14.0 |
| Overtime | | 3.7 | 4.2 | 0.7 | 0.1 | 2.1 | 1.3 |
| Part Time, Temporary, Seasonal | | 1.0 | 1.0 | 0.0 | 0.5 | 0.0 | 0.5 |
| Less: Vacancy Allowance | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total | | 40.7 | 41.2 | 8.7 | 3.6 | 13.1 | 15.8 |

Mission Statement

- ❑ To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by enriching the quality of life in Rochester and Monroe County by providing educational, recreational, aesthetic, and informational materials, services, and programs to help people follow their own lines of inquiry and enlightenment.
- ❑ The mission of the Rochester Public Library is to engage the community in life-long learning for all through equal access to information, technology, gathering spaces and expert staff. Their vision is that community members live rich and fulfilling lives through their relationships with the Library. The values that the Library supports are: Community; Learning & Knowledge; Imagination & Innovation; Diversity & Inclusiveness; and Engagement & Collaboration.
- ❑ In all its endeavors, the Library maintains and promotes the principles of intellectual freedom and equality of access.

Organization

The Library consists of the Central Library, which includes Monroe County Library System support services, and Community 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.

Departmental Highlights

The proposed budget for the Central Library continues to assume a flat level of funding from Monroe County. Increases in retirement contributions and medical expenses in addition to an allowance for a wage adjustment for outstanding AFSCME and CSEA agreements has necessitated ongoing expense and service reductions. The Library continues to evaluate opportunities to consolidate areas of operation to minimize the impact on services to the public. Additional resources will be needed in the future to staff and operate the Technology Center that is part of the Master Space Plan Phase 4.

The proposed budget for the Branch Libraries recommends revisions to staffing, hours of operation and materials expenses that limit the impact to public operations. The book distribution operation will continue but will be reduced as a result of budget constraints. The Literacy Aide program supported by RCSD continues in 2017-18 although at a reduced level that more accurately reflects the availability of students to participate in the program. The revised fine policy implemented in 2016-17 that eliminates overdue fines for children's and young adult's books will continue in 2017-18.

Highlights of the Department's 2017-18 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

| Highlights | Priorities Supported | Projected Completion |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------|
| Central & Community: | | |
| Expand RPL's community presence through implementation of integrated marketing plan including new branding, website and release of Annual Report | Safer and More Vibrant Neighborhoods | Third Quarter |
| Evaluate, revise and expand key performance indicators to better address evolving library mission and role in Rochester community | Better Schools and Educational Opportunities | Third Quarter |
| Central: | | |
| Complete design and begin renovation and construction of Master Space Plan 4 including Central Library Technology Center | More Jobs | Fourth Quarter |
| Identify hiring, promotional and training priorities to support library technology services, including full staffing at new Central Technology Center | Better Schools and Educational Opportunities | Fourth Quarter |

| Highlights | Priorities Supported | Projected Completion |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|
| Community: Develop and finalize Branch Facilities and Operations Master Plan to use in developing 2018-19 Capital Improvement Plan request | Safer and More Vibrant Neighborhoods | Second Quarter |

Year-To-Year Comparison

| <u>Bureau</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> | <u>Change</u> | <u>Percent</u> <u>Change</u> |
|-------------------|---------------------------------|---------------------------------|-----------------|---------------------------------|
| Central Library | 7,463,400 | 7,344,600 | -118,800 | -1.6% |
| Community Library | <u>4,568,300</u> | <u>4,448,900</u> | <u>-119,400</u> | -2.6% |
| Total | 12,031,700 | 11,793,500 | -238,200 | -2.0% |
| Employee Years | 139.5 | 133.4 | -6.1 | -4.4% |

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> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 243,400 | 24,800 | -6,800 | 0 | 1,100 | -500,700 | -238,200 |

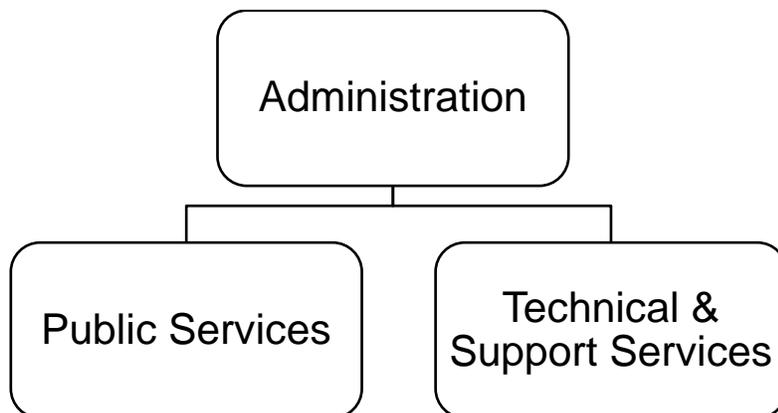
Major Change Highlights

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Net reduction in part time wages as a result of the elimination of 7 positions at Central Library due to budget constraints necessitated by flat County funding | -159,800 |
| One time bullet aid from NYS does not recur | -80,000 |
| Interfund credit added to account for leased space by DRYS in Rundel | -43,000 |
| Professional services for marketing efforts eliminated and shifted to staff support | -30,000 |
| One time Sands grant for Literacy Labs and evening literacy programs does not recur | -25,000 |
| Library material purchases reduced due to budget constraints and shift towards MCLS E-Material purchases | -24,000 |
| Two vacant part time computer support positions in the Branch libraries eliminated due to budget constraints | -21,200 |
| Efficiencies implemented reduces allocation for heat, light and power at Central Library | -20,000 |
| Support for part time Literacy Aides from RCSD declines from 30 to 20 positions | -16,300 |
| MCLS cost shares for the Branch Libraries reduced in accordance with memorandum of agreement | -14,900 |
| Productivity improvements result in savings | -11,300 |

PUBLIC LIBRARY
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|--------------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 8,722,024 | 8,745,700 | 8,747,400 | 8,710,400 |
| Materials & Supplies | 815,404 | 1,326,300 | 1,358,967 | 1,289,400 |
| Services | 1,717,423 | 1,653,900 | 1,873,100 | 1,698,700 |
| Other | <u>0</u> | <u>0</u> | <u>52,233</u> | <u>95,000</u> |
| Total | 11,254,851 | 11,725,900 | 12,031,700 | 11,793,500 |
| Appropriation by Activity | | | | |
| Central Library | 7,374,965 | 7,225,000 | 7,463,400 | 7,344,600 |
| Community Library | <u>3,879,886</u> | <u>4,500,900</u> | <u>4,568,300</u> | <u>4,448,900</u> |
| Total | 11,254,851 | 11,725,900 | 12,031,700 | 11,793,500 |
| Employee Years by Activity | | | | |
| Central Library | 93.9 | 94.8 | 95.3 | 91.2 |
| Community Library | <u>42.1</u> | <u>43.9</u> | <u>44.2</u> | <u>42.2</u> |
| Total | 136.0 | 138.7 | 139.5 | 133.4 |

PUBLIC LIBRARY
CENTRAL LIBRARY

Organization

Critical Processes

- Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- Provide support and outreach services to members of the Monroe County Library System
- Provide Internet service to libraries county-wide, the City of Rochester, and the County of Monroe

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------|
| Expand RPL's community presence through implementation of integrated marketing plan including new branding, website and release of Annual Report | Safer and More Vibrant Neighborhoods | Third Quarter |
| Evaluate, revise and expand key performance indicators to better address evolving library mission and role in Rochester community | Better Schools and Educational Opportunities | Third Quarter |
| Develop and promote comprehensive education plan for library support priorities including early childhood, summer learning, digital media, adult continuing education, and financial literacy | Better Schools and Educational Opportunities | Third Quarter |
| Complete design and begin renovation and construction of Master Space Plan including Central Library Technology Center | More Jobs | Fourth Quarter |
| Identify hiring, promotional and training priorities to support library technology services, including full staffing at new Central Technology Center | Better Schools and Educational Opportunities | Fourth Quarter |

Key Performance Indicators

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-----------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| CUSTOMER PERSPECTIVE | | | | |
| Total users | 496,002 | 461,700 | 600,000 | 550,000 |
| Total service hours | 2,504 | 2,572 | 2,590 | 2,780 |
| Total reference questions | 160,733 | 153,800 | 168,000 | 162,000 |
| Programs presented | 1,657 | 1,786 | 1,400 | 1,650 |

PUBLIC LIBRARY
CENTRAL LIBRARY

11-7

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-----------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Total program attendance | 41,803 | 45,926 | 42,000 | 46,000 |
| Total internet sessions | 100,298 | 92,500 | 115,000 | 105,000 |
| Average monthly wireless network usage (Mbps) | 3,010 | N/A | 6,800 | 4,800 |
| EFFICIENCY | | | | |
| Circulation per service hour | 236 | 230 | 229 | 212 |
| Users per service hour | 198 | 180 | 215 | 198 |
| Reference assistance per service hour | 64 | 60 | 66 | 58 |
| Internet sessions per service hour | 40 | 36 | 44 | 38 |
| RESULTS | | | | |
| Total circulation | 591,243 | 591,300 | 590,000 | 590,000 |
| RPL E-Materials circulation | 64,969 | 75,700 | 61,000 | 75,000 |
| MCLS E-Materials circulation (system-wide) | 421,409 | N/A | 380,000 | 410,000 |
| N/A - not available | | | | |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 7,463,400 | 7,344,600 | -118,800 |
| Employee Years | 95.3 | 91.2 | -4.1 |

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> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 190,400 | 12,500 | -8,600 | 0 | 1,100 | -314,200 | -118,800 |

Major Change

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Net reduction in part time wages as a result of the elimination of 7 positions due to budget constraints necessitated by flat County funding | -159,800 |
| Shift in Librarian IV duties results in 0.6 less FTE | -45,600 |
| Interfund credit added to account for leased space by DRYS in Rundel | -43,000 |
| Professional services for marketing efforts eliminated and shifted to staff support | -30,000 |
| Efficiencies implemented reduces allocation for heat, light and power | -20,000 |
| Page hours in Personnel are eliminated as DRYS staff assumes responsibility for reception area | -9,800 |
| Postage is reduced to reflect actual expense | -7,000 |
| Net increase in professional fees for software licenses | 5,600 |
| One time bullet aid from NYS does not recur | -5,000 |
| Productivity improvements result in savings | -3,700 |
| Increased cost of copier and production equipment leases | 2,100 |
| Net increase in equipment maintenance | 2,000 |

Program Change

Total service hours and programming increase as a result of first full fiscal year with extended evening hours on two week nights. Internet sessions were lower than expected due to renovations and relocation of computers. E-materials consist of electronic books, audio books, magazines, music and video. Circulation of E-materials increased due to addition of new streaming subscription.

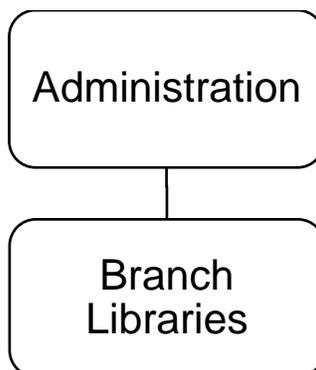
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 5,773,845 | 5,661,300 | 5,677,100 | 5,638,500 |
| Materials & Supplies | 653,561 | 660,400 | 676,267 | 663,000 |
| Services | 947,559 | 903,300 | 1,077,800 | 968,100 |
| Other | <u>0</u> | <u>0</u> | <u>32,233</u> | <u>75,000</u> |
| Total | 7,374,965 | 7,225,000 | 7,463,400 | 7,344,600 |
| Appropriation by Activity | | | | |
| Administration | 2,130,268 | 2,109,200 | 2,279,500 | 2,185,700 |
| Public Services | 3,651,507 | 3,528,300 | 3,599,900 | 3,595,500 |
| Technical & Support Services | <u>1,593,190</u> | <u>1,587,500</u> | <u>1,584,000</u> | <u>1,563,400</u> |
| Total | 7,374,965 | 7,225,000 | 7,463,400 | 7,344,600 |
| Employee Years by Activity | | | | |
| Administration | 22.0 | 23.5 | 23.7 | 23.5 |
| Public Services | 47.0 | 46.0 | 46.3 | 44.2 |
| Technical & Support Services | <u>24.9</u> | <u>25.3</u> | <u>25.3</u> | <u>23.5</u> |
| Total | 93.9 | 94.8 | 95.3 | 91.2 |

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Public Services | Technical & Support Services |
|--------------------------------|------------------------------------------|-------------------|---------------------|----------------|-----------------|------------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 36 | Library Director | 1.0 | 1.0 | 1.0 | | |
| 31 | Assistant Library Director III | 1.5 | 1.5 | | 0.5 | 1.0 |
| 31 | Manager of Library Finance | 1.0 | 1.0 | 1.0 | | |
| 28 | Computer Operations Supervisor | 1.0 | 1.0 | | | 1.0 |
| 26 | Human Resources Coordinator | 0.0 | 1.0 | 1.0 | | |
| 24 | Children's Services Consultant | 1.0 | 1.0 | | 1.0 | |
| 24 | Historical Services Consultant | 1.0 | 1.0 | | 1.0 | |
| 24 | Librarian IV | 2.3 | 1.7 | | 0.7 | 1.0 |
| 24 | Senior Administrative Analyst | 1.0 | 1.0 | 1.0 | | |
| 23 | Supervisor Library Buildings | 1.0 | 1.0 | 1.0 | | |
| 21 | Computer Communications Technician | 2.0 | 2.0 | | | 2.0 |
| 21 | Human Resource Consultant II / Bilingual | 1.0 | 0.0 | | | |
| 21 | Library Automation Specialist | 3.0 | 3.0 | | | 3.0 |
| 21 | Senior Graphic Designer | 1.0 | 1.0 | 1.0 | | |
| 20 | Circulation Supervisor | 1.0 | 1.0 | | 1.0 | |
| 20 | Librarian II | 10.0 | 11.0 | | 10.0 | 1.0 |
| 20 | Supervising Library Materials Handler | 1.0 | 1.0 | | | 1.0 |
| 20 | Supervisor Audio Visual Services | 1.0 | 1.0 | | 1.0 | |
| 20 | Youth Services Coordinator | 0.5 | 0.5 | | 0.5 | |
| 18 | Historical Researcher | 1.0 | 1.0 | | 1.0 | |
| 18 | Librarian I | 13.0 | 12.0 | | 10.0 | 2.0 |
| 18 | Librarian I Bilingual | 0.0 | 1.0 | | 1.0 | |
| 18 | Secretary to Library Director | 1.0 | 1.0 | 1.0 | | |
| 16 | Supervising Security Guard | 1.0 | 1.0 | 1.0 | | |
| 14 | Graphic Assistant | 1.0 | 1.0 | 1.0 | | |
| 14 | Junior Accountant | 1.0 | 1.0 | 1.0 | | |
| 14 | Library Assistant | 1.0 | 2.0 | | 1.0 | 1.0 |
| 13 | Administrative Secretary | 1.5 | 1.5 | 1.0 | 0.5 | |
| 13 | Building Maintenance Foreman | 2.0 | 2.0 | 2.0 | | |
| 11 | Assistant to Circulation Supervisor | 1.0 | 1.0 | | 1.0 | |
| 9 | Library Catalog Clerk II | 2.0 | 2.0 | | | 2.0 |
| 8 | Truck Driver | 3.0 | 3.0 | | | 3.0 |
| 7 | Clerk III with Typing | 3.0 | 2.0 | 1.0 | 1.0 | |
| 7 | Maintenance Worker - Library | 2.0 | 2.0 | 2.0 | | |
| 3 | Materials Processor | 1.0 | 1.0 | | 0.5 | 0.5 |
| 2 | Senior Library Page | 4.0 | 3.0 | | 2.0 | 1.0 |
| 1 | Cleaner | 2.0 | 2.0 | 2.0 | | |
| 52 | Security Guard | 3.0 | 3.0 | 3.0 | | |
| EMPLOYEE YEARS | | | | | | |
| Full Time | | 74.8 | 74.2 | 21.0 | 33.7 | 19.5 |
| Overtime | | 0.8 | 0.8 | 0.3 | 0.1 | 0.4 |
| Part Time, Temporary, Seasonal | | 22.1 | 18.6 | 2.5 | 12.0 | 4.1 |
| Less: Vacancy Allowance | | 2.4 | 2.4 | 0.3 | 1.6 | 0.5 |
| Total | | 95.3 | 91.2 | 23.5 | 44.2 | 23.5 |

Organization



Critical Processes

- Acquire materials, schedule and deploy personnel to branch libraries
- Maintain and repair branch libraries
- Provide convenient access to library services through:
 - Loans of printed materials, audio recordings, compact discs, dvds, and electronic materials
 - Collections of popular interest for area residents
 - Reference services with access to the resources of the Monroe County Library System
 - Programs such as story hours, lectures, artistic performances, English language learning, and school tutoring
 - Referral services to community agencies
 - Facilities for meetings and programs sponsored by non-library groups
 - Access to the Internet and personal computing needs

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------|
| Develop and finalize Branch Facilities and Operations Master Plan to use in developing 2018-19 Capital Improvement Plan request | Safer and More Vibrant Neighborhoods | Second Quarter |
| Expand RPL’s community presence through implementation of integrated marketing plan including new branding, website and release of Annual Report | Safer and More Vibrant Neighborhoods | Third Quarter |
| Evaluate, revise and expand key performance indicators to better address evolving library mission and role in Rochester community | Better Schools and Educational Opportunities | Third Quarter |
| Implement enhanced staff training to enable new programs and service offerings between branches, Central and MCLS members | Better Schools and Educational Opportunities | Fourth Quarter |

PUBLIC LIBRARY
COMMUNITY LIBRARY

Key Performance Indicators

| | <u>Actual</u> 2015-16 | <u>Estimated</u> 2016-17 | <u>Budget</u> 2016-17 | <u>Budget</u> 2017-18 |
|---------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| CUSTOMER PERSPECTIVE | | | | |
| Arnett | | | | |
| Service hours | 2,009 | 2,027 | 2,010 | 2,010 |
| Internet sessions | 31,287 | 31,040 | 34,200 | 33,000 |
| Reference questions | 39,133 | 36,388 | 28,000 | 36,000 |
| Reference assistance per service hour | 19 | 18 | 14 | 18 |
| Average attendance per program | 51 | 46 | 46 | 48 |
| Circulation per service hour | 24 | 21 | 31 | 24 |
| Programs | 435 | 428 | 500 | 435 |
| Program attendance | 22,111 | 19,883 | 23,000 | 21,000 |
| Library materials circulated | 49,164 | 43,397 | 63,000 | 48,000 |
| Door count | 120,917 | 113,520 | 117,000 | 115,000 |
| Library card registrations | 607 | 616 | 700 | 675 |
| Charlotte | | | | |
| Service hours | 2,006 | 1,992 | 2,010 | 2,010 |
| Internet sessions | 11,980 | 11,158 | 12,000 | 12,000 |
| Reference questions | 16,088 | 15,610 | 16,500 | 16,000 |
| Reference assistance per service hour | 8 | 8 | 8 | 8 |
| Average attendance per program | 23 | 15 | 29 | 22 |
| Circulation per service hour | 41 | 36 | 46 | 43 |
| Programs | 436 | 560 | 450 | 500 |
| Program attendance | 9,812 | 8,200 | 13,000 | 11,000 |
| Library materials circulated | 82,737 | 72,311 | 93,000 | 86,900 |
| Door count | 71,503 | 66,690 | 83,000 | 75,000 |
| Library card registrations | 223 | 249 | 350 | 235 |
| Douglass | | | | |
| Service hours | 1,338 | 1,800 | 1,810 | 1,810 |
| Internet sessions | 5,268 | 7,122 | 10,000 | 9,200 |
| Reference questions | 4,451 | 5,213 | 6,000 | 5,800 |
| Reference assistance per service hour | 3 | 3 | 3 | 3 |
| Average attendance per program | 28 | 21 | 21 | 24 |
| Circulation per service hour | 30 | 29 | 38 | 31 |
| Programs | 287 | 428 | 500 | 420 |
| Program attendance | 8,019 | 9,140 | 10,500 | 9,900 |
| Library materials circulated | 40,170 | 52,465 | 68,000 | 56,000 |
| Door count | 38,387 | 53,663 | 62,000 | 59,000 |
| Library card registrations | 144 | 190 | 200 | 200 |
| Lincoln | | | | |
| Service hours | 2,008 | 2,024 | 2,012 | 2,020 |
| Internet sessions | 26,638 | 25,176 | 31,000 | 28,000 |
| Reference questions | 12,383 | 13,738 | 12,000 | 14,000 |
| Reference assistance per service hour | 6 | 7 | 6 | 7 |
| Average attendance per program | 24 | 22 | 21 | 24 |
| Circulation per service hour | 29 | 29 | 34 | 29 |
| Programs | 698 | 769 | 920 | 710 |
| Program attendance | 16,471 | 16,452 | 19,000 | 17,000 |
| Library materials circulated | 57,731 | 58,188 | 69,000 | 58,000 |
| Door count | 121,481 | 122,320 | 128,000 | 126,000 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

11-13

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|---------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Library card registrations | 1,044 | 929 | 1,100 | 1,100 |
| Lyell | | | | |
| Service hours | 1,799 | 1,785 | 1,810 | 1,810 |
| Internet sessions | 16,976 | 15,773 | 19,000 | 17,000 |
| Reference questions | 17,592 | 19,633 | 17,500 | 19,000 |
| Reference assistance per service hour | 10 | 11 | 10 | 10 |
| Average attendance per program | 15 | 14 | 19 | 15 |
| Circulation per service hour | 34 | 31 | 41 | 34 |
| Programs | 544 | 513 | 450 | 550 |
| Program attendance | 8,056 | 7,200 | 8,500 | 8,200 |
| Library materials circulated | 60,682 | 56,000 | 73,500 | 62,000 |
| Door count | 82,581 | 81,429 | 86,000 | 83,000 |
| Library card registrations | 448 | 396 | 550 | 450 |
| Maplewood | | | | |
| Service hours | 2,005 | 2,017 | 2,010 | 2,010 |
| Internet sessions | 29,997 | 30,941 | 36,000 | 32,000 |
| Reference questions | 18,603 | 22,873 | 18,500 | 20,000 |
| Reference assistance per service hour | 9 | 11 | 9 | 10 |
| Average attendance per program | 28 | 30 | 31 | 28 |
| Circulation per service hour | 28 | 29 | 39 | 33 |
| Programs | 826 | 880 | 950 | 870 |
| Program attendance | 22,745 | 26,174 | 29,000 | 24,000 |
| Library materials circulated | 57,125 | 58,000 | 78,000 | 67,000 |
| Door count | 178,660 | 170,000 | 215,000 | 200,000 |
| Library card registrations | 573 | 545 | 650 | 625 |
| Monroe | | | | |
| Service hours | 2,0004 | 1,963 | 2,010 | 2,010 |
| Internet sessions | 13,417 | 12,936 | 13,500 | 13,000 |
| Reference questions | 13,344 | 13,158 | 11,500 | 12,500 |
| Reference assistance per service hour | 7 | 7 | 6 | 6 |
| Average attendance per program | 11 | 9 | 11 | 10 |
| Circulation per service hour | 43 | 42 | 45 | 40 |
| Programs | 335 | 345 | 290 | 345 |
| Program attendance | 3,726 | 3,162 | 3,300 | 3,329 |
| Library materials circulated | 86,273 | 81,477 | 90,000 | 81,000 |
| Door count | 74,047 | 71,435 | 72,000 | 72,000 |
| Library card registrations | 343 | 325 | 370 | 350 |
| Sully | | | | |
| Service hours | 2,003 | 1,996 | 2,010 | 2,010 |
| Internet sessions | 21,821 | 20,970 | 24,000 | 22,000 |
| Reference questions | 34,911 | 42,048 | 19,000 | 30,000 |
| Reference assistance per service hour | 17 | 21 | 9 | 15 |
| Average attendance per program | 51 | 49 | 40 | 52 |
| Circulation per service hour | 30 | 30 | 33 | 31 |
| Programs | 972 | 1,280 | 700 | 1,000 |
| Program attendance | 49,559 | 62,331 | 28,000 | 52,000 |
| Library materials circulated | 59,977 | 59,744 | 66,000 | 62,000 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|---------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Door count | 137,129 | 137,950 | 135,000 | 138,000 |
| Library card registrations | 496 | 427 | 750 | 500 |
| Wheatley | | | | |
| Service hours | 2,007 | 1,989 | 2,010 | 2,010 |
| Internet sessions | 26,642 | 23,917 | 27,000 | 25,000 |
| Reference questions | 19,580 | 19,008 | 17,500 | 19,000 |
| Reference assistance per service hour | 10 | 10 | 9 | 9 |
| Average attendance per program | 41 | 30 | 50 | 44 |
| Circulation per service hour | 17 | 18 | 19 | 19 |
| Programs | 458 | 516 | 350 | 400 |
| Program attendance | 18,567 | 15,597 | 17,500 | 17,500 |
| Library materials circulated | 35,024 | 35,802 | 39,000 | 38,000 |
| Door count | 99,449 | 91,990 | 94,000 | 94,000 |
| Library card registrations | 376 | 379 | 425 | 390 |
| Winton | | | | |
| Service hours | 2,001 | 2,014 | 2,010 | 2,010 |
| Internet sessions | 13,414 | 13,202 | 14,900 | 14,000 |
| Reference questions | 10,835 | 10,472 | 12,500 | 11,000 |
| Reference assistance per service hour | 5 | 5 | 6 | 5 |
| Average attendance per program | 10 | 9 | 13 | 11 |
| Circulation per service hour | 59 | 56 | 61 | 56 |
| Programs | 175 | 179 | 175 | 185 |
| Program attendance | 1,777 | 1,668 | 2,300 | 2,100 |
| Library materials circulated | 118,227 | 112,193 | 122,000 | 112,000 |
| Door count | 97,420 | 98,022 | 92,000 | 97,500 |
| Library card registrations | 387 | 337 | 430 | 350 |
| Total All Branches | | | | |
| Service hours | 19,180 | 19,606 | 19,702 | 19,710 |
| Internet sessions | 197,440 | 192,235 | 221,600 | 205,200 |
| Reference questions | 186,920 | 198,501 | 159,000 | 183,300 |
| Reference assistance per service hour | 97 | 101 | 81 | 93 |
| Average attendance per program | 31 | 29 | 29 | 31 |
| Circulation per service hour | 337 | 321 | 387 | 340 |
| Programs | 5,166 | 5,898 | 5,285 | 5,415 |
| Program attendance | 160,843 | 169,897 | 154,100 | 166,029 |
| Library materials circulated | 647,100 | 629,577 | 761,500 | 670,900 |
| Door count | 1,021,574 | 1,007,019 | 1,084,000 | 1,059,500 |
| Library card registrations | 4,641 | 4,393 | 5,525 | 4,875 |

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 4,568,300 | 4,448,900 | -119,400 |
| Employee Years | 44.2 | 42.2 | -2.0 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

11-15

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------------------|------------------------------|--------------------|------------------------------|----------------------|---------------------|--------------|
| 53,000 | 12,300 | 1,800 | 0 | 0 | -186,500 | -119,400 |

Major Change

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| One time bullet aid from NYS does not recur | -75,000 |
| One time Sands grant for Literacy Labs and evening literacy programs does not recur | -25,000 |
| Library material purchases reduced due to budget constraints and shift towards MCLS E-Material purchases | -24,000 |
| Two vacant part time computer support positions eliminated due to budget constraints | -21,200 |
| Support for part time Literacy Aides from RCSD declines from 30 to 20 positions | -16,300 |
| MCLS cost shares reduced in accordance with memorandum of agreement | -14,900 |
| Reduction of 0.4 FTE of Librarian IV duties is partially offset by the addition of a part time Library Assistant to support a reduced book distribution program | -10,300 |
| Motor equipment and mileage allowance to support book distribution and outreach projects | 9,400 |
| Productivity improvements results in savings | -7,600 |
| Net reduction of 550 hours for Library Pages due to budget constraints | -5,900 |
| Additional programming funds provided to branch libraries | 5,000 |
| Fees paid to collection agency are reduced due to new fine policy | -3,000 |
| Additional hours for cleaning at Lyell Branch | 2,300 |

Program Change

Total number of book distribution sites is reduced as a portion of staff duties are reallocated to the Central Library. Additional funds provided for programming will increase number of programs in 2017-18. Door count at Maplewood may have been impacted during renovation of HVAC system. Change in method of tracking reference assistance at Sully Library shows higher number of questions answered.

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 2,948,179 | 3,084,400 | 3,070,300 | 3,071,900 |
| Materials & Supplies | 161,843 | 665,900 | 682,700 | 626,400 |
| Services | 769,864 | 750,600 | 795,300 | 730,600 |
| Other | <u>0</u> | <u>0</u> | <u>20,000</u> | <u>20,000</u> |
| Total | 3,879,886 | 4,500,900 | 4,568,300 | 4,448,900 |
| Appropriation by Activity | | | | |
| Administration | 1,149,772 | 1,648,000 | 1,689,200 | 1,087,300 |
| Branch Libraries | <u>2,730,114</u> | <u>2,852,900</u> | <u>2,879,100</u> | <u>3,361,600</u> |
| Total | 3,879,886 | 4,500,900 | 4,568,300 | 4,448,900 |
| Employee Years by Activity | | | | |
| Administration | 4.3 | 6.7 | 6.8 | 6.0 |
| Branch Libraries | <u>37.8</u> | <u>37.2</u> | <u>37.4</u> | <u>36.2</u> |
| Total | 42.1 | 43.9 | 44.2 | 42.2 |

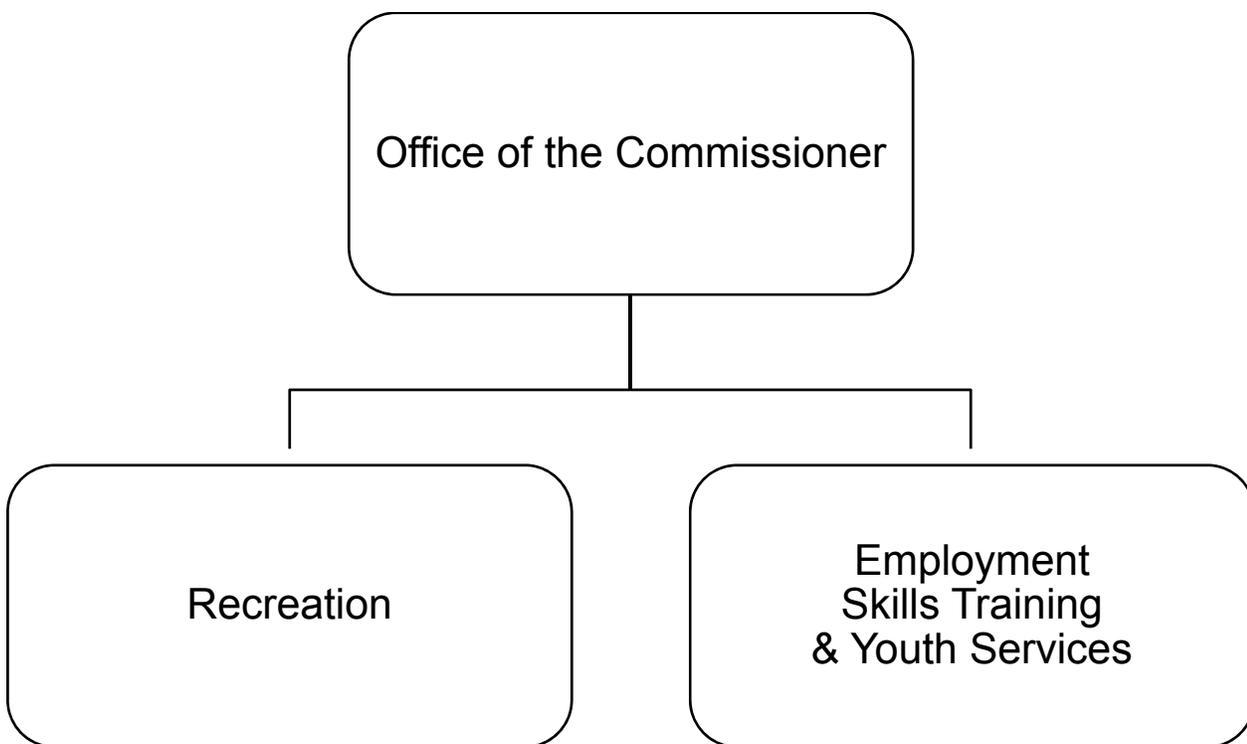
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Branch Libraries |
|--------------------------------|------------------------------------|-------------------|---------------------|----------------|------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | |
| 31 | Assistant Library Director III | 0.5 | 0.5 | 0.5 | |
| 26 | Library Area Coordinator | 2.0 | 2.0 | 2.0 | |
| 24 | Librarian IV | 0.7 | 0.3 | 0.3 | |
| 20 | Librarian II | 10.0 | 10.0 | | 10.0 |
| 20 | Youth Services Coordinator | 0.5 | 0.5 | 0.5 | |
| 18 | Librarian I | 4.0 | 4.0 | 1.0 | 3.0 |
| 18 | Librarian I/Bilingual | 1.0 | 1.0 | | 1.0 |
| 13 | Administrative Secretary | 0.5 | 0.5 | 0.5 | |
| 13 | Sr. Maintenance Mechanic Buildings | 1.0 | 1.0 | 1.0 | |
| 7 | Youth Services Assistant | 1.0 | 1.0 | | 1.0 |
| EMPLOYEE YEARS | | | | | |
| Full Time | | 21.2 | 20.8 | 5.8 | 15.0 |
| Overtime | | 0.3 | 0.3 | 0.0 | 0.3 |
| Part Time, Temporary, Seasonal | | 23.1 | 21.5 | 0.3 | 21.2 |
| Less: Vacancy Allowance | | <u>0.4</u> | <u>0.4</u> | <u>0.1</u> | <u>0.3</u> |
| Total | | 44.2 | 42.2 | 6.0 | 36.2 |

Mission Statement

The Department of Recreation and Youth Services (DRYS) supports the City of Rochester's *Vision Statement and its Values and Guiding Principles* through the administration of programs, social activities, and support services. These activities are carried out with a focus on providing first-rate services to our citizens.

DRYS nurtures and inspires the inner potential of all citizens of Rochester through recreational, educational, creative arts and employment readiness programs, thereby supporting the development of a healthy, educated and self-sustaining community. We recognize that the youth of our community are in particular need of support during their formative years, and as such, we have a special focus on youth programming.



Department Highlights

The department will continue to provide free, high-quality structured programming at R-Centers, including the implementation of magnet programming with a focus on STEM, the arts, literacy, and health-focused activities.

Construction will continue on Campbell R-Center improvements. The department will provide oversight on the completion of gym renovations and the start of play apparatus and outside courts improvements

The Public Market renovations will be completed in time for the 2017 summer season and will result in almost 25% more market space as well as additional special events and hours of operation for vendors.

Pathways to Peace will continue its formal partnership with the Rochester City School District with a goal of school violence reduction through implementation of prevention and intervention strategies.

Operation Transformation Rochester will utilize a new database to track adult employment services, participation, and outcomes as participants progress through the newly implemented mobility mentoring program model.

Glossary of Acronyms

| <u>Acronym</u> | <u>Description</u> |
|----------------|-------------------------------------------------------------|
| CAPP | Comprehensive Adolescent Pregnancy Prevention |
| GVP | Genesee Valley Park |
| OYOVP | Office of Youth Outreach and Violence Prevention |
| OTR | Operation Transformation Rochester |
| PLTI | Parent Leadership Training Institute |
| PTP | Pathways to Peace |
| RASA | Rochester After School Academy |
| RCSD | Rochester City School District |
| RISE | Reach Inside, Strive for Excellence |
| ROTM | Rec on the Move |
| RYVP | Rochester Youth Violence Partnership |
| SOAR | Sexuality Outreach, Advocacy and Resources |
| SOOP | Summer of Opportunity Program |
| STEAM | Science, Technology, Engineering, Arts, and Mathematics |
| THRIVE | Teens Helping to Reinvent Identity, Values, and Empowerment |
| TPP | Teenage Pregnancy Prevention |
| YET | Youth Employment Training |
| YVOV | Youth Voice, One Vision |

Highlights of the Department's 2017-18 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

| Highlights | Priorities Supported | Projected Completion |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------|
| Commissioner's Office: | | |
| Expand professional development and specialized training opportunities to grow the capacity of team members for the delivery of quality programming to meet outcomes and key performance indicators | Innovation and Efficiency | Ongoing |
| Continue delivery of violence prevention services for RCSD through school-based PTP team | Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities | Ongoing |
| Public Market: Complete nutrition education center and establish programming | Better Schools and Educational Opportunities | First Quarter |
| Recreation: | | |
| Campbell R-Center improvements - Complete gym renovations and initiate play apparatus and outside courts improvements | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Expand community-based educational and workforce development opportunities through youth development programs such as STEAM Engine, Roc Paint Division, Jr. Rec Leader, and Biz Kid\$ | Better Schools and Educational Opportunities | Ongoing |
| BEST & YS: | | |
| Utilize comprehensive customer relationship management (CRM) database to track program participation and follow-up services for Operation Transformation Rochester participants | Innovation and Efficiency | Ongoing |
| Provide youth development workshops and trainings in the areas of health, employment readiness and leadership development | More Jobs | Ongoing |

Year-To-Year Comparison

| Bureau | Budget 2016-17 | Budget 2017-18 | Change | Percent Change |
|----------------------------|----------------|----------------|---------|----------------|
| Office of the Commissioner | 2,106,700 | 2,164,100 | 57,400 | 2.7% |
| Recreation | 7,897,500 | 7,845,100 | -52,400 | -0.7% |
| BEST & YS | 1,806,500 | 1,813,600 | 7,100 | 0.4% |
| Total | 11,810,700 | 11,822,800 | 12,100 | 0.1% |

Change Detail

| Salary & Wage Adjustment | General Inflation | Chargebacks | Vacancy Allowance | Miscellaneous | Major Change | Total |
|--------------------------|-------------------|-------------|-------------------|---------------|--------------|--------|
| 194,200 | 37,700 | -72,500 | 0 | 0 | -147,300 | 12,100 |

Major Change Highlights

| | |
|-----------------------------------------------------------------------------------------------------------------------------------|----------|
| Part time and seasonal staffing efficiencies in the Bureau of Recreation | -156,300 |
| Net change in Summer of Opportunity Program funding | 100,000 |
| Reduction in clerical and administrative part time and seasonal positions in BEST&YS | -84,400 |
| Rochester After School Academy (RASA) grant funding does not recur (\$68,700 in state grant funding and \$14,000 in CDBG funding) | -82,700 |
| Lease expense for Rundel library space is added | 43,000 |
| One full-time position for youth development programming is added | 35,700 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 7,601,402 | 7,796,700 | 8,121,800 | 8,107,000 |
| Materials & Supplies | 331,910 | 300,400 | 333,800 | 305,700 |
| Services | 3,361,147 | 3,055,500 | 3,347,300 | 3,410,100 |
| Other | <u>0</u> | <u>0</u> | <u>7,800</u> | <u>0</u> |
| Total | 11,294,459 | 11,152,600 | 11,810,700 | 11,822,800 |
| Appropriation by Activity | | | | |
| Office of the Commissioner | 2,003,639 | 1,926,300 | 2,106,700 | 2,164,100 |
| Recreation | 7,387,410 | 7,566,500 | 7,897,500 | 7,845,100 |
| BEST & YS | <u>1,903,410</u> | <u>1,659,800</u> | <u>1,806,500</u> | <u>1,813,600</u> |
| Total | 11,294,459 | 11,152,600 | 11,810,700 | 11,822,800 |
| Employee Years by Activity | | | | |
| Office of the Commissioner | 21.1 | 19.2 | 20.2 | 25.0 |
| Recreation | 155.9 | 164.1 | 166.8 | 162.5 |
| BEST & YS | <u>21.0</u> | <u>22.5</u> | <u>24.3</u> | <u>22.3</u> |
| Total | 198.0 | 205.8 | 211.3 | 209.8 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

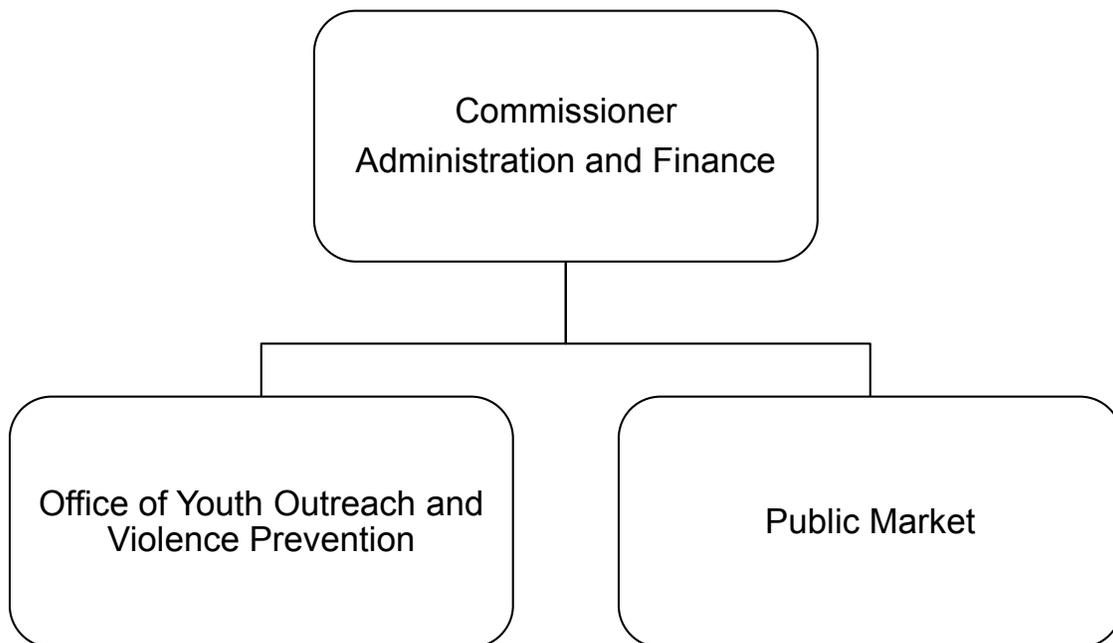
Mission Statement

The Commissioner's Office supports the City of Rochester's *Vision Statement and its Values and Guiding Principles* by setting management policy, goals, and performance standards. It coordinates the Department's annual budget and capital planning processes; maintains fiscal operations and payroll matters; coordinates the purchasing of supplies; and manages the City Council submission process.

The Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace, operates a team of outreach workers to prevent violence, channeling city residents likely to be involved in serious violence, as either a victim or offender, toward an array of community resources. This highly motivated team establishes essential linkages among service providers, participating youth, and their families. This office also monitors the young participants' progress to ensure that they do not re-engage in violent behavior.

The Bureau also manages and operates the Rochester Public Market in a manner that ensures its financial viability, fosters local economic development, promotes and sustains farmers and vendors, and provides consumers with access to a fresh, nutritious, and affordable food source.

Organization



Vital Customers

Administration and Finance

- Internal staff
- City Council

Office of Youth Outreach and Violence Prevention

- Youth and young adults at risk of or involved in serious violent incidents
- Families of violent youth or in a crisis involving youth
- Community service providers
- Community at large

Public Market

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

Critical Processes

Administration and Finance

- Coordinate and manage the Department's annual budget, grant operations, and capital planning processes
- Maintain fiscal operations and payroll matters
- Manage the Department's City Council submission process
- Collaborate with other youth serving organizations to share data and analyze trends to better understand youth usage of services and related outcomes

Office of Youth Outreach and Violence Prevention

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

Public Market

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

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------|
| Administration and Finance: | | |
| Develop formal data-sharing framework with City-County youth service providers to better understand youth usage of services and related outcomes | Innovation and Efficiency | Second Quarter |
| Utilize RCSD Community Dashboard for program design to meet the needs of youth programming (ex: comparison of youth athletic participation in and out of school) | Innovation and Efficiency | Fourth Quarter |
| Expand professional development and specialized training opportunities to grow the capacity of team members for the delivery of quality programming to meet outcomes and key performance indicators | Innovation and Efficiency | Ongoing |
| Office of Youth Outreach and Violence Prevention: | | |
| Conduct quadrant-based targeted outreach and interventions | Safer and More Vibrant Neighborhoods | Ongoing |
| Deliver multi-session programming interventions for at-risk youth | Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities | Ongoing |

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

| | | |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------|
| Continue delivery of violence prevention services for RCSD through school-based PTP team | Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities | Ongoing |
| Public Market: | | |
| Complete nutrition education center and establish programming | Better Schools and Educational Opportunities | First Quarter |
| Coordinate vendor build-outs in new winter shed and recruit vendors for D Shed | More Jobs | First Quarter |
| Develop and implement expanded operating hours | Better Schools and Educational Opportunities | Second Quarter |

Key Performance Indicators

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|---------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Public Market | | | | |
| Market days held | 156 | 155 | 156 | 156 |
| Special event days | 54 | 57 | 56 | 65 |
| Occupancy Rate (%): | | | | |
| • Shed A | 96 | 91 | 100 | 90 |
| • Shed B (Winter Shed) | 100 | 92 | 90 | 100 |
| • Shed C | 94 | 90 | 100 | 100 |
| • Shed D | N/A | N/A | N/A | 80 |
| Public market fees revenue (\$) | 773,281 | 730,000 | 748,900 | 850,000 |

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

| | | | | |
|----------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| Outreach contacts | 8,305 | 6,750 | 7,500 | 7,500 |
| Of outreach contacts, number for violent incidents & crisis | N/A | 1,750 | 1,750 | 1,750 |
| Mediations of youth conflicts | N/A | 260 | 250 | 250 |
| Referrals made to PTP services | 140 | 570 | 625 | 625 |
| Participants engaged in interventions – gang related | N/A | 170 | 125 | 125 |
| Participants engaged in interventions – not gang related | N/A | 140 | 100 | 100 |
| Participants in multi-session curricula | N/A | 60 | 50 | 50 |
| Referred to external community resources/service providers (non-eligible for PTP crisis response intervention) | 356 | 260 | 400 | 400 |
| Referrals made to PTP by Rochester Youth Violence Partnership | N/A | 90 | 65 | 75 |
| Recidivism – RYVP client returned to hospital for penetrating injury within 1 year of initial injury | 1 | 1 | 2 | 2 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

12-9

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Budget</u> <u>2017-18</u> |
|---------------------------------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Recidivism – client arrested for a violent offense | 1 | 1 | 1 | 1 |
| RCSD-based PTP Team | | | | |
| • Outreach contacts | N/A | N/A | N/A | 1,500 |
| • Referrals received | N/A | N/A | N/A | 360 |
| • Mediations of youth conflicts | N/A | N/A | N/A | 360 |
| • Students involved in mediations | N/A | N/A | N/A | 720 |
| Summer Food Program | | | | |
| Breakfast sites | 32 | 27 | 30 | 30 |
| Lunch sites | 36 | 34 | 35 | 35 |
| Breakfasts served | 37,810 | 39,314 | 52,000 | 42,000 |
| Lunches served | 48,302 | 52,244 | 59,900 | 56,000 |
| Department-wide average number of training hours per employee | 25 | 25 | 25 | 25 |

N/A – Not Applicable

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,106,700 | 2,164,100 | 57,400 |
| Employee Years | 20.2 | 25.0 | 4.8 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General | | Vacancy | | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | |
| 17,900 | 10,300 | -11,500 | 0 | 0 | 40,700 | 57,400 |

Major Change

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Summer Food grant funding reflects historical expenditures | -31,700 |
| Portion of full time Assistant Manager of Parks and Recreation transfers from Recreation to increase focus on Public Market activity | 29,100 |
| Two part time positions are eliminated and two temporary full time positions are added to enhance the staffing at the newly renovated Public Market | 25,400 |
| Increase in professional services funds for youth development programming; partially restores prior year reductions | 14,900 |
| Department-wide training funds transfer from Recreation Bureau | 11,000 |
| Department of Justice grant for Pathways to Peace overtime does not recur | -8,000 |

Program Change

Major construction on the Public Market will be completed by summer of 2017 and will result in almost 25% more market space as well as additional special events and hours of operation for vendors. This will require additional supervision and staffing as reflected in the addition of two full-time positions in the Public Market, which are partially offset by the elimination of two part-time positions and supported by additional revenue.

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

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-----------------------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,157,473 | 1,119,900 | 1,204,000 | 1,262,300 |
| Materials & Supplies | 15,112 | 9,800 | 14,600 | 15,000 |
| Services | 831,054 | 796,600 | 888,100 | 886,800 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 2,003,639 | 1,926,300 | 2,106,700 | 2,164,100 |
| | | | | |
| Appropriation by Activity | | | | |
| Administration and Finance | 826,026 | 715,600 | 832,000 | 834,400 |
| Office of Youth Outreach and Violence Prevention | 396,945 | 461,700 | 497,100 | 501,100 |
| Public Market | <u>780,668</u> | <u>749,000</u> | <u>777,600</u> | <u>828,600</u> |
| | 2,003,639 | 1,926,300 | 2,106,700 | 2,164,100 |
| | | | | |
| Employee Years by Activity | | | | |
| Administration and Finance | 8.9 | 7.0 | 7.9 | 8.9 |
| Office of Youth Outreach and Violence Prevention | 6.9 | 6.9 | 7.0 | 9.5 |
| Public Market | <u>5.3</u> | <u>5.3</u> | <u>5.3</u> | <u>6.6</u> |
| | 21.1 | 19.2 | 20.2 | 25.0 |

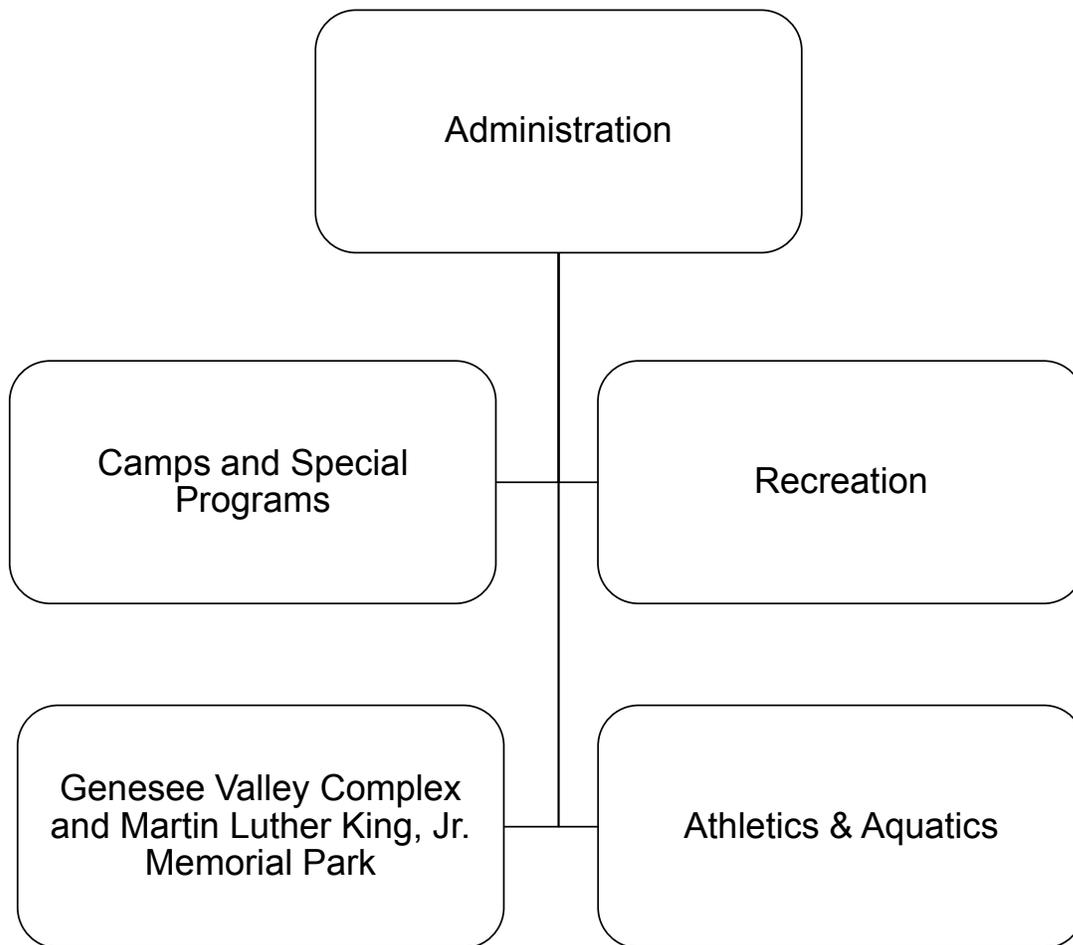
DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration and Finance | Office of Youth Outreach and Violence Prevention | Public Market |
|-----------------------|---------------------------------------------------|----------------|------------------|----------------------------|--------------------------------------------------|---------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | |
| 36 | Commissioner of Recreation and Youth Services | 1.0 | 1.0 | 1.0 | | |
| 30 | Assistant Manager of Parks & Recreation | 0.3 | 0.6 | | | 0.6 |
| 27 | Manager of Youth Outreach and Violence Prevention | 1.0 | 1.0 | | 1.0 | |
| 26 | Program Development Specialist | 1.0 | 1.0 | 1.0 | | |
| 23 | Personnel Management Supervisor | 1.0 | 0.0 | | | |
| 21 | Human Resource Consultant II, Bilingual | 0.0 | 1.0 | 1.0 | | |
| 18 | Professional Development Specialist | 0.0 | 1.0 | 1.0 | | |
| 18 | Secretary to Commissioner | 1.0 | 1.0 | 1.0 | | |
| 18 | Supervisor of Markets | 1.0 | 1.0 | | | 1.0 |
| 18 | Youth Intervention Specialist | 3.0 | 3.0 | | 3.0 | |
| 18 | Youth Intervention Specialist Bilingual | 1.0 | 1.0 | | 1.0 | |
| 16 | Assistant Supervisor of Markets | 1.0 | 1.0 | | | 1.0 |
| 41 | Parks Operations Worker | 1.0 | 1.0 | | | 1.0 |
| EMPLOYEE YEARS | | | | | | |
| | Full Time | 12.3 | 13.6 | 5.0 | 5.0 | 3.6 |
| | Overtime | 1.3 | 1.3 | 0.1 | 0.7 | 0.5 |
| | Part Time, Temporary, Seasonal | 6.7 | 10.2 | 3.8 | 3.8 | 2.6 |
| | Less: Vacancy Allowance | <u>0.1</u> | <u>0.1</u> | <u>0.0</u> | <u>0.0</u> | <u>0.1</u> |
| | Total | <u>20.2</u> | <u>25.0</u> | <u>8.9</u> | <u>9.5</u> | <u>6.6</u> |

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

Mission Statement

The Bureau of Recreation supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing opportunities for the community to learn, socialize, exercise, and play, while promoting healthy behaviors and with an emphasis on youth. This is accomplished by using a positive youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as a steward and champion of our city's R-Centers, parks, playgrounds, aquatics, green spaces, and other facilities.

Organization**Vital Customers**

- City youth and their families
- Residents and visitors of all ages
- Parks patrons
- Rochester City School District
- Community partners and collaborators

Critical Processes

- Conduct structured after-school programming to support out-of-school educational opportunities
- Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- Organize a variety of community special events to promote youth development and social skills
- Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness in R-Centers and parks
- Conduct programs, events, and workshops focused on arts, culture, and individual expression
- Conduct community recreation and youth development at 12 school year R-Centers, 3 school-based recreation programs, 13 summer R-Centers, and 3 fee-based summer camps
- Conduct community aquatics programs at 7 pools and Durand Eastman Beach
- Use a program management system to provide quality management of existing and new programs, which includes marketing, staff development, and community input

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------|
| Campbell R-Center improvements - complete gym renovations and initiate play apparatus and outside courts improvements | More Jobs, Safer and More Vibrant Neighborhoods | Third Quarter |
| Adams Street R Center improvements - locker rooms, kitchen, parking lot, playground, lighting, pool (deck & pool) | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |
| Expand community-based educational and workforce development opportunities through youth development programs such as STEAM Engine, Roc Paint Division, Jr. Rec Leader, and Biz Kid\$ | Better Schools and Educational Opportunities | Ongoing |
| Expand adult athletic leagues to include other athletic offerings and meet community demand | Safer and More Vibrant Neighborhoods | Ongoing |

Key Performance Indicators

| | <u>Actual</u> 2015-16 | <u>Estimated</u> 2016-17 | <u>Budget</u> 2016-17 | <u>Budget</u> 2017-18 |
|---------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Recreation Registrations: | | | | |
| • Adams | 2,700 | 2,400 | 3,000 | 3,000 |
| • Avenue D | 1,500 | 1,100 | 1,500 | 1,100 |
| • Campbell | 650 | 550 | 500 | 500 |
| • Carter | 1,175 | 1,100 | 1,200 | 1,100 |
| • Edgerton/Pierpont/LaGrange | 1,325 | 1,100 | 1,400 | 1,100 |
| • Flint/St. Monica's | 900 | 1,000 | 1,000 | 900 |
| • David F. Gantt | 6,095 | 4,500 | 6,000 | 4,500 |
| • Humboldt | 440 | 400 | 500 | 400 |
| • Roxie A. Sinkler | 550 | 750 | 600 | 600 |
| • Frederick Douglass (formerly South) | 1,575 | 1,500 | 1,700 | 1,500 |
| • Thomas P. Ryan | 2,165 | 1,900 | 2,200 | 2,000 |
| • #17 School. | 250 | 600 | 200 | 800 |

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|----------------------------------------------------------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| • #35 School | 50 | 50 | 50 | 50 |
| • #42 School | 475 | 520 | 400 | 60 |
| • #46 School/Ryan St | <u>60</u> | <u>70</u> | <u>60</u> | <u>60</u> |
| • Total registrations | 19,910 | 17,540 | 20,310 | 17,670 |
| Attendance per year: | | | | |
| • Adams | 51,956 | 55,000 | 55,000 | 50,000 |
| • Avenue D | 41,795 | 38,000 | 38,000 | 38,000 |
| • Campbell | 14,650 | 9,000 | 10,000 | 9,000 |
| • Carter | 57,663 | 42,000 | 42,500 | 42,500 |
| • Edgerton/Pierpont/LaGrange | 59,689 | 55,000 | 55,000 | 55,000 |
| • Flint/St. Monica's | 45,503 | 45,000 | 45,000 | 35,000 |
| • David F. Gantt | 88,389 | 85,000 | 85,000 | 85,000 |
| • Humboldt | 24,247 | 19,000 | 19,000 | 20,000 |
| • Roxie A. Sinkler | 14,168 | 19,000 | 19,000 | 20,000 |
| • Frederick Douglass (formerly South) | 37,917 | 30,000 | 25,000 | 30,000 |
| • Thomas P. Ryan | 121,468 | 95,000 | 95,000 | 95,000 |
| • #17 School | 12,284 | 9,000 | 9,000 | 9,000 |
| • #35 School | 4,515 | 4,000 | 4,000 | 4,000 |
| • #42 School | 20,114 | 12,000 | 12,000 | 12,000 |
| • #46 School | 5,904 | 5,000 | 5,000 | 5,000 |
| • Rec On The Move | <u>4,259</u> | <u>4,300</u> | <u>6,000</u> | <u>4,500</u> |
| • Total attendance | 604,521 | 526,300 | 524,500 | 514,000 |
| Genesee Valley Park Complex: | | | | |
| Attendance per year: | | | | |
| • GVP Ice Rink | 50,829 | 55,000 | 40,000 | 50,000 |
| • GVP Pool | 18,037 | 18,751 | 15,000 | 16,000 |
| • Martin Luther King, Jr. Memorial Park Ice Rink | 11,982 | 12,420 | 17,000 | 15,000 |
| Athletics: | | | | |
| Adult softball games held | 600 | 620 | 620 | N/A |
| Participants in adult sport leagues | N/A | N/A | N/A | 2,500 |
| Water Spray Park attendance | 71,932 | 80,085 | 65,000 | 75,000 |
| Beach attendance per year: | | | | |
| • Durand Beach – total visitors | 165,384 | 148,222 | 122,000 | 145,000 |
| • Durand Beach – bathers | 26,076 | 33,044 | 23,500 | 30,000 |
| High School Pool attendance per year: (pools used per year based on RCSD availability) | | | | |
| • Douglass | 1,292 | 1,300 | 1,300 | 1,300 |
| • East | 3,602 | 3,000 | 3,600 | 3,600 |
| • Freddie Thomas Learning Center/Winter Swim | 386 | 150 | 600 | N/A |
| • Jefferson | 2,665 | <u>5,000</u> | <u>2,700</u> | <u>2,700</u> |
| • Wilson Academy/formerly known as Madison | <u>3,645</u> | N/A | N/A | N/A |
| Total H.S. Pool attendance | 11,590 | 9,450 | 8,200 | 7,600 |
| <u>Rochester After-School Academy (RASA)</u> | | | | |
| Participants | 34 | 31 | 50 | N/A |
| Math/English Language Arts increase | N/A | 25 | 25 | N/A |
| School attendance rate increase | N/A | 14 | 15 | N/A |
| N/A – Not Applicable | | | | |

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION

12-15

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 7,897,500 | 7,845,100 | -52,400 |
| Employee Years | 166.8 | 162.5 | -4.3 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General | | Vacancy | | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | |
| 185,400 | 25,700 | -48,500 | 0 | 0 | -215,000 | -52,400 |

Major Change

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Part-time and seasonal staffing efficiencies | -156,300 |
| Rochester After School Academy (RASA) grant funding does not recur (\$68,700 in state grant funding and \$14,000 in CDBG funding) | -82,700 |
| One full-time position for youth development programming is added | 35,700 |
| Adjustment to allocation for AmeriCorps to reflect additional supplies and services covered by grant funding | 29,900 |
| Portion of full-time Assistant Manager of Parks and Recreation transfers to Commissioner's Office to increase focus on Public Market activity | -29,100 |
| Portion of CDBG funding for STEAM/ROTM shifts from professional service agreement to full year staffing | 15,500 |
| Community Foundation grant for Youth Voice One Vision does not recur (partial year) | -14,800 |
| Department-wide training funds are transferred to the Commissioner's Office | -11,000 |
| Reduction in anticipated County Youth Bureau funding | -8,200 |
| Net increase in funding from RCSD for Literacy Aide program | 7,900 |
| Efficiencies in materials and supplies lines | -6,800 |
| CDBG funding for Mural Arts program increases | 4,900 |

Service Level Change

After-school program at 42 School will operate from 2:30-6:30pm instead of 2:30-9:30pm due to low usage after 6:30p.m. Evening hours will still be available for permits and youth and adult sports leagues.

Winter swim program at Freddie Thomas is eliminated due to low usage.

Program Change

Jr. Rec Leader program will be enhanced into a continuum of employment that will move youth through a recreation career path.

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

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-----------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 5,071,279 | 5,401,900 | 5,504,500 | 5,512,800 |
| Materials & Supplies | 294,996 | 271,500 | 295,700 | 275,200 |
| Services | 2,021,135 | 1,893,100 | 2,089,500 | 2,057,100 |
| Other | <u>0</u> | <u>0</u> | <u>7,800</u> | <u>0</u> |
| Total | 7,387,410 | 7,566,500 | 7,897,500 | 7,845,100 |
| Appropriation by Activity | | | | |
| Administration | 1,665,705 | 1,477,600 | 1,709,700 | 1,751,100 |
| Camps and Special Programs | 1,089,086 | 1,233,500 | 1,407,200 | 1,341,000 |
| Recreation | 3,384,164 | 3,419,300 | 3,476,700 | 3,449,000 |
| Genesee Valley & Martin Luther King Jr. | | | | |
| Memorial Park | 521,788 | 0 | 0 | 0 |
| Athletics and Aquatics | <u>726,667</u> | <u>1,436,100</u> | <u>1,303,900</u> | <u>1,304,000</u> |
| Total | 7,387,410 | 7,566,500 | 7,897,500 | 7,845,100 |
| Employee Year by Activity | | | | |
| Administration | 10.2 | 9.5 | 10.2 | 9.9 |
| Camps and Special Programs | 20.9 | 21.6 | 22.6 | 23.1 |
| Recreation | 95.5 | 101.0 | 102.2 | 98.2 |
| Genesee Valley & Martin Luther King Jr. | | | | |
| Memorial Park | 15.0 | 0.0 | 0.0 | 0.0 |
| Athletics and Aquatics | <u>14.3</u> | <u>32.0</u> | <u>31.8</u> | <u>31.3</u> |
| Total | 155.9 | 164.1 | 166.8 | 162.5 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

12-17

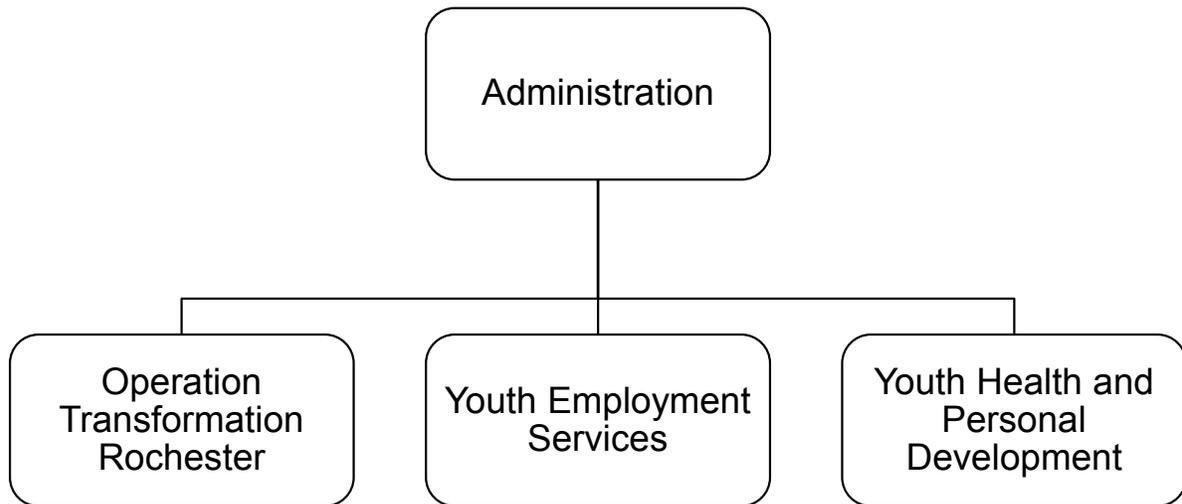
| FULL TIME POSITIONS | | | | Administration | Camps and Special Programs | Recreation | Athletics & Aquatics |
|--------------------------------|-------------------------------------------------------------|-------------------|---------------------|----------------|----------------------------------|-------------|-------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 32 | Deputy Commissioner | 1.0 | 1.0 | 1.0 | | | |
| 30 | Asst. Mgr. of Parks & Recreation | 0.7 | 0.4 | 0.4 | | | |
| 26 | Coordinator, Athletics & Aquatics | 1.0 | 1.0 | 0.5 | | | 0.5 |
| 26 | Program Development Specialist | 1.0 | 1.0 | | 1.0 | | |
| 23 | Area Coordinator | 4.0 | 4.0 | | 4.0 | | |
| 23 | Coordinator, Horticultural and Environmental Programming | 1.0 | 1.0 | | 1.0 | | |
| 21 | Assistant Program Development Specialist | 1.0 | 1.0 | 1.0 | | | |
| 21 | Recreation Center Director | 10.0 | 10.0 | | | 10.0 | |
| 20 | Administrative Analyst | 0.0 | 1.0 | | 1.0 | | |
| 18 | Management Trainee | 1.0 | 0.0 | | 0.0 | | |
| 18 | Senior Recreation Supervisor | 1.0 | 2.0 | | | | 2.0 |
| 16 | Administrative Assistant | 1.0 | 1.0 | 1.0 | | | |
| 15 | Recreation Supervisor | 9.0 | 9.0 | | | 9.0 | |
| 15 | Recreation Supervisor - Bilingual | 1.0 | 1.0 | | | 1.0 | |
| 15 | Youth Camp Supervisor | 1.0 | 1.0 | | 0.5 | 0.5 | |
| 13 | Grant Support Associate | 2.0 | 2.0 | | 2.0 | | |
| 11 | Youth Services Associate | 0.0 | 1.0 | | 1.0 | | |
| 11 | Secretary to the Deputy Commissioner | 1.0 | 1.0 | 1.0 | | | |
| 11 | Recreation Leader | 18.0 | 17.0 | | 1.0 | 16.0 | |
| 11 | Recreation Leader Bilingual | 2.0 | 2.0 | | | 2.0 | |
| 9 | Clerk II with Typing | 1.0 | 1.0 | 1.0 | | | |
| EMPLOYEE YEARS | | | | | | | |
| Full Time | | 57.7 | 58.4 | 5.9 | 11.5 | 38.5 | 2.5 |
| Overtime | | 0.8 | 0.8 | 0.2 | 0.0 | 0.1 | 0.5 |
| Part Time, Temporary, Seasonal | | 113.7 | 108.7 | 4.0 | 11.6 | 64.6 | 28.5 |
| Less: Vacancy Allowance | | 5.4 | 5.4 | 0.2 | 0.0 | 5.0 | 0.2 |
| Total | | 166.8 | 162.5 | 9.9 | 23.1 | 98.2 | 31.3 |

Mission Statement

We will effectively impact the city, transform the face of poverty, and improve educational and employment opportunities by working with collaborative partners to:

- transform Rochester into a city of thriving, healthy, and productive youth and adults
- deliver creative services, relevant employment training, and skill development to youth and adults
- create a pipeline from education to employment placement for youth and adults

Organization



Vital Customers

Operation Transformation Rochester

- Employers
- Under-employed and unemployed adults
- Vocational and educational institutions

Youth Employment Services

- Youth
- Parents and families of youth
- Rochester City School District
- Youth-focused agencies and local businesses

Youth Health & Personal Development

- Youth
- Parents and families of youth
- Rochester City School District
- Youth-focused local health and community agencies

Critical Processes

Operation Transformation Rochester (OTR)

- Conduct intake and assessment for all potential OTR program participants
- Connect participants to mentors
- Provide participants with access to resources
- Provide employment readiness training for adults
- Provide outreach and recruitment for employment
- Provide leadership, professional development, and life enrichment opportunities
- Provide pre-employment services (i.e. resume development, interviewing, job search)

Youth Employment Services

- Provide employment readiness training for youth
- Provide outreach and recruitment for employment
- Provide pre-employment services (i.e. resume development, interviewing, job search)
- Provide leadership, professional development, and life enrichment opportunities
- Conduct interviews and assessments for potential Summer of Opportunity (SOOP) program participants
- Provide employment placement for SOOP program participants

Youth Health and Personal Development

- Provide participants with educational tools and resources
- Provide referrals to community and health resources
- Provide leadership development opportunities
- Provide youth development workshops and training on health and personal development

2017-18 Strategic Goals & Objectives

| Objective | Priorities Supported | Projected Completion |
|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------|
| Utilize comprehensive CRM database to track program participation and follow-up services for OTR participants | Innovation and Efficiency | Ongoing |
| Establish workforce development partnerships with private sector industry | More Jobs | Ongoing |
| Actively seek grant funding and collaborations | Innovation and Efficiency | Ongoing |
| Deliver employment readiness training designed to increase specialized and soft skills | More Jobs | Ongoing |
| Recruit community members to serve as mentors for participants | More Jobs | Ongoing |
| Provide youth development workshops and trainings in the areas of health, employment readiness and leadership development | More Jobs | Ongoing |
| Implement new cycle of THRIVE and CAPP Pregnancy Prevention Programs | Better Schools and Educational Opportunities | Ongoing |

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

Key Performance Indicators

| | <u>Actual 2015-16</u> | <u>Estimated 2016-17</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> |
|--------------------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| Youth Health and Personal Development | | | | |
| Parent/Adult workshops (PLTI) | 20 | 20 | 20 | N/A |
| Parent/Adult workshop participants (PLTI) | 24 | 20 | 20 | N/A |
| <u>Comprehensive Adolescent Pregnancy Prevention (CAPP)</u> | | | | |
| Participants | 947 | 1,038 | 600 | 900 |
| Parent/Adult workshop participants in CAPP | | | | |
| Family Talk series | 253 | 282 | 90 | 200 |
| <u>Teenage Pregnancy Prevention (TPP)</u> | | | | |
| Participants (THRIVE program) | 382 | N/A | N/A | N/A |
| Participants (THRIVE 2 program) | N/A | 1,959 | 1,875 | 1,875 |
| Youth Employment Services | | | | |
| <u>Youth Employment Training</u> | | | | |
| Participants graduated | 85 | 114 | 120 | 100 |
| Graduates employed | 23 | 77 | 100 | 75 |
| Participants who received a portfolio | 61 | 106 | 120 | N/A |
| Employers participating | 9 | 12 | 20 | N/A |
| New employment partnerships developed | 2 | 10 | 10 | N/A |
| <u>Summer of Opportunity Program (SOOP)</u> | | | | |
| Applicants with completed applications | 1,078 | 1,255 | 900 | 900 |
| Applicants employed through the City | 358 | 300 | 300 | 300 |
| Applicants employed through Rochester Works | 458 | 375 | 375 | 375 |
| Parent orientation attendees | 731 | 1,180 | 600 | 600 |
| Employers participating | 16 | 15 | 15 | N/A |
| School year: youth applicants employed | N/A | 50 | 50 | 50 |
| Employers participating in youth employment services – SOOP and other programs | N/A | N/A | N/A | 20 |
| OTR: Adult Employment Services | | | | |
| Applications received | N/A | 500 | N/A | 500 |
| Applications assessed | N/A | 300 | 500 | 400 |
| Applicants referred to external agencies (not enrolled in OTR) | N/A | 25 | N/A | 50 |
| Participants enrolled | N/A | 275 | 350 | 350 |
| Participants receiving mentorship | N/A | 100 | 150 | 150 |
| Participants classified as “Job Ready” who were not Job Ready at intake | 188 | 175 | 175 | 175 |
| Participants employed | 184 | 100 | 80 | 100 |
| Participants retaining employment after six months | N/A | 20 | 40 | 40 |
| N/A – Not Applicable | | | | |

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

12-21

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,806,500 | 1,813,600 | 7,100 |
| Employee Years | 22.5 | 22.3 | -0.2 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| -9,100 | 1,700 | -12,500 | 0 | 0 | 27,000 | 7,100 |

Major Change

| | |
|---------------------------------------------------------------------------|---------|
| Net change in Summer of Opportunity Program funding | 100,000 |
| Reduction in clerical and administrative part-time and seasonal positions | -84,400 |
| Lease expense for Rundel library space is added | 43,000 |
| Supplies and services lines reduced as a budget efficiency | -34,400 |
| Net adjustments to pregnancy prevention grants | 27,900 |
| Reorganization of titles due to program changes | -25,100 |

Program Change

BEST&YS activities were restructured to better reflect the services provided, program participants, and key outcomes.

In previous years the number of employers participating in SOOP and in other youth employment services programs were reported separately. Beginning in FY 2017-18 the number of employers participating in all youth employment service programs are reported in a single KPI.

City funding for PLTI was committed for five years via CDBG; FY 2016-17 was the final year.

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

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|---------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,372,650 | 1,274,900 | 1,413,300 | 1,331,900 |
| Materials & Supplies | 21,802 | 19,100 | 23,500 | 15,500 |
| Services | 508,958 | 365,800 | 369,700 | 466,200 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,903,410 | 1,659,800 | 1,806,500 | 1,813,600 |
| Appropriation by Activity | | | | |
| OTR - Youth and Adult Employment | 1,525,764 | 1,268,500 | 1,367,400 | 0 |
| Administration | 0 | 0 | 0 | 267,000 |
| Operation Transformation Rochester | 0 | 0 | 0 | 290,500 |
| Youth Employment Services | 0 | 0 | 0 | 823,900 |
| Youth Health and Personal Development | <u>377,646</u> | <u>391,300</u> | <u>439,100</u> | <u>432,200</u> |
| Total | 1,903,410 | 1,659,800 | 1,806,500 | 1,813,600 |
| Employee Years by Activity | | | | |
| OTR - Youth and Adult Employment | 15.0 | 15.0 | 16.8 | 0 |
| Administration | 0 | 0 | 0 | 2.0 |
| Operation Transformation Rochester | 0 | 0 | 0 | 7.8 |
| Youth Employment Services | 0 | 0 | 0 | 3.0 |
| Youth Health and Personal Development | <u>6.0</u> | <u>7.5</u> | <u>7.5</u> | <u>9.5</u> |
| Total | 21.0 | 22.5 | 24.3 | 22.3 |

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

12-23

| FULL TIME POSITIONS | | | | Administration | Operation Transformation Rochester | Youth Employment Services | Youth Health and Personal Development |
|-----------------------|------------------------------------------------------|-------------------|---------------------|----------------|------------------------------------------|---------------------------------|---------------------------------------------|
| Br. | Title | Budget 2016-17 | Approved 2017-18 | | | | |
| 30 | Director of Employment, Skills Training, & Youth Svs | 1.0 | 1.0 | 1.0 | | | |
| 26 | Manager of Employment Services | 2.0 | 2.0 | | 1.0 | 1.0 | |
| 26 | Supervisor of Administrative Services | 1.0 | 0.0 | | | | |
| 23 | Sr. Professional Development Specialist | 2.0 | 0.0 | | | | |
| 20 | Grant Support Specialist/Bilingual | 0.0 | 1.0 | | | | 1.0 |
| 20 | CAPP Program Supervisor | 0.0 | 1.0 | | | | 1.0 |
| 18 | Professional Development Specialist | 3.0 | 5.0 | | 3.0 | 2.0 | |
| 18 | Professional Development Specialist/Bilingual | 1.0 | 0.0 | | | | |
| 16 | Program Coordinator | 1.0 | 0.0 | | | | |
| 13 | Grant Support Associate | 3.0 | 1.0 | | | | 1.0 |
| 13 | Pregnancy Prevention Trainers | 3.0 | 6.0 | | | | 6.0 |
| 12 | Project Assistant/Bilingual | 1.0 | 1.0 | 1.0 | | | |
| EMPLOYEE YEARS | | | | | | | |
| | Full Time | 18.0 | 18.0 | 2.0 | 4.0 | 3.0 | 9.0 |
| | Overtime | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | Part Time, Temporary, Seasonal | 6.3 | 4.3 | 0.0 | 2.0 | 1.8 | 0.5 |
| | Less: Vacancy Allowance | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| | Total | 24.3 | 22.3 | 2.0 | 6.0 | 4.8 | 9.5 |

Purpose

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

Year-To-Year Comparison

| | Budget <u>2016-17</u> | Budget <u>2017-18</u> | <u>Change</u> | Percent <u>Change</u> |
|---------------------------------|--------------------------|--------------------------|---------------|--------------------------|
| <u>Main Functions</u> | | | | |
| Employee Benefits - Current | 107,535,100 | 110,756,400 | 3,221,300 | 3.0% |
| Employee Benefits - Non-Current | 27,913,400 | 29,933,500 | 2,020,100 | 7.2% |
| General Risk Management | 1,004,900 | 938,200 | -66,700 | -6.6% |
| Other | <u>1,822,400</u> | <u>1,834,300</u> | <u>11,900</u> | 0.7% |
| | 138,275,800 | 143,462,400 | 5,186,600 | 3.8% |
| Interfund Credit* | -258,000 | -248,000 | 10,000 | -3.9% |
| Intrafund Credit* | <u>-151,200</u> | <u>-155,700</u> | <u>-4,500</u> | 3.0% |
| Total | 137,866,600 | 143,058,700 | 5,192,100 | 3.8% |

*Reflects chargeback for Worker's Compensation costs.

Major Change Highlights

Employee Benefits – Current:

Higher wage base for civilians and fire (police wages were flat due to contract expiration) and increase in statewide graded contribution rate for police and fire retirement system 2,270,100

Current employee medical is budgeted under the terms of the Memorandum of Agreement with the Labor/Management Health Care Committee 1,077,600

Employee Benefits – Non-Current:

Hospital and medical costs for retirees assume average inflationary increase of 8.6% 2,063,000

**UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY**

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 103,446,260 | 106,267,300 | 107,535,100 | 110,756,400 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>27,661,057</u> | <u>28,795,300</u> | <u>30,740,700</u> | <u>32,706,000</u> |
| | 131,107,317 | 135,062,600 | 138,275,800 | 143,462,400 |
| Interfund Credit* | -285,429 | -172,200 | -258,000 | -248,000 |
| Intrafund Credit* | <u>-172,159</u> | <u>-165,700</u> | <u>-151,200</u> | <u>-155,700</u> |
| Total | 130,649,729 | 134,724,700 | 137,866,600 | 143,058,700 |
| Appropriation by Activity | | | | |
| Employee Benefits - Current | 103,446,260 | 106,267,300 | 107,535,100 | 110,756,400 |
| Employee Benefits - Non-Current | 25,690,964 | 27,274,200 | 27,913,400 | 29,933,500 |
| General Risk Management | 465,542 | 630,300 | 1,004,900 | 938,200 |
| Other | <u>1,504,551</u> | <u>890,800</u> | <u>1,822,400</u> | <u>1,834,300</u> |
| | 131,107,317 | 135,062,600 | 138,275,800 | 143,462,400 |
| Interfund Credit* | -285,429 | -172,200 | -258,000 | -248,000 |
| Intrafund Credit* | <u>-172,159</u> | <u>-165,700</u> | <u>-151,200</u> | <u>-155,700</u> |
| Total | 130,649,729 | 134,724,700 | 137,866,600 | 143,058,700 |

*Reflects chargeback for Worker's Compensation costs.

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT**

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in multiple programs, based on an employee's date of hire. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

| <u>Tier</u> | <u>Hire Date (by any qualified public employer)</u> | |
|-------------|---------------------------------------------------------------|--------------------------------------------------------------|
| | <u>Non-Uniformed Employees Employee Retirement System</u> | <u>Uniformed Employees Police/Fire Retirement System</u> |
| 1 | Before July 1973 | Before July 1973 |
| 2 | July 1973 to July 1976 | After July 1973 to December 2009 |
| 3 | July 1976 to August 1983 | July 2009 to January 2010 |
| 4 | September 1983 to December 2009 | Does not apply |
| 5 | January 2010 to March 2012 | January 2010 to March 2012 |
| 6 | After April 1, 2012 | After April 1, 2012 |

The amount of the City's pension payment to the state for fiscal year 2017-18 is the product of the estimated 2016-17 wage base times the contribution rate for each tier. The 2016-17 wage base is calculated by the Comptroller based upon wages and salaries earned during the period April 1, 2016 to March 31, 2017. The Comptroller sets the contribution rates which vary from year to year.

The retirement bill also includes the annual repayment amount of prior amortizations. The City amortized in fiscal year 2013-14 and the repayment amount is \$1,359,100 annually through fiscal year 2023-24. As a result of amortizing, the City is subject to a statewide graded rate, which can lead to a higher payment than the city would otherwise experience. Any additional graded payment will be used to pay the amortization balance off earlier than currently scheduled. The 2016-17 non-uniformed Employee Retirement System (ERS) bill was affected by a graded payment. The City anticipates both the ERS and the Police/Fire Retirement System (PFRS) bills could be affected in FY 2017-18 and the budget reflects that anticipated cost increase.

A Voluntary Defined Contribution (VDC) option instead of joining the New York State Retirement System is available to all unrepresented employees hired on or after July 1, 2013 who earn more than \$75,000. The plan is administered by the State University of New York (SUNY). Fewer than ten City of Rochester employees are currently enrolled in the VDC.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 40,864,100 | 43,134,200 | 2,270,100 |

Major Change

Higher wage base for civilians and fire (police wages were flat due to contract expiration) and increase in statewide graded contribution rate for police and fire retirement system 2,270,100

**UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT**

SOCIAL SECURITY: under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first \$118,500, then 1.45 percent after that for salaries and wages earned by each eligible employee. Certain earnings and deductions are not subject to these rates, such as flexible spending and payments to disabled employees.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 17,457,100 | 17,128,700 | -328,400 |

Major Change

Decrease due to reduction in head count and lack of cost of living adjustments due to several expired labor contracts -328,400

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

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 41,769,100 | 42,846,700 | 1,077,600 |

Major Change

Current employee medical is budgeted under the terms of the Memorandum of Agreement with the Labor/Management Health Care Committee 1,077,600

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

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-------------------|------------------|------------------|----------------|
| Budget | 5,024,500 | 5,194,200 | 169,700 |
| Interfund Credit* | -258,000 | -248,000 | 10,000 |
| Intrafund Credit* | -151,200 | -155,700 | -4,500 |
| | <u>4,615,300</u> | <u>4,790,500</u> | <u>175,200</u> |

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT

Major Change

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|-----------------------|------------------|------------------|----------------|
| Current Year Claims | 409,200 | 403,700 | -5,500 |
| Administrative Charge | 59,100 | 59,100 | 0 |
| State Assessments | 265,200 | 286,400 | 21,200 |
| Prior Years' Claims | <u>4,291,000</u> | <u>4,445,000</u> | <u>154,000</u> |
| Total | 5,024,500 | 5,194,200 | 169,700 |
| Interfund Credit | -258,000 | -248,000 | 10,000 |
| Intrafund Credit | <u>-151,200</u> | <u>-155,700</u> | <u>-4,500</u> |
| | 4,615,300 | 4,790,500 | 175,200 |

Chargebacks for Current Year Claims

| <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> | <u>Department/Bureau</u> | <u>2016-17</u> | <u>2017-18</u> |
|-------------------------------------|----------------|----------------|-----------------------------|----------------|----------------|
| NEIGHBORHOOD & BUSINESS DEVELOPMENT | 5,600 | 3,100 | RECREATION & YOUTH SERVICES | 22,000 | 20,000 |
| ENVIRONMENTAL SERVICES | 327,200 | 328,200 | FINANCE | 2,000 | 2,000 |
| EMERGENCY COMMUNICATIONS | 3,400 | 3,400 | LIBRARY | 10,000 | 9,000 |
| POLICE | 28,000 | 27,000 | UNDISTRIBUTED | 9,000 | 9,000 |
| FIRE | 2,000 | 2,000 | Total Interfund | 258,000 | 225,000 |
| | | | Total Intrafund | <u>151,200</u> | <u>178,700</u> |
| | | | CITY TOTAL | 409,200 | 403,700 |

DENTAL INSURANCE: In 2017 the City reached agreement with its unions to establish a self-funded dental insurance program, similar to the existing health insurance program. The new dental program started January 1, 2017 and also covers Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 1,878,700 | 1,931,900 | 53,200 |

Major Change

Current employee dental is budgeted under the terms of the Memorandum of Agreement with the Labor/Management Health Care Committee with 53,200

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

LIFE INSURANCE: the City provides term life insurance for all active full time employees.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 84,000 | 63,100 | -20,900 |

Major Change

Allocation is reduced based on historical experience -20,900

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 56,600 | 56,600 | 0 |

Major Change

Allocation is unchanged

AMERICORPS: The Flower City AmeriCorps state grant provides stipends for 28 full-time and 8 part-time program members. The program began in October 2015.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 401,000 | 401,000 | 0 |

Major Change

Grant allocation is unchanged

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

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| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 103,446,260 | 106,267,300 | 107,535,100 | 110,756,400 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 |
| | <u>103,446,260</u> | <u>106,267,300</u> | <u>107,535,100</u> | <u>110,756,400</u> |
| Interfund Credit* | -285,429 | -172,200 | -258,000 | -248,000 |
| Intrafund Credit* | -172,159 | -165,700 | -151,200 | -155,700 |
| Total | <u>102,988,672</u> | <u>105,929,400</u> | <u>107,125,900</u> | <u>110,352,700</u> |
| Appropriation by Activity | | | | |
| New York State Retirement | 42,000,710 | 41,207,700 | 40,864,100 | 43,134,200 |
| Social Security | 16,041,517 | 16,528,700 | 17,457,100 | 17,128,700 |
| Hospital and Medical | 38,450,361 | 41,371,600 | 41,769,100 | 42,846,700 |
| Worker's Compensation | 4,828,021 | 4,952,800 | 5,024,500 | 5,194,200 |
| Dental Insurance | 1,830,278 | 1,805,500 | 1,878,700 | 1,931,900 |
| Life Insurance | 27,720 | 70,300 | 84,000 | 63,100 |
| Disability Insurance | 50,997 | 50,700 | 56,600 | 56,600 |
| AmeriCorps | 216,656 | 280,000 | 401,000 | 401,000 |
| | <u>103,446,260</u> | <u>106,267,300</u> | <u>107,535,100</u> | <u>110,756,400</u> |
| Interfund Credit* | -285,429 | -172,200 | -258,000 | -248,000 |
| Intrafund Credit* | -172,159 | -165,700 | -151,200 | -155,700 |
| Total | <u>102,988,672</u> | <u>105,929,400</u> | <u>107,125,900</u> | <u>110,352,700</u> |

*Reflects chargeback for Worker's Compensation costs.

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT**

DISABLED FIREFIGHTERS/OLD PENSION: this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for the sole surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 2,623,200 | 2,675,700 | 52,500 |

Major Change

Budget for small increase in number of disabled retired firefighters, plus increase in wages under contract obligation 52,500

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 24,066,100 | 26,129,100 | 2,063,000 |

Major Change

An average inflationary adjustment of 8.6% is assumed based on prior year experience 2,063,000

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 150,300 | 150,300 | 0 |

Major Change

No change in allocation is made

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 74,700 | 78,400 | 3,700 |

Major Change

Allocation increased based on projected need 3,700

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>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 999,100 | 900,000 | -99,100 |

Major Change

Allocation reduced to reflect historical experience -99,100

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-----------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>25,690,964</u> | <u>27,274,200</u> | <u>27,913,400</u> | <u>29,933,500</u> |
| Total | 25,690,964 | 27,274,200 | 27,913,400 | 29,933,500 |
| Appropriation by Activity | | | | |
| Disabled Firefighters/Old Pension | 2,547,946 | 2,502,500 | 2,623,200 | 2,675,700 |
| Hospital and Medical - Retirees | 22,388,317 | 24,073,200 | 24,066,100 | 26,129,100 |
| Dental Insurance - Retirees | 131,014 | 130,500 | 150,300 | 150,300 |
| Life Insurance - Retirees | 74,317 | 65,000 | 74,700 | 78,400 |
| Unemployment Compensation | <u>549,370</u> | <u>503,000</u> | <u>999,100</u> | <u>900,000</u> |
| Total | 25,690,964 | 27,274,200 | 27,913,400 | 29,933,500 |

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm administers the total insurance program and handles all claims. Contributions to Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 904,900 | 838,200 | -66,700 |

Major Change

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|---------------------------------------|----------------|----------------|----------------|
| Cost Components | | | |
| Administrative Charge | 110,600 | 110,600 | 0 |
| Insurance Premium - Major Claims | 714,000 | 664,000 | -50,000 |
| Contribution to the Insurance Reserve | <u>80,300</u> | <u>63,600</u> | <u>-16,700</u> |
| | 904,900 | 838,200 | -66,700 |

JUDGMENTS AND CLAIMS: this account is used to pay the City's liability for minor judgment-based obligations that may occur outside of the normal tort litigation covered by the City's general insurance.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 100,000 | 100,000 | 0 |

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>465,542</u> | <u>630,300</u> | <u>1,004,900</u> | <u>938,200</u> |
| Total | 465,542 | 630,300 | 1,004,900 | 938,200 |
| Appropriation by Activity | | | | |
| General Insurance | 446,542 | 590,300 | 904,900 | 838,200 |
| Judgments and Claims | <u>19,000</u> | <u>40,000</u> | <u>100,000</u> | <u>100,000</u> |
| Total | 465,542 | 630,300 | 1,004,900 | 938,200 |

UNDISTRIBUTED EXPENSES
OTHER

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the County and other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by State law. Payments are also made to Monroe County for services provided to City Court facilities.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 1,205,100 | 1,208,000 | 2,900 |

Major Change

An inflationary adjustment is made 2,900

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 279,700 | 279,700 | 0 |

Major Change

No change is made to allocation

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>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 216,000 | 227,800 | 11,800 |

Major Change

An inflationary adjustment is made 11,800

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>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 250,000 | 250,000 | 0 |

Major Change

No change is made to allocation

**UNDISTRIBUTED EXPENSES
OTHER**

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 425,000 | 425,000 | 0 |

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Bureau of Equipment Services. These costs are allocated to this Bureau so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | -2,250,000 | -2,250,000 | 0 |

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, employee assistance program, occupational medical services, the Employer Assisted Housing Incentive (EAHI) to qualified City employees purchasing a City home, and International Sister Cities.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 1,696,600 | 1,693,800 | -2,800 |

Major Change

| | |
|-------------------------------------------------------------------------------------------------------------------------------------|---------|
| Reduce allocation for Employer Assisted Housing Initiative (EAHI) based on historical expenses | -25,000 |
| Police and Fire occupational medicine and pre-hire screenings increased to reflect actual experience | 20,000 |
| Increase funding for Mayor's Events to reflect increased citizen input expenses for telephone town hall and additional sponsorships | 9,000 |
| Miscellaneous adjustments are made based on historical experience | -6,800 |

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

| | Actual <u>2015-16</u> | Estimated <u>2016-17</u> | Amended <u>2016-17</u> | Approved <u>2017-18</u> |
|----------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>1,504,551</u> | <u>890,800</u> | <u>1,822,400</u> | <u>1,834,300</u> |
| Total | 1,504,551 | 890,800 | 1,822,400 | 1,834,300 |
| Appropriation by Activity | | | | |
| Payments to Other Governments | 870,053 | 1,020,400 | 1,205,100 | 1,208,000 |
| Employee Development | 278,579 | 239,700 | 279,700 | 279,700 |
| City Channel 12 Operation | 221,385 | 219,300 | 216,000 | 227,800 |
| Time Bank Accrual | 13,508 | 0 | 0 | 0 |
| Title Reports | 254,050 | 250,000 | 250,000 | 250,000 |
| Efficiency & Effectiveness Initiatives | 236,540 | 165,000 | 425,000 | 425,000 |
| Motor Equipment Benefits Credit | -2,250,000 | -2,250,000 | -2,250,000 | -2,250,000 |
| Miscellaneous | <u>1,880,436</u> | <u>1,246,400</u> | <u>1,696,600</u> | <u>1,693,800</u> |
| Total | 1,504,551 | 890,800 | 1,822,400 | 1,834,300 |

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>2016-17</u> | <u>2017-18</u> | <u>Change</u> | <u>Percent Change</u> |
|--------|----------------|----------------|---------------|---------------------------|
| Budget | 4,477,700 | 7,548,500 | 3,070,800 | 68.6% |

Major Change

| | |
|------------------------------------------------------------------------------------------------------------------------|-----------|
| Allocation is made for difficult to project or unforeseen expenditures, including the cost of pending labor agreements | 6,879,300 |
|------------------------------------------------------------------------------------------------------------------------|-----------|

CONTINGENCY
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Amended</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | 0 | 4,477,700 | 4,477,700 | 7,548,500 |
| Total | 0 | 4,477,700 | 4,477,700 | 7,548,500 |
| Appropriation by Activity | | | | |
| General Contingency* | 0 | 4,477,700 | 4,477,700 | 7,548,500 |

*Reflects remaining contingency after amendments. The original 2016-17 Contingency was 6,054,800. the original 2015-16 Contingency was \$1,706,300.

**CAPITAL EXPENSE
EXPENDITURE SUMMARY**

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of “capital object or purpose” included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called “debt service.” Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan. Major changes reflect the difference between the amended 16-17 budget and the proposed 17-18 budget.

Year-To-Year Comparison

| <u>Category</u> | <u>Budget 2016-17</u> | <u>Budget 2017-18</u> | <u>Change</u> | <u>Percent Change</u> |
|-----------------|---------------------------|---------------------------|---------------|---------------------------|
| Cash Capital | 28,576,000 | 31,933,000 | 3,357,000 | 11.7% |
| Debt Service | 35,808,300 | 37,622,300 | 1,814,000 | 5.1% |
| Total | 64,384,300 | 69,555,300 | 5,171,000 | 8.0% |

Major Change Highlights

CASH CAPITAL

New Projects:

| | |
|------------------------------------------------|---------|
| Downtown Development | 500,000 |
| Pont-De-Rennes Bridge Rehabilitation | 475,000 |
| CO Detection Systems | 460,000 |
| Edgerton Recreation Center | 250,000 |
| IT Roadmap/Legacy Replacement | 250,000 |
| Information Security | 250,000 |
| Animal Services Roof | 243,000 |
| Highland Upper Gatehouse | 242,000 |
| Paystations | 200,000 |
| Adams Street R-Center | 150,000 |
| Rush Storage | 150,000 |
| Records Archives Fire Suppression System | 127,000 |
| Fire House Security | 120,000 |
| City Hall Building Historic Window Replacement | 100,000 |
| Data Center Expansion | 100,000 |

CAPITAL EXPENSE
EXPENDITURE SUMMARY

| | |
|-------------------------------------------------------------------|-----------|
| Main Street Streetscape & Pedestrian Wayfinding | 84,000 |
| Asbestos Management | 84,000 |
| Campbell Street Roof | 81,000 |
| Felix Street HVAC | 75,000 |
| Mainframe Hardware Outsourcing | 75,000 |
| Network Expansion/Refresh | 70,000 |
| Mount Hope Avenue Phase II | 61,000 |
| Thomas P. Ryan R-Center | 60,000 |
| Garage Revenue Control Equipment | 59,000 |
| Police Patrol Rifles | 55,000 |
| Bausch & Lomb HVAC Upgrades | 54,000 |
| Bridge Underpass | 50,000 |
| Erie Harbor Enhancement Phase II | 50,000 |
| Fire House Equipment | 50,000 |
| Audio/Web Conferencing & Collaboration | 50,000 |
| Cemeteries Small Equipment | 40,000 |
| Recreation and Youth Services Small Equipment | 31,000 |
| Eastman Trail | 30,000 |
| Comprehensive Access and Mobility Plan | 25,000 |
| External Filesharing | 25,000 |
| Bicycle Enhancements | 23,000 |
| East Main Street | 20,000 |
| Water Bureau Office Equipment | 18,000 |
| Graphic Proof Printer | 10,000 |
| <i>Projects or Project Elements that will not recur:</i> | |
| One time allocation for Central Library Upgrades | -70,000 |
| <i>Purchasing Power Parity Increments:</i> | |
| Filtration Plant Small Equipment Replacement | 5,000 |
| Water Security | 3,000 |
| Downtown Streetscape | 2,000 |
| Roof Repair | 2,000 |
| Blue Cross Arena at Rochester War Memorial Office Equipment | 2,000 |
| Heat Pump Replacement | 1,000 |
| DEBT SERVICE | |
| Expenditures increase in accordance with debt repayment schedules | 1,514,000 |

CAPITAL EXPENSE
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</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>66,829,554</u> | <u>64,344,900</u> | <u>64,344,900</u> | <u>69,515,900</u> |
| Total | 66,868,954 | 64,384,300 | 64,384,300 | 69,555,300 |
| Appropriation by Activity | | | | |
| Cash Capital | 29,276,700 | 28,576,000 | 28,576,000 | 31,933,000 |
| Debt Service | <u>37,592,254</u> | <u>35,808,300</u> | <u>35,808,300</u> | <u>37,622,300</u> |
| Total | 66,868,954 | 64,384,300 | 64,384,300 | 69,555,300 |

**CAPITAL EXPENSE
CASH CAPITAL**

TRANSPORTATION & INFRASTRUCTURE

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 2,863,000 | 5,742,000 | 2,879,000 |

Major Change

New Projects:

| | |
|----------------------------------------|---------|
| Pont-De-Rennes Bridge Rehabilitation | 475,000 |
| Mount Hope Avenue Phase II | 61,000 |
| Bridge Underpass | 50,000 |
| Comprehensive Access and Mobility Plan | 25,000 |
| East Main Street | 20,000 |

Changes in Existing Projects from 2016-17:

| | |
|---------------------------------------------------------------------------|-----------|
| Funding increases for Hazardous Sidewalk Remediation, as planned | 2,813,000 |
| Funding increases for Street Treatment, as planned | 985,000 |
| Funding decreases for Residential Street Rehabilitation | -298,000 |
| Funding decreases Bausch Street/Upper Falls, as planned | -274,000 |
| Funding decreases for South Avenue, as planned | -263,000 |
| Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement | -207,000 |
| Funding decreases for Bridge Maintenance Program | -203,000 |
| Funding decreases for Traffic Control program | -190,000 |
| Funding decreases for Scottsville Road & Elmwood Avenue, as planned | -58,000 |
| Funding decreases for Project Uplift | -38,000 |
| Funding decreases for City wide Pavement Preventative Program, as planned | -19,000 |

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 90,000 | 140,000 | 50,000 |

New Projects:

| | |
|----------------------------------|--------|
| Erie Harbor Enhancement Phase II | 50,000 |
|----------------------------------|--------|

WATER SYSTEM

The Water System category encompasses both the supply and distribution systems, which provide safe and reliable sources of water to the City. Improvements funded in this category include the cleaning and lining of water mains; replacement of hydrants, valves and meters; and conduit and watershed improvements.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 3,745,000 | 3,998,000 | 253,000 |

Major Change

Changes in Existing Projects from 2016-17:

| | |
|---------------------------------------------------------------|--------|
| Funding increases for Distribution System Water Main Renewal | 86,000 |
| Funding increases for Holly Station Related Renovation | 80,000 |
| Funding increases for Water Meter Replacement Program | 23,000 |
| Funding increases for Hydrant and Valve Replacement Program | 16,000 |
| Funding increases for Filtration Plant and Related Renovation | 20,000 |
| Funding increases for Conduit Valve & Vault Rehabilitation | 10,000 |
| Funding increases for Upland Structures | 10,000 |
| <i>Purchasing Power Parity Increments:</i> | |
| Filtration Plant Small Equipment Replacement | 5,000 |
| Water Security | 3,000 |

PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 1,415,000 | 2,785,000 | 1,370,000 |

**CAPITAL EXPENSE
CASH CAPITAL**

Major Change*New Projects:*

| | |
|----------------------|--------|
| Police Patrol Rifles | 55,000 |
| Fire House Equipment | 50,000 |

Changes in Existing Projects from 2016-17:

| | |
|------------------------------------------------------------------------------|-----------|
| Funding increases for Police Vehicles | 1,000,000 |
| Funding increases for SCBA equipment | 280,000 |
| Funding decreases for Cars, Vans and Utility Vehicles in the Fire Department | -124,000 |
| Funding increases for Police Equipment | 50,000 |
| Funding increases for Police Tasers, as planned | 48,000 |
| Funding increases for Emergency Communications Vehicles | 35,000 |
| Funding decreases for Animal Services Equipment, as planned | -25,000 |
| Funding decreases for Small Equipment in the Fire Department | -19,000 |
| Funding increases for Communications Equipment in Fire Department | 10,000 |
| Funding increases for Turnout Gear | 10,000 |

PARKS & OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 2,187,000 | 1,659,000 | -528,000 |

Major Change*New Projects:*

| | |
|----------------------|--------|
| Eastman Trail | 30,000 |
| Bicycle Enhancements | 23,000 |

Changes in Existing Projects from 2016-17:

| | |
|-----------------------------------------------------------------|----------|
| Funding increases for Recreation Building Security Enhancements | 200,000 |
| Funding decreases for Forestry Tree Program | -200,000 |
| Funding decreases for Cemetery Development | -200,000 |
| Funding decreases for Genesee Riverway Rehabilitation | -191,000 |
| Funding decreases for Cemeteries Site Development | -140,000 |
| Funding decreases for Skate Park, as planned | -100,000 |
| Funding increases for Cemeteries Facilities | 30,000 |

**CAPITAL EXPENSE
CASH CAPITAL**

15-7

Major Change

| | |
|--------------------------------------------------|--------|
| Funding increases for Ash Tree Program | 10,000 |
| Funding increases for Cemeteries Memorialization | 10,000 |

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 4,679,000 | 3,027,000 | -1,652,000 |

Major Change

New Projects:

| | |
|-------------------------------------------------|---------|
| Downtown Development | 500,000 |
| Main Street Streetscape & Pedestrian Wayfinding | 84,000 |

Changes in Existing Projects from 2016-17:

| | |
|-----------------------------------------------------------------------------------|------------|
| Funding decreases for Bull's Head as Cash Capital is reassigned to debt | -1,100,000 |
| Funding decreases for Acquisition | -500,000 |
| Funding increases for Roofing Program | 500,000 |
| Funding decreases for Home Ownership Program | -460,000 |
| Funding decreases for Hazardous Waste Remediation | -293,000 |
| Funding Increases for Focused Investment | 250,000 |
| Funding increases for Demolition | 250,000 |
| Funding decreases for Affordable Housing Acquisition and Support | -250,000 |
| Funding decreases for Beechwood/EMMA Neighborhood Improvements, as planned | -200,000 |
| Funding decreases for La Marketa, as planned | -130,000 |
| Funding decreases for Investigation & Remediation at Reynolds Street, as planned | -100,000 |
| Funding decreases for Investigation & Remediation at East Main Street, as planned | -100,000 |
| Funding decreases for Marketview Heights URDP | -80,000 |
| Funding decreases for Lyell Lake State Street BOA & Josana Master Plan | -25,000 |

Purchasing Power Parity Increments:

| | |
|----------------------|-------|
| Downtown Streetscape | 2,000 |
|----------------------|-------|

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

**CAPITAL EXPENSE
CASH CAPITAL**

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 0 | 0 | 0 |

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 1,074,000 | 430,000 | -644,000 |

Major Change*New Projects:*

| | |
|--------------------------------------------------------------------|---------|
| CO Detection System for Blue Cross Arena at Rochester War Memorial | 100,000 |
|--------------------------------------------------------------------|---------|

Changes in Existing Projects from 2016-17:

| | |
|------------------------------------------------------|----------|
| Funding decreases for Roof Recoating and Restoration | -750,000 |
|------------------------------------------------------|----------|

| | |
|-----------------------------------------|--------|
| Funding increases for Port of Rochester | 50,000 |
|-----------------------------------------|--------|

| | |
|-------------------------------------------|---------|
| Funding decreases for High Falls District | -44,000 |
|-------------------------------------------|---------|

CAPITAL EXPENSE
CASH CAPITAL

MUNICIPAL FACILITIES

The Municipal Facilities category provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 4,322,000 | 5,252,000 | 930,000 |

Major Change

New Projects:

| | |
|------------------------------------------------|---------|
| CO Detection Systems | 460,000 |
| Edgerton Recreation Center | 250,000 |
| Animal Services Roof | 243,000 |
| Highland Upper Gatehouse | 242,000 |
| Paystations | 200,000 |
| Adams Street R-Center | 150,000 |
| Rush Storage | 150,000 |
| Records Archives Fire Suppression System | 127,000 |
| City Hall Building Historic Window Replacement | 100,000 |
| Asbestos Management | 84,000 |
| Campbell Street Roof | 81,000 |
| Felix Street HVAC | 75,000 |
| Thomas P. Ryan R-Center | 60,000 |
| Garage Revenue Control Equipment | 59,000 |
| Bausch & Lomb HVAC Upgrades | 54,000 |

Changes in Existing Projects from 2016-17:

| | |
|---------------------------------------------------------------|-----------|
| Funding increases for Garage Elevator Program | 1,300,000 |
| Funding decreases for CVMF Building 300 Roof | -787,000 |
| Funding decreases for City Hall Sidewalk Replacement | -500,000 |
| Funding decreases for CVMF Building 100 Roof | -346,000 |
| Funding decreases for Garage Program | -314,000 |
| Funding decreases for Animal Services Interior | -251,000 |
| Funding increases for Westside Garage | 240,000 |
| Funding decreases for CVMF Building 103 CNG Fuel Station Roof | -210,000 |
| Funding decreases for Public Safety Building Generator | -200,000 |
| Funding decreases for Public Safety Building repairs | -150,000 |

**CAPITAL EXPENSE
CASH CAPITAL**

Major Change

| | |
|------------------------------------------------------------------------------------------------------------------------------|----------|
| Funding increases for General Rehabilitation of non-public safety facilities | 100,000 |
| Funding decreases for Central Library Master Space Renovations | -100,000 |
| Funding decreases for Animal Services Building Improvements | -60,000 |
| Funding decreases for City Hall | -48,000 |
| Funding decreases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard | -33,000 |
| Funding increases for Central Library | 24,000 |
| Funding decreases for Branch Libraries Facilities | -22,000 |
| Funding increases for CVMF Lift Replacement | 20,000 |
| Funding decreases for Police Facilities | -1,000 |

Projects or Project Elements that will not recur:

| | |
|--------------------------------------------------|---------|
| One time allocation for Central Library Upgrades | -70,000 |
|--------------------------------------------------|---------|

Purchasing Power Parity Increments:

| | |
|-----------------------|-------|
| Roof Repair | 2,000 |
| Heat Pump Replacement | 1,000 |

BUSINESS EQUIPMENT

The Business Equipment category consists of the ongoing replacement programs for general office equipment, non-motorized field equipment, and information processing systems.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 1,810,000 | 1,861,000 | 51,000 |

Major Change

New Projects:

| | |
|-----------------------------------------------|---------|
| IT Roadmap/Legacy Replacement | 250,000 |
| Information Security | 250,000 |
| Data Center Expansion | 100,000 |
| Fire House Security | 120,000 |
| Mainframe Hardware Outsourcing | 75,000 |
| Network Expansion/Refresh | 70,000 |
| Audio/Web Conferencing & Collaboration | 50,000 |
| Cemeteries Small Equipment | 40,000 |
| Recreation and Youth Services Small Equipment | 31,000 |
| External Filesharing | 25,000 |

CAPITAL EXPENSE
CASH CAPITAL

15-11

Major Change

| | |
|-------------------------------|--------|
| Water Bureau Office Equipment | 18,000 |
| Graphic Proof Printer | 10,000 |

Changes in Existing Projects from 2016-17:

| | |
|-----------------------------------------------------------------------------------|----------|
| Funding decreases for Police Fingerprint File | -250,000 |
| Funding decreases for MS Office 2013 | -190,000 |
| Funding decreases for Lagan Upgrade | -150,000 |
| Funding decreases for Security Remediation | -150,000 |
| Funding increases for Client Services | 110,000 |
| Funding decreases for Street Pavement Management System | -90,000 |
| Funding decreases for Printer Consolidation | -80,000 |
| Funding increases for Video Surveillance Camera Network | 70,000 |
| Funding decreases for Production Mainframe Printer | -70,000 |
| Funding increases for Payroll System | 50,000 |
| Funding increases for Future Technology Initiatives and Planning | 50,000 |
| Funding decreases for Electronic Processing Payment | -50,000 |
| Funding decreases for Migrate Cold Fusion Web Applications | -50,000 |
| Funding decreases for Disaster Recovery Assessment | -50,000 |
| Funding decreases for Telephony Expansion | -50,000 |
| Funding decreases for Branch Libraries Technology | -35,000 |
| Funding decreases for Street Tablets | -25,000 |
| Funding decreases for Branch Libraries Office Equipment | -20,000 |
| Funding increases for Small Equipment in the Department of Environmental Services | 10,000 |
| Funding decreases for Environmental Services Office Furnishing | -10,000 |
| Funding decreases for Environmental Services Commissioner's Office Furnishing | -10,000 |

Purchasing Power Parity Increments:

| | |
|-------------------------------------------------------------|-------|
| Blue Cross Arena at Rochester War Memorial Office Equipment | 2,000 |
|-------------------------------------------------------------|-------|

**CAPITAL EXPENSE
CASH CAPITAL**

Non-Public Safety Fleet

The Non-Public Safety Fleet category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood and Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

Year-To-Year Comparison

| | <u>2016-17</u> | <u>2017-18</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 6,391,000 | 7,039,000 | 648,000 |

Major Change

Changes in Existing Projects from 2016-17:

| | |
|---------------------------------------------------------------------------------------------------|------------|
| Funding Increases for Motor Equipment in the Solid Waste Collections Division, as planned | 3,784,000 |
| Funding decreases for Motor Equipment in Department of Environmental Services (other), as planned | -2,348,000 |
| Funding decreases for Motor Equipment in Buildings and Parks | -936,000 |
| Funding increases for Motor Equipment in Water Bureau | 593,000 |
| Funding decreases for Motor Equipment in Cemetery | -220,000 |
| Funding decreases for Motor Equipment in Department of Recreation and Youth Services | -65,000 |
| Funding decreases for Motor Equipment at Parking | -64,000 |
| Funding decreases for Motor Equipment in Neighborhood and Business Development | -62,000 |
| Funding increases in Equipment Services | 37,000 |
| Funding decreases for Motor Equipment in Bureau of Architecture and Engineering | -23,000 |
| Funding decreases for Motor Equipment in Treasury | -32,000 |
| Funding decreases for Motor Equipment in Information Technology | -16,000 |

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</u> |
|---------------------------------|---------------------------------|------------------------------------|---------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>29,276,700</u> | <u>28,576,000</u> | <u>28,576,000</u> | <u>31,933,000</u> |
| Total | 29,276,700 | 28,576,000 | 28,576,000 | 31,933,000 |
| Appropriation by Activity | | | | |
| Transportation & Infrastructure | 3,290,600 | 2,863,000 | 2,863,000 | 5,742,000 |
| Public Waterfront | 352,000 | 90,000 | 90,000 | 140,000 |
| Water System | 4,191,000 | 3,745,000 | 3,745,000 | 3,998,000 |
| Public Safety | 1,440,300 | 1,415,000 | 1,415,000 | 2,785,000 |
| Parks & Open Space | 1,781,000 | 2,187,000 | 2,187,000 | 1,659,000 |
| Economic Development | 3,602,000 | 4,679,000 | 4,679,000 | 3,027,000 |
| Arts & Culture | 527,000 | 0 | 0 | 0 |
| Public Facilities | 433,000 | 1,074,000 | 1,074,000 | 430,000 |
| Municipal Facilities | 5,810,000 | 4,322,000 | 4,322,000 | 5,252,000 |
| Business Equipment | 1,071,000 | 1,810,000 | 1,810,000 | 1,861,000 |
| Non-Public Safety Fleet | <u>6,778,800</u> | <u>6,391,000</u> | <u>6,391,000</u> | <u>7,039,000</u> |
| Total | 29,276,700 | 28,576,000 | 28,576,000 | 31,933,000 |

**CAPITAL EXPENSE
DEBT SERVICE**

Principal payments consist of annual installment payments on long-term borrowing (Serial Bonds) and short-term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

| | Budget <u>2016-17</u> | Budget <u>2017-18</u> | <u>Change</u> |
|-------------------------|--------------------------|--------------------------|------------------|
| Serial Bonds | 25,515,000 | 23,411,300 | -2,103,700 |
| Bond Anticipation Notes | <u>2,270,000</u> | <u>6,810,000</u> | <u>4,540,000</u> |
| Total | 27,785,000 | 30,221,300 | 2,436,300 |

Interest Payment consists of annual payments of interest on long-term borrowing (Serial Bonds) and short-term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

| | Budget <u>2016-17</u> | Budget <u>2017-18</u> | <u>Change</u> |
|-------------------------|--------------------------|--------------------------|----------------|
| Serial Bonds | 7,128,100 | 5,984,600 | -1,143,500 |
| Bond Anticipation Notes | <u>895,200</u> | <u>1,416,400</u> | <u>521,200</u> |
| Total | 8,023,300 | 7,401,000 | -622,300 |

The following table illustrates the actual rates on borrowing contracted by the City during 2017-18. Rates vary with the type of borrowing, size of the issue, and general market conditions.

| <u>Date</u> | <u>Type of Issue</u> | <u>Interest Rate</u> |
|-------------|----------------------|----------------------|
| Aug. 2016 | BAN | 2.00 |
| Mar 2017 | BAN | 2.25 |

Statement of Indebtedness - June 30, 2017

| <u>Category</u> | <u>Bonds</u> | <u>Notes</u> | <u>Total</u> |
|-----------------|--------------|-------------------|-------------------|
| General | 98,980,799 | 53,505,550 | 152,486,349 |
| Sewer* | 352,453 | 0 | 352,453 |
| Water | 44,376,347 | 12,247,450 | 56,623,797 |
| School | 118,020,401 | 31,566,000 | 149,586,401 |
| School - RJSCB | <u>0</u> | <u>32,000,000</u> | <u>32,000,000</u> |
| | 261,730,000 | 129,319,000 | 391,049,000 |

Less:

Items not subject to Constitutional Limit:

| | |
|------------------------------------------------------------------------|--------------------|
| -Sewer (partial) | 0 |
| -Water | 56,623,797 |
| -School RJSCB | 32,000,000 |
| Constitutional Debt | <u>302,425,203</u> |
| Constitutional Debt Limit | <u>571,280,015</u> |
| (equal to 9% of the most recent five year average full assessed value) | |
| Estimated Debt Contracting Margin | 268,854,812 |

CAPITAL EXPENSE
DEBT SERVICE

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2017

| <u>Fiscal Year</u> | <u>City</u> | <u>School</u> | <u>Total</u> |
|--------------------|---------------|---------------|---------------|
| 2017-18 | 23,411,201 | 18,983,799 | 42,395,000 |
| 2018-19 | 21,759,104 | 17,835,896 | 39,595,000 |
| 2019-20 | 18,144,294 | 17,130,706 | 35,275,000 |
| 2020-21 | 15,995,000 | 15,700,000 | 31,695,000 |
| 2021-22 | 13,110,000 | 11,715,000 | 24,825,000 |
| 2022-23 | 12,190,000 | 10,050,000 | 22,240,000 |
| 2023-24 | 11,440,000 | 7,290,000 | 18,730,000 |
| 2024-25 | 10,345,000 | 5,390,000 | 15,735,000 |
| 2025-26 | 5,675,000 | 3,815,000 | 9,490,000 |
| 2026-27 | 4,810,000 | 2,975,000 | 7,785,000 |
| 2027-28 | 3,020,000 | 2,825,000 | 5,845,000 |
| 2028-29 | 2,115,000 | 2,030,000 | 4,145,000 |
| 2029-30 | 985,000 | 1,230,000 | 2,215,000 |
| 2030-31 | 575,000 | 1,050,000 | 1,625,000 |
| 2031-32 | 135,000 | | 135,000 |
| Total | \$143,709,599 | \$118,020,401 | \$261,730,000 |

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2015-16</u> | <u>Estimated</u> <u>2016-17</u> | <u>Budget</u> <u>2016-17</u> | <u>Approved</u> <u>2017-18</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>37,552,854</u> | <u>35,768,900</u> | <u>35,768,900</u> | <u>37,582,900</u> |
| Total | 37,592,254 | 35,808,300 | 35,808,300 | 37,622,300 |
| Appropriation by Activity | | | | |
| Principal Payment | 28,514,627 | 27,785,000 | 27,785,000 | 30,221,300 |
| Interest Payment | <u>9,077,627</u> | <u>8,023,300</u> | <u>8,023,300</u> | <u>7,401,000</u> |
| Total | 37,592,254 | 35,808,300 | 35,808,300 | 37,622,300 |

CAPITAL EXPENSE TAX RATES

TAX RATES FOR DEBT SERVICE

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|--------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Expense (\$000) | | | | | | |
| Existing Debt | 37,622.3 | 40,040.1 | 39,725.7 | 41,748.9 | 42,888.6 | 202,025.6 |
| New Program | | <u>1,482.8</u> | <u>5,830.8</u> | <u>10,865.8</u> | <u>16,136.8</u> | <u>34,316.2</u> |
| | 37,622.3 | 41,522.9 | 45,556.5 | 52,614.7 | 59,025.4 | 236,341.8 |
| Revenue (\$000) | | | | | | |
| Premium and Interest Fund | 3,500.0 | 3,500.0 | 3,500.0 | 3,500.0 | 3,500.0 | 17,500.0 |
| Federal Interest Subsidy | 74.9 | | | | | 74.9 |
| CHIPS | 4,319.2 | 3,784.2 | 3,784.2 | 3,784.2 | 3,784.2 | 19,456.0 |
| Fed. Transportation Reimb. | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 | 125.0 |
| Enterprise Funds | <u>14,148.3</u> | <u>16,169.3</u> | <u>16,674.7</u> | <u>17,341.1</u> | <u>17,685.8</u> | <u>82,019.2</u> |
| | 22,067.4 | 23,478.5 | 23,983.9 | 24,650.3 | 24,995.0 | 119,175.1 |
| Tax Revenue Required (\$000) | 15,554.9 | 18,044.4 | 21,572.6 | 27,964.4 | 34,030.4 | 117,166.7 |
| Tax Reserve | <u>733.0</u> | <u>850.3</u> | <u>1,016.5</u> | <u>1,317.7</u> | <u>1,603.5</u> | <u>-32,532.5</u> |
| Tax Levy Required (\$000) | 16,287.9 | 18,894.7 | 22,589.1 | 29,282.1 | 35,633.9 | 84,634.2 |
| Tax Rate per \$1,000 Assessed Value | | | | | | |
| Homestead | 1.71 | 1.99 | 2.38 | 3.08 | 3.75 | |
| Non-Homestead | 3.68 | 4.27 | 5.11 | 6.62 | 8.06 | |

TAX RATES FOR CASH CAPITAL

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|--------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Expense (\$000) | | | | | | |
| General Cash Capital | 13,060.0 | 29,760.0 | 28,056.0 | 26,716.0 | 21,980.0 | 119,572.0 |
| Animal Cash Capital | 258.0 | 15.0 | 15.0 | 15.0 | 15.0 | 318.0 |
| Library Cash Capital | 148.0 | 702.0 | 226.0 | 813.0 | 271.0 | 2,160.0 |
| Local Works Cash Capital | 4,246.0 | 7,047.0 | 7,329.0 | 5,979.0 | 5,279.0 | 29,880.0 |
| Water Cash Capital | 5,969.0 | 5,818.0 | 6,212.0 | 6,158.0 | 4,914.0 | 29,071.0 |
| War Memorial Cash Capital | 277.0 | 140.0 | 790.0 | 444.0 | 140.0 | 1,791.0 |
| Parking Cash Capital | 2,059.0 | 1,653.0 | 1,246.0 | 750.0 | 750.0 | 6,458.0 |
| Public Market Cash Capital | 46.0 | 78.0 | 50.0 | 52.0 | 54.0 | 280.0 |
| Cemetery Cash Capital | 370.0 | 1,212.0 | 1,234.0 | 1,319.0 | 1,175.0 | 5,310.0 |
| Refuse Cash Capital | <u>5,500.0</u> | <u>2,221.0</u> | <u>1,439.0</u> | <u>1,845.0</u> | <u>6,509.0</u> | <u>17,514.0</u> |
| | 31,933.0 | 48,646.0 | 46,597.0 | 44,091.0 | 41,087.0 | 212,354.0 |
| Revenue (\$000) | | | | | | |
| CHIPS | 706.0 | 706.0 | 706.0 | 706.0 | 706.0 | 3,530.0 |
| Traffic Shares | 144.0 | 144.0 | 144.0 | 144.0 | 144.0 | 720.0 |
| Miscellaneous | 271.0 | 5.0 | 5.0 | 5.0 | 5.0 | 291.0 |
| Enterprise Funds | <u>17,774.0</u> | <u>16,739.0</u> | <u>16,226.0</u> | <u>14,732.0</u> | <u>17,452.0</u> | <u>82,923.0</u> |
| | 18,895.0 | 17,594.0 | 17,081.0 | 15,587.0 | 18,307.0 | 87,464.0 |
| Tax Revenue Required (\$000) | 13,038.0 | 31,052.0 | 29,516.0 | 28,504.0 | 22,780.0 | 124,890.0 |
| Tax Reserve | <u>614.4</u> | <u>1,463.2</u> | <u>1,390.8</u> | <u>1,343.1</u> | <u>1,073.4</u> | <u>5,884.9</u> |
| Tax Levy Required (\$000) | 13,652.4 | 32,515.2 | 30,906.8 | 29,847.1 | 23,853.4 | 130,774.9 |
| Tax Rate per \$1,000 Assessed Value | | | | | | |
| Homestead | 1.44 | 3.42 | 3.25 | 3.14 | 2.51 | |
| Non-Homestead | 3.09 | 7.35 | 6.99 | 6.75 | 5.40 | |



Capital Improvement Program

2017-18

City of Rochester, New York

July 1, 2017

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President

Carolee A. Conklin (At-Large)
Matt Haag (At-Large)
Adam C. McFadden (South District)
Dana Miller (At-Large)
Jacklyn Ortiz (At-Large)
Molly Clifford (Northwest District)
Michael A. Patterson (Northeast District)
Elaine M. Spaul (East District)

Mayor

Lovely A. Warren

Deputy Mayor

Dr. Cedric Alexander

Office of Management & Budget

Christopher M. Wagner, Director of Management & Budget

Staff

John Fornof, Management & Budget

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2017-18 TO 2021-22 Capital Improvement Program

INTRODUCTION

CAPITAL EXPENDITURES

The Capital Improvement Program (CIP) is a financing plan for the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in the capital program, a project or item must be consistent with the definition of capital object or purpose included in Section 11 of the New York State Local Finance Law.

The financing of capital projects may occur through three means. First, a direct appropriation may be made; this type of appropriation is known as cash capital. Second, funds for projects may be obtained through the issuance of bonds and notes, two forms of debt. The subsequent repayment of this debt and related interest costs is called debt service. Funding for repayment of debt is included in the Debt Service allocation of the annual operating budget. Third, full or partial funding for some projects is obtained from outside agencies.

CIP DOCUMENT

This document represents a five-year capital investment program organized in three parts.

The first part is a financial summary overview of the recommended program. Categories, funding sources and Departments are summarized in this section.

The second part presents the project detail organized by eleven functional program types: Transportation (T), Public Waterfront (O), Water System (W), Public Safety (P), Parks and Open Space (S), Economic Development, Arts (E) and Culture (A), Public Facilities (F), Municipal Facilities (M), Business Equipment (B), and Non-Public Safety Fleet (N). Each of these types is further divided into Categories (e.g. E-1 Downtown Development). Categories may contain one or more projects (e.g. E-1 Center City Beautification, Midtown Redevelopment III).

Each program type is prefaced by a narrative description, a listing of new programs, and program changes.

Each project is described along with its cost and funding source for each year of the plan.

The third part contains appendices listing funding, program and departmental detail.

FY 2018-22

SUMMARY BY FUNDING SOURCE (000s)

| CAPITAL IMPROVEMENT PROGRAM | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
|------------------------------------|---------------|----------------|----------------|---------------|---------------|----------------|
| CDBG | 1,950 | 1,255 | 1,255 | 1,255 | 1,255 | 6,970 |
| Monroe County Traffic | 144 | 229 | 195 | 357 | 143 | 1,068 |
| Federal | 6,386 | 9,563 | 10,166 | 7,976 | 0 | 34,091 |
| General Debt | 16,792 | 23,790 | 22,201 | 20,554 | 12,710 | 96,047 |
| Library Debt | 0 | 1,391 | 0 | 0 | 1,256 | 2,647 |
| Refuse Debt | 0 | 832 | 3,000 | 0 | 0 | 3,832 |
| Local Works Debt | 0 | 831 | 0 | 0 | 0 | 831 |
| Monroe County | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 |
| New York State | 622 | 13,472 | 10,198 | 3,000 | 0 | 27,292 |
| Parking Debt | 1,185 | 980 | 1,775 | 1,078 | 6,400 | 11,418 |
| Private | 0 | 20 | 0 | 0 | 0 | 20 |
| Water Debt | 4,656 | 3,745 | 5,817 | 17,686 | 12,708 | 44,612 |
| Animal Control Cash Capital | 258 | 15 | 15 | 15 | 15 | 318 |
| General Cash Capital | 12,916 | 29,531 | 27,861 | 26,359 | 21,837 | 118,504 |
| Cemetery Cash Capital | 370 | 1,212 | 1,234 | 1,319 | 1,175 | 5,310 |
| Library Cash Capital | 148 | 702 | 226 | 813 | 271 | 2,160 |
| Local Works Cash Capital | 4,246 | 7,047 | 7,329 | 5,979 | 5,279 | 29,880 |
| Parking Cash Capital | 2,059 | 1,653 | 1,246 | 750 | 750 | 6,458 |
| Public Market Cash Capital | 46 | 78 | 50 | 52 | 54 | 280 |
| Refuse Cash Capital | 5,500 | 2,221 | 1,439 | 1,845 | 6,509 | 17,514 |
| Water Cash Capital | 5,969 | 5,818 | 6,212 | 6,158 | 4,914 | 29,071 |
| War Memorial Cash Capital | 277 | 140 | 790 | 444 | 140 | 1,791 |
| Grand Total | <i>64,524</i> | <i>105,525</i> | <i>102,009</i> | <i>96,640</i> | <i>76,416</i> | <i>445,114</i> |

FY 2018-22

CAPITAL IMPROVEMENT
PROGRAM

Category Summary

2017-18 2018-19 2019-20 2020-21 2021-22 TOTAL

Arts & Culture

| | | | | | | | |
|----------------------|-------|---|-----|-----|-----|-----|-----|
| General Cash Capital | | 0 | 150 | 150 | 150 | 150 | 600 |
| Arts & Culture | Total | 0 | 150 | 150 | 150 | 150 | 600 |

Business Equipment

| | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|--------|
| Cemetery Cash Capital | | 40 | 40 | 40 | 45 | 45 | 210 |
| General Cash Capital | | 1,412 | 2,516 | 2,587 | 2,885 | 2,834 | 12,234 |
| Library Cash Capital | | 10 | 120 | 30 | 70 | 65 | 295 |
| Local Works Cash Capital | | 20 | 25 | 26 | 26 | 27 | 124 |
| Refuse Cash Capital | | 235 | 246 | 252 | 258 | 265 | 1,256 |
| War Memorial Cash Capital | | 70 | 70 | 70 | 70 | 70 | 350 |
| Water Cash Capital | | 74 | 115 | 98 | 87 | 89 | 463 |
| Business Equipment | Total | 1,861 | 3,132 | 3,103 | 3,441 | 3,395 | 14,932 |

Economic Development

| | | | | | | | |
|----------------------|-------|-------|--------|--------|-------|-------|--------|
| CDBG | | 1,700 | 1,200 | 1,200 | 1,200 | 1,200 | 6,500 |
| Federal | | 174 | 1,793 | 0 | 0 | 0 | 1,967 |
| General Cash Capital | | 3,027 | 8,391 | 8,868 | 7,552 | 6,309 | 34,147 |
| General Debt | | 3,850 | 4,825 | 1,150 | 900 | 0 | 10,725 |
| New York State | | 0 | 500 | 0 | 0 | 0 | 500 |
| Private | | 0 | 20 | 0 | 0 | 0 | 20 |
| Economic Development | Total | 8,751 | 16,729 | 11,218 | 9,652 | 7,509 | 53,859 |

| | | | | | | |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Category Summary 2018-22 CIP | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|

Municipal Facilities

| | | | | | | | |
|-----------------------------|-------|---------------|---------------|---------------|---------------|---------------|---------------|
| Animal Control Cash Capital | 243 | 0 | 0 | 0 | 0 | 243 | |
| General Cash Capital | 1,878 | 3,850 | 3,519 | 3,479 | 1,719 | 14,445 | |
| General Debt | 3,534 | 8,401 | 2,653 | 3,484 | 2,337 | 20,409 | |
| Library Cash Capital | 138 | 582 | 196 | 743 | 206 | 1,865 | |
| Library Debt | 0 | 1,391 | 0 | 0 | 1,256 | 2,647 | |
| Local Works Cash Capital | 81 | 185 | 1,202 | 499 | 86 | 2,053 | |
| Local Works Debt | 0 | 831 | 0 | 0 | 0 | 831 | |
| New York State | 500 | 0 | 698 | 0 | 0 | 1,198 | |
| Parking Cash Capital | 2,059 | 1,595 | 1,150 | 750 | 750 | 6,304 | |
| Parking Debt | 1,185 | 980 | 1,775 | 1,078 | 6,400 | 11,418 | |
| Refuse Cash Capital | 381 | 491 | 990 | 499 | 86 | 2,447 | |
| Refuse Debt | 0 | 832 | 3,000 | 0 | 0 | 3,832 | |
| Water Cash Capital | 472 | 43 | 43 | 739 | 5 | 1,302 | |
| Municipal Facilities | Total | <i>10,471</i> | <i>19,181</i> | <i>15,226</i> | <i>11,271</i> | <i>12,845</i> | <i>68,994</i> |

Non-Public Safety Fleet

| | | | | | | | |
|----------------------------|-------|--------------|--------------|--------------|--------------|--------------|---------------|
| Cemetery Cash Capital | 20 | 167 | 154 | 199 | 20 | 560 | |
| General Cash Capital | 455 | 2,588 | 1,299 | 1,572 | 612 | 6,526 | |
| Local Works Cash Capital | 292 | 2,393 | 1,536 | 768 | 355 | 5,344 | |
| Parking Cash Capital | 0 | 58 | 96 | 0 | 0 | 154 | |
| Public Market Cash Capital | 0 | 30 | 0 | 0 | 0 | 30 | |
| Refuse Cash Capital | 4,884 | 1,484 | 197 | 1,088 | 6,158 | 13,811 | |
| War Memorial Cash Capital | 37 | 0 | 0 | 0 | 0 | 37 | |
| Water Cash Capital | 1,351 | 757 | 789 | 836 | 124 | 3,857 | |
| Non-Public Safety Fleet | Total | <i>7,039</i> | <i>7,477</i> | <i>4,071</i> | <i>4,463</i> | <i>7,269</i> | <i>30,319</i> |

| | | | | | | |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Category Summary 2018-22 CIP | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|

Parks and Open Space

| | | | | | | | |
|----------------------------|-------|-------|--------|--------|-------|-------|--------|
| CDBG | | 200 | 0 | 0 | 0 | 0 | 200 |
| Cemetery Cash Capital | | 310 | 1,005 | 1,040 | 1,075 | 1,110 | 4,540 |
| Federal | | 1,100 | 0 | 0 | 0 | 0 | 1,100 |
| General Cash Capital | | 1,303 | 2,221 | 2,599 | 2,088 | 2,133 | 10,344 |
| General Debt | | 250 | 0 | 0 | 2,400 | 3,200 | 5,850 |
| New York State | | 22 | 7,106 | 6,500 | 0 | 0 | 13,628 |
| Public Market Cash Capital | | 46 | 48 | 50 | 52 | 54 | 250 |
| Parks and Open Space | Total | 3,231 | 10,380 | 10,189 | 5,615 | 6,497 | 35,912 |

Public Facilities

| | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-----|-------|
| General Cash Capital | | 260 | 658 | 260 | 262 | 264 | 1,704 |
| General Debt | | 1,232 | 1,368 | 2,472 | 870 | 0 | 5,942 |
| War Memorial Cash Capital | | 170 | 70 | 720 | 374 | 70 | 1,404 |
| Public Facilities | Total | 1,662 | 2,096 | 3,452 | 1,506 | 334 | 9,050 |

Public Safety

| | | | | | | | |
|-----------------------------|-------|-------|-------|-------|-------|-------|--------|
| Animal Control Cash Capital | | 15 | 15 | 15 | 15 | 15 | 75 |
| CDBG | | 50 | 55 | 55 | 55 | 55 | 270 |
| General Cash Capital | | 2,770 | 6,285 | 5,721 | 6,389 | 4,756 | 25,921 |
| General Debt | | 2,600 | 0 | 0 | 0 | 0 | 2,600 |
| Public Safety | Total | 5,435 | 6,355 | 5,791 | 6,459 | 4,826 | 28,866 |

Public Waterfront

| | | | | | | | |
|----------------------|-------|-----|-------|-------|-------|-----|--------|
| General Cash Capital | | 140 | 165 | 55 | 40 | 512 | 912 |
| General Debt | | 0 | 1,400 | 5,900 | 0 | 0 | 7,300 |
| New York State | | 0 | 1,330 | 1,700 | 3,000 | 0 | 6,030 |
| Public Waterfront | Total | 140 | 2,895 | 7,655 | 3,040 | 512 | 14,242 |

| Category Summary 2018-22 CIP | | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------------------------|--------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Transportation & Infrastructure | | | | | | | |
| Federal | | 5,112 | 7,770 | 10,166 | 7,976 | 0 | 31,024 |
| General Cash Capital | | 1,671 | 2,707 | 2,803 | 1,942 | 2,548 | 11,671 |
| General Debt | | 5,326 | 7,796 | 10,026 | 12,900 | 7,173 | 43,221 |
| Local Works Cash Capital | | 3,853 | 4,444 | 4,565 | 4,686 | 4,811 | 22,359 |
| Monroe County | | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 |
| Monroe County Traffic | | 144 | 229 | 195 | 357 | 143 | 1,068 |
| New York State | | 100 | 4,536 | 1,300 | 0 | 0 | 5,936 |
| Water Cash Capital | | 74 | 162 | 276 | 150 | 210 | 872 |
| Water Debt | | 3,256 | 1,893 | 748 | 5,948 | 793 | 12,638 |
| Transportation & | Total | 20,536 | 30,537 | 31,079 | 34,959 | 16,678 | 133,789 |
| Water System | | | | | | | |
| Water Cash Capital | | 3,998 | 4,741 | 5,006 | 4,346 | 4,486 | 22,577 |
| Water Debt | | 1,400 | 1,852 | 5,069 | 11,738 | 11,915 | 31,974 |
| Water System | Total | 5,398 | 6,593 | 10,075 | 16,084 | 16,401 | 54,551 |
| | Grand Total | 64,524 | 105,525 | 102,009 | 96,640 | 76,416 | 445,114 |

FY 2018-22

CAPITAL IMPROVEMENT
PROGRAM

Department Summary

2017-18 2018-19 2019-20 2020-21 2021-22 TOTAL

Administration

| | | | | | | | |
|----------------------|-------|-------|-------|-------|-------|-------|--------|
| General Cash Capital | 5 | 155 | 155 | 155 | 155 | 625 | |
| Parking Cash Capital | 2,059 | 1,395 | 750 | 750 | 750 | 5,704 | |
| Parking Debt | 1,185 | 980 | 1,775 | 1,078 | 1,500 | 6,518 | |
| Administration | Total | 3,249 | 2,530 | 2,680 | 1,983 | 2,405 | 12,847 |

Emergency Communications Department

| | | | | | | | |
|--------------------------|-------|----|----|-----|-----|-----|-----|
| General Cash Capital | 70 | 70 | 70 | 105 | 70 | 385 | |
| Emergency Communications | Total | 70 | 70 | 70 | 105 | 70 | 385 |

| Department Summary 2018-22 CIP | | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------------|-------|----------------|----------------|----------------|----------------|----------------|--------------|
| Environmental Services | | | | | | | |
| Animal Control Cash Capital | | 243 | 0 | 0 | 0 | 0 | 243 |
| Cemetery Cash Capital | | 370 | 1,212 | 1,234 | 1,319 | 1,175 | 5,310 |
| Federal | | 6,386 | 9,563 | 10,166 | 7,976 | 0 | 34,091 |
| General Cash Capital | | 5,376 | 12,227 | 10,565 | 9,393 | 8,052 | 45,613 |
| General Debt | | 11,192 | 22,790 | 21,201 | 19,554 | 12,710 | 87,447 |
| Library Cash Capital | | 0 | 392 | 0 | 0 | 0 | 392 |
| Library Debt | | 0 | 1,391 | 0 | 0 | 1,256 | 2,647 |
| Local Works Cash Capital | | 4,246 | 7,047 | 7,329 | 5,979 | 5,279 | 29,880 |
| Local Works Debt | | 0 | 831 | 0 | 0 | 0 | 831 |
| Monroe County | | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 |
| Monroe County Traffic | | 144 | 229 | 195 | 357 | 143 | 1,068 |
| New York State | | 122 | 13,472 | 10,198 | 3,000 | 0 | 26,792 |
| Parking Cash Capital | | 0 | 258 | 496 | 0 | 0 | 754 |
| Parking Debt | | 0 | 0 | 0 | 0 | 4,900 | 4,900 |
| Private | | 0 | 20 | 0 | 0 | 0 | 20 |
| Public Market Cash Capital | | 0 | 30 | 0 | 0 | 0 | 30 |
| Refuse Cash Capital | | 5,500 | 2,221 | 1,439 | 1,845 | 6,509 | 17,514 |
| Refuse Debt | | 0 | 832 | 3,000 | 0 | 0 | 3,832 |
| War Memorial Cash Capital | | 277 | 140 | 790 | 444 | 140 | 1,791 |
| Water Cash Capital | | 5,969 | 5,818 | 6,212 | 6,158 | 4,914 | 29,071 |
| Water Debt | | 4,656 | 3,745 | 5,817 | 17,686 | 12,708 | 44,612 |
| Environmental Services | Total | 45,481 | 83,218 | 79,642 | 74,711 | 58,786 | 341,838 |
| Fire | | | | | | | |
| CDBG | | 50 | 55 | 55 | 55 | 55 | 270 |
| General Cash Capital | | 1,475 | 4,123 | 3,336 | 4,004 | 2,249 | 15,187 |
| General Debt | | 2,600 | 0 | 0 | 0 | 0 | 2,600 |
| Fire | Total | 4,125 | 4,178 | 3,391 | 4,059 | 2,304 | 18,057 |
| Information Technology | | | | | | | |
| General Cash Capital | | 1,090 | 1,940 | 1,770 | 1,970 | 2,070 | 8,840 |
| Information Technology | Total | 1,090 | 1,940 | 1,770 | 1,970 | 2,070 | 8,840 |

| Department Summary 2018-22 CIP | | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|------------------------------------------|-------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Library | | | | | | | |
| Library Cash Capital | | 148 | 310 | 226 | 813 | 271 | 1,768 |
| New York State | | 500 | 0 | 0 | 0 | 0 | 500 |
| Library | Total | 648 | 310 | 226 | 813 | 271 | 2,268 |
| Neighborhood Business Development | | | | | | | |
| CDBG | | 1,700 | 1,200 | 1,200 | 1,200 | 1,200 | 6,500 |
| General Cash Capital | | 2,635 | 7,365 | 8,165 | 6,865 | 5,365 | 30,395 |
| General Debt | | 2,000 | 0 | 0 | 0 | 0 | 2,000 |
| Neighborhood Business | Total | 6,335 | 8,565 | 9,365 | 8,065 | 6,565 | 38,895 |
| Police | | | | | | | |
| Animal Control Cash Capital | | 15 | 15 | 15 | 15 | 15 | 75 |
| General Cash Capital | | 1,484 | 2,657 | 2,891 | 2,951 | 2,953 | 12,936 |
| General Debt | | 1,000 | 1,000 | 1,000 | 1,000 | 0 | 4,000 |
| Police | Total | 2,499 | 3,672 | 3,906 | 3,966 | 2,968 | 17,011 |
| Recreation & Youth Services | | | | | | | |
| CDBG | | 200 | 0 | 0 | 0 | 0 | 200 |
| General Cash Capital | | 781 | 994 | 909 | 916 | 923 | 4,523 |
| Public Market Cash Capital | | 46 | 48 | 50 | 52 | 54 | 250 |
| Recreation & Youth Services | Total | 1,027 | 1,042 | 959 | 968 | 977 | 4,973 |
| Grand Total | | 64,524 | 105,525 | 102,009 | 96,640 | 76,416 | 445,114 |

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

New Projects

T-1 Arterial Improvements

- Comprehensive Access and Mobility Plan added.

T-6 Street Lighting System

- LED Installation and Pole Replacement added.

Project Changes

T-1 Arterial Improvements

- State Street (Basin Street to Inner Loop) delayed to 2018-19 in conjunction with Federal request.
- Waring Road (Culver Road to Norton Street) delayed to FY23 in conjunction with Federal request.

T-7 Bridges and Structures

- Pont-de Rennes Rehabilitation shifts to 2018-19 in conjunction with New York State request.

T-1 Arterial Improvements

131K Broadway (South Union to Goodman St South)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 310 | 0 | 0 | 0 | 310 |
| General Debt | 0 | 0 | 0 | 834 | 0 | 834 |
| Monroe County | 0 | 800 | 1,000 | 1,000 | 1,000 | 3,800 |
| Water Cash Capital | 0 | 19 | 0 | 0 | 0 | 19 |
| Water Debt | 0 | 0 | 0 | 1,424 | 0 | 1,424 |
| | 0 | 1,129 | 1,000 | 3,258 | 1,000 | 6,387 |

131K Genesee St (Genesee Park Blvd to Brooks Ave)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. Monroe County 131K Street.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 105 | 0 | 105 |
| Water Cash Capital | 0 | 0 | 54 | 0 | 0 | 54 |
| | 0 | 0 | 54 | 105 | 0 | 159 |

131K South Avenue (Elmwood Avenue to Bellvue Drive) Elmwood Avenue (Mt. Hope Ave. to South Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 1,761 | 0 | 0 | 0 | 0 | 1,761 |
| Monroe County | 1,000 | 200 | 0 | 0 | 0 | 1,200 |
| Water Debt | 2,551 | 0 | 0 | 0 | 0 | 2,551 |
| | 5,312 | 200 | 0 | 0 | 0 | 5,512 |

**Comprehensive Access and
Mobility Plan**

Advancing the current comprehensive plan by developing a multi-model transportation component.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Federal | 175 | 0 | 0 | 0 | 0 | 175 |
| General Cash Capital | 25 | 0 | 0 | 0 | 0 | 25 |
| | 200 | 0 | 0 | 0 | 0 | 200 |

Dewey Avenue Felix Street to Emerson Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Federal | 0 | 228 | 926 | 4,118 | 0 | 5,272 |
| General Cash Capital | 0 | 57 | 232 | 0 | 0 | 289 |
| General Debt | 0 | 0 | 0 | 1,030 | 0 | 1,030 |
| Water Debt | 0 | 216 | 0 | 1,438 | 0 | 1,654 |
| | 0 | 501 | 1,158 | 6,586 | 0 | 8,245 |

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>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 678 | 678 |
| Monroe County Traffic | 0 | 0 | 0 | 0 | 5 | 5 |
| Water Cash Capital | 0 | 0 | 0 | 0 | 58 | 58 |
| | 0 | 0 | 0 | 0 | 741 | 741 |

☐ Mt. Hope Avenue Phase II

Raleigh Street to Erie Canal

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Federal | 666 | 4,176 | 0 | 0 | 0 | 4,842 |
| General Cash Capital | 61 | 0 | 0 | 0 | 0 | 61 |
| General Debt | 0 | 1,232 | 0 | 0 | 0 | 1,232 |
| Monroe County Traffic | 0 | 89 | 0 | 0 | 0 | 89 |
| Water Debt | 0 | 626 | 0 | 0 | 0 | 626 |
| | <u>727</u> | <u>6,123</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>6,850</u> |

☐ Seneca Avenue

Norton Street to E. Ridge Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 414 | 0 | 0 | 414 |
| General Debt | 0 | 0 | 0 | 2,757 | 0 | 2,757 |
| Monroe County Traffic | 0 | 0 | 39 | 223 | 0 | 262 |
| Water Cash Capital | 0 | 0 | 22 | 0 | 0 | 22 |
| Water Debt | 0 | 0 | 0 | 145 | 0 | 145 |
| | <u>0</u> | <u>0</u> | <u>475</u> | <u>3,125</u> | <u>0</u> | <u>3,600</u> |

☐ Street Planning & Design

Staff time for design and construction of street improvement program.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 200 | 200 | 200 | 200 | 200 | 1,000 |
| Water Cash Capital | 0 | 70 | 77 | 77 | 77 | 301 |
| | <u>200</u> | <u>270</u> | <u>277</u> | <u>277</u> | <u>277</u> | <u>1,301</u> |

State Street

Basin Street to Inner Loop

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Federal | 0 | 170 | 377 | 3,858 | 0 | 4,405 |
| General Cash Capital | 0 | 56 | 125 | 0 | 0 | 181 |
| General Debt | 0 | 0 | 0 | 1,286 | 0 | 1,286 |
| Water Debt | 0 | 325 | 0 | 2,171 | 0 | 2,496 |
| | 0 | 551 | 502 | 7,315 | 0 | 8,368 |

T-2

Street Rehabilitation

East Main Street

Goodman Street and Culver Road

Reconstruct East Main Street between Goodman Street and Culver Road.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Federal | 240 | 506 | 4,367 | 0 | 0 | 5,113 |
| General Cash Capital | 20 | 261 | 227 | 0 | 0 | 508 |
| General Debt | 0 | 0 | 2,080 | 0 | 0 | 2,080 |
| New York State | 100 | 86 | 1,300 | 0 | 0 | 1,486 |
| Water Cash Capital | 0 | 0 | 44 | 0 | 0 | 44 |
| | 360 | 853 | 8,018 | 0 | 0 | 9,231 |

Milling & Resurfacing Program

Milling and resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 200 | 250 | 250 | 250 | 250 | 1,200 |
| General Debt | 2,000 | 2,655 | 2,735 | 2,817 | 2,901 | 13,108 |
| Monroe County Traffic | 68 | 70 | 72 | 74 | 76 | 360 |
| Water Cash Capital | 67 | 69 | 71 | 73 | 75 | 355 |
| | 2,335 | 3,044 | 3,128 | 3,214 | 3,302 | 15,023 |

Pavement Preventive

Milling and resurfacing pavement depth, spot curb repairs, spot sidewalk repairs inclusive of brick pavers, repair the crosswalks, repair existing receiving basins, and adjust water valves.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Federal | 4,031 | 2,690 | 4,496 | 0 | 0 | 11,217 |
| General Debt | 0 | 668 | 1,129 | 0 | 0 | 1,797 |
| Monroe County Traffic | 22 | 14 | 26 | 0 | 0 | 62 |
| Water Cash Capital | 7 | 4 | 8 | 0 | 0 | 19 |
| | <u>4,060</u> | <u>3,376</u> | <u>5,659</u> | <u>0</u> | <u>0</u> | <u>13,095</u> |

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| General Cash Capital | 200 | 250 | 250 | 250 | 250 | 1,200 |
| General Debt | 1,300 | 2,902 | 2,989 | 3,079 | 3,171 | 13,441 |
| Monroe County Traffic | 54 | 56 | 58 | 60 | 62 | 290 |
| Water Debt | 705 | 726 | 748 | 770 | 793 | 3,742 |
| | <u>2,259</u> | <u>3,934</u> | <u>4,045</u> | <u>4,159</u> | <u>4,276</u> | <u>18,673</u> |

T-3

Street Surface Treatment

Street Treatment

Rehabilitation of residential, collector, and arterial streets. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 99 | 102 | 105 | 108 | 414 |
| Local Works Cash Capital | 1,040 | 1,070 | 1,104 | 1,137 | 1,171 | 5,522 |
| | <u>1,040</u> | <u>1,169</u> | <u>1,206</u> | <u>1,242</u> | <u>1,279</u> | <u>5,936</u> |

T-4

Traffic

Traffic Calming

Design and construction of features that improve conditions for non-motorized street users such as speed humps, bump-outs, medians, striping, etc.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 207 | 213 | 219 | 226 | 865 |
| | 0 | 207 | 213 | 219 | 226 | 865 |

T-5

Sidewalk Maintenance

Hazardous Sidewalk Remediation Standard Allocation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Local Works Cash Capital | 2,500 | 3,052 | 3,129 | 3,208 | 3,289 | 15,178 |
| | 2,500 | 3,052 | 3,129 | 3,208 | 3,289 | 15,178 |

Sidewalk Ramp Installation Standard Allocation

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Local Works Cash Capital | 313 | 322 | 332 | 341 | 351 | 1,659 |
| | 313 | 322 | 332 | 341 | 351 | 1,659 |

T-6

Street Lighting System

LED Installation and Pole Replacement

Residential fixtures and poles.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 750 | 750 | 750 | 2,250 |
| | 0 | 0 | 750 | 750 | 750 | 2,250 |

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 40 | 82 | 84 | 86 | 88 | 380 |
| | <hr/> 40 | <hr/> 82 | <hr/> 84 | <hr/> 86 | <hr/> 88 | <hr/> 380 |

Street Lighting

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 200 | 200 | 200 | 200 | 800 |
| | <hr/> 0 | <hr/> 200 | <hr/> 200 | <hr/> 200 | <hr/> 200 | <hr/> 800 |

Street Lighting - Standard Allocation

Replacement, upgrades and improvement of poles and luminaries.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 135 | 139 | 143 | 147 | 151 | 715 |
| | <hr/> 135 | <hr/> 139 | <hr/> 143 | <hr/> 147 | <hr/> 151 | <hr/> 715 |

Street Lighting Improvements - RGE System Separation

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 130 | 0 | 0 | 0 | 0 | 130 |
| | <hr/> 130 | <hr/> 0 | <hr/> 0 | <hr/> 0 | <hr/> 0 | <hr/> 130 |

T-7

Bridges and Structures

Bridge Underpass

General underpass improvements at various locations throughout the City including cleaning, painting, lighting upgrades, vehicular/pedestrian safety improvements, concrete repairs, leakage/drainage improvements and landscaping upgrades.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 250 | 0 | 0 | 0 | 300 |
| | 50 | 250 | 0 | 0 | 0 | 300 |

Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 400 | 685 | 706 | 727 | 748 | 3,266 |
| | 400 | 685 | 706 | 727 | 748 | 3,266 |

Pont-de Rennes Rehabilitation

Structural improvements to extend the life of bridge.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 475 | 0 | 0 | 0 | 0 | 475 |
| New York State | 0 | 4,450 | 0 | 0 | 0 | 4,450 |
| | 475 | 4,450 | 0 | 0 | 0 | 4,925 |

Summary of Funding by Program: Transportation

| | | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|------------|---------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| T-1 | Arterial Improvements | | | | | | |
| | Federal | 841 | 4,574 | 1,303 | 7,976 | 0 | 14,694 |
| | General Cash Capital | 286 | 623 | 971 | 305 | 878 | 3,063 |
| | General Debt | 1,761 | 1,232 | 0 | 5,907 | 0 | 8,900 |
| | Monroe County | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 |
| | Monroe County Traffic | 0 | 89 | 39 | 223 | 5 | 356 |
| | Water Cash Capital | 0 | 89 | 153 | 77 | 135 | 454 |
| | Water Debt | 2,551 | 1,167 | 0 | 5,178 | 0 | 8,896 |
| | | 6,439 | 8,774 | 3,466 | 20,666 | 2,018 | 41,363 |
| T-2 | Street Rehabilitation | | | | | | |
| | Federal | 4,271 | 3,196 | 8,863 | 0 | 0 | 16,330 |
| | General Cash Capital | 420 | 761 | 727 | 500 | 500 | 2,908 |
| | General Debt | 3,300 | 6,225 | 8,933 | 5,896 | 6,072 | 30,426 |
| | Monroe County Traffic | 144 | 140 | 156 | 134 | 138 | 712 |
| | New York State | 100 | 86 | 1,300 | 0 | 0 | 1,486 |
| | Water Cash Capital | 74 | 73 | 123 | 73 | 75 | 418 |
| | Water Debt | 705 | 726 | 748 | 770 | 793 | 3,742 |
| | | 9,014 | 11,207 | 20,850 | 7,373 | 7,578 | 56,022 |
| T-3 | Street Surface Treatment | | | | | | |
| | General Cash Capital | 0 | 99 | 102 | 105 | 108 | 414 |
| | Local Works Cash Cap | 1,040 | 1,070 | 1,104 | 1,137 | 1,171 | 5,522 |
| | | 1,040 | 1,169 | 1,206 | 1,242 | 1,279 | 5,936 |
| T-4 | Traffic | | | | | | |
| | General Cash Capital | 0 | 207 | 213 | 219 | 226 | 865 |
| | | 0 | 207 | 213 | 219 | 226 | 865 |

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| T-5 Sidewalk Maintenance | | | | | | |
| Local Works Cash Cap | 2,813 | 3,374 | 3,461 | 3,549 | 3,640 | 16,837 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 2,813 | 3,374 | 3,461 | 3,549 | 3,640 | 16,837 |
| T-6 Street Lighting System | | | | | | |
| General Cash Capital | 40 | 82 | 84 | 86 | 88 | 380 |
| General Debt | 265 | 339 | 1,093 | 1,097 | 1,101 | 3,895 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 305 | 421 | 1,177 | 1,183 | 1,189 | 4,275 |
| T-7 Bridges and Structures | | | | | | |
| General Cash Capital | 925 | 935 | 706 | 727 | 748 | 4,041 |
| New York State | 0 | 4,450 | 0 | 0 | 0 | 4,450 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 925 | 5,385 | 706 | 727 | 748 | 8,491 |

TRANSPORTATION TOTALS

| | <u>2017-18</u> | <u>2018-2019</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|--------------------------|----------------|------------------|----------------|----------------|----------------|----------------|
| Federal | 5,112 | 7,770 | 10,166 | 7,976 | 0 | 31,024 |
| General Cash Capital | 1,671 | 2,707 | 2,803 | 1,942 | 2,548 | 11,671 |
| General Debt | 5,326 | 7,796 | 10,026 | 12,900 | 7,173 | 43,221 |
| Local Works Cash Capital | 3,853 | 4,444 | 4,565 | 4,686 | 4,811 | 22,359 |
| Monroe County | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 |
| Monroe County Traffic | 144 | 229 | 195 | 357 | 143 | 1,068 |
| New York State | 100 | 4,536 | 1,300 | 0 | 0 | 5,936 |
| Water Cash Capital | 74 | 162 | 276 | 150 | 210 | 872 |
| Water Debt | 3,256 | 1,893 | 748 | 5,948 | 793 | 12,638 |
| | <u>20,536</u> | <u>30,537</u> | <u>31,079</u> | <u>34,959</u> | <u>16,678</u> | <u>133,789</u> |

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's waterfronts.

New Projects

O-1 Port of Rochester

- Harbor Management Plan added.
- Petten Street Car Top Launch added.

O-3 Genesee River

- West River Wall Phase III in 2019-20.

Project Changes

O-5 Boat Launch Relocation

- Riverfront Development III construction is delayed to 2021-22.

O-6 Transient Marina Development

- Transient Marina Facilities Phase II is delayed to 2021-22.

O-1

Port of Rochester

Harbor Management Plan

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 15 | 0 | 0 | 15 |
| | 0 | 0 | 15 | 0 | 0 | 15 |

Petten Street Car Top Launch

Design/construction

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 20 | 0 | 0 | 0 | 0 | 20 |
| | 20 | 0 | 0 | 0 | 0 | 20 |

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 25 | 50 | 25 | 25 | 25 | 150 |
| | 25 | 50 | 25 | 25 | 25 | 150 |

River Street Marina

Improvements, repairs, rehabilitation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 15 | 15 | 15 | 15 | 15 | 75 |
| | 15 | 15 | 15 | 15 | 15 | 75 |

River Street Roadway & Trail Connector

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 550 | 0 | 0 | 0 | 550 |
| | 0 | 550 | 0 | 0 | 0 | 550 |

☐ River Street Train Station

Design/construction for reuse.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 30 | 100 | 0 | 0 | 0 | 130 |
| | 30 | 100 | 0 | 0 | 0 | 130 |

O-2 Lake Ontario

**☐ Durand Eastman Beach
Improvements**

Construction of bathhouse and shelter.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| New York State | 0 | 480 | 1,700 | 3,000 | 0 | 5,180 |
| | 0 | 480 | 1,700 | 3,000 | 0 | 5,180 |

O-3 Genesee River

**☐ Erie Harbor
Enhancements Phase II**

Landscape enhancements, walks, and park amenities, including the restoration of the river railing and spot repair of existing pavements at the East River Wall.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 0 | 0 | 0 | 0 | 50 |
| General Debt | 0 | 850 | 0 | 0 | 0 | 850 |
| New York State | 0 | 850 | 0 | 0 | 0 | 850 |
| | 50 | 1,700 | 0 | 0 | 0 | 1,750 |

☐ West River Wall Phase III

**Ford Stret Bridge to Erie Lakawanna
Bridge**

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 5,900 | 0 | 0 | 5,900 |
| | 0 | 0 | 5,900 | 0 | 0 | 5,900 |

O-6 Transient Marina Development

Transient Marina
Facilities Phase II

Design and construction.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 472 | 472 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>472</u> | <u>472</u> |

Summary of Funding by Program: Public Waterfront

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-----------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| O-1 Port of Rochester | | | | | | |
| General Cash Capital | 90 | 165 | 55 | 40 | 40 | 390 |
| General Debt | 0 | 550 | 0 | 0 | 0 | 550 |
| | 90 | 715 | 55 | 40 | 40 | 940 |
| O-2 Lake Ontario | | | | | | |
| New York State | 0 | 480 | 1,700 | 3,000 | 0 | 5,180 |
| | 0 | 480 | 1,700 | 3,000 | 0 | 5,180 |
| O-3 Genesee River | | | | | | |
| General Cash Capital | 50 | 0 | 0 | 0 | 0 | 50 |
| General Debt | 0 | 850 | 5,900 | 0 | 0 | 6,750 |
| New York State | 0 | 850 | 0 | 0 | 0 | 850 |
| | 50 | 1,700 | 5,900 | 0 | 0 | 7,650 |
| O-6 Transient Marina Development | | | | | | |
| General Cash Capital | 0 | 0 | 0 | 0 | 472 | 472 |
| | 0 | 0 | 0 | 0 | 472 | 472 |
| PUBLIC WATERFRONT TOTALS | | | | | | |
| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
| General Cash Capital | 140 | 165 | 55 | 40 | 512 | 912 |
| General Debt | 0 | 1,400 | 5,900 | 0 | 0 | 7,300 |
| New York State | 0 | 1,330 | 1,700 | 3,000 | 0 | 6,030 |
| | 140 | 2,895 | 7,655 | 3,040 | 512 | 14,242 |

WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

New Projects

W-1 Distribution System

- Lead Service Replacement added.

W-2 Water Supply Structures

- Cobbs Hill Reservoir LT2 Compliance added in 2021-22.
- Highland Reservoir LT2 Compliance is added in 2020-21.

Project Changes

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- The programs for infrastructure support continue at planned levels.
- Water Main Cleaning & Lining & Water Main Extensions Programs combine into Distribution System Water Main Renewal Program.

W-1 **Distribution System**

Bridge and River Crossings

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 0 | 600 | 0 | 0 | 600 |
| | 0 | 0 | 600 | 0 | 0 | 600 |

Distribution System Vault Rehabilitation

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 450 | 0 | 0 | 0 | 450 |
| | 0 | 450 | 0 | 0 | 0 | 450 |

Distribution System Water Main Renewal

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 1,586 | 1,602 | 1,654 | 1,707 | 1,762 | 8,311 |
| Water Debt | 0 | 1,037 | 2,679 | 2,765 | 2,853 | 9,334 |
| | 1,586 | 2,639 | 4,333 | 4,472 | 4,615 | 17,645 |

Holly System

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 125 | 129 | 133 | 137 | 142 | 666 |
| | 125 | 129 | 133 | 137 | 142 | 666 |

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 526 | 543 | 560 | 578 | 596 | 2,803 |
| | 526 | 543 | 560 | 578 | 596 | 2,803 |

Lead Service Replacement

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Debt | 500 | 515 | 530 | 546 | 562 | 2,653 |
| | <u>500</u> | <u>515</u> | <u>530</u> | <u>546</u> | <u>562</u> | <u>2,653</u> |

Water Meter Replacement Program

Replacement and modernization of water meters.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 743 | 767 | 791 | 816 | 842 | 3,959 |
| | <u>743</u> | <u>767</u> | <u>791</u> | <u>816</u> | <u>842</u> | <u>3,959</u> |

Water Security

Securing Water facilities by facility upgrade and access control.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 83 | 85 | 88 | 91 | 94 | 441 |
| | <u>83</u> | <u>85</u> | <u>88</u> | <u>91</u> | <u>94</u> | <u>441</u> |

W-2

Water Supply Structures

Cobbs Hill Fence Rehabilitation

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 0 | 60 | 0 | 0 | 60 |
| Water Debt | 0 | 0 | 930 | 0 | 0 | 930 |
| | <u>0</u> | <u>0</u> | <u>990</u> | <u>0</u> | <u>0</u> | <u>990</u> |

Cobbs Hill Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005. Design to be initiated in FY 22

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Debt | 0 | 0 | 0 | 0 | 700 | 700 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>700</u> | <u>700</u> |

Conduit Modernization

Modernization of City's water supply system.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Water Debt | 900 | 300 | 930 | 8,127 | 0 | 10,257 |
| | <u>900</u> | <u>300</u> | <u>930</u> | <u>8,127</u> | <u>0</u> | <u>10,257</u> |

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 100 | 103 | 106 | 109 | 113 | 531 |
| | <u>100</u> | <u>103</u> | <u>106</u> | <u>109</u> | <u>113</u> | <u>531</u> |

Filtration Plant and Related Renovations

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 420 | 665 | 550 | 500 | 516 | 2,651 |
| | <u>420</u> | <u>665</u> | <u>550</u> | <u>500</u> | <u>516</u> | <u>2,651</u> |

Filtration Plant Small Equipment Replacement

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 75 | 130 | 100 | 125 | 129 | 559 |
| | <u>75</u> | <u>130</u> | <u>100</u> | <u>125</u> | <u>129</u> | <u>559</u> |

Highland Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005. Design to be initiated in FY 21.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Debt | 0 | 0 | 0 | 300 | 7,800 | 8,100 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>300</u> | <u>7,800</u> | <u>8,100</u> |

☐ Holly Station Related Renovations

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 80 | 0 | 90 | 0 | 0 | 170 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 80 | 0 | 90 | 0 | 0 | 170 |

☐ Laboratory and SCADA Equipment

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 50 | 50 | 50 | 52 | 53 | 255 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 50 | 50 | 50 | 52 | 53 | 255 |

☐ Upland Structures

Improvements to the sites, structures and systems.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 210 | 217 | 224 | 231 | 239 | 1,121 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 210 | 217 | 224 | 231 | 239 | 1,121 |

Summary of Funding by Program: Water System

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| W-1 Distribution System | | | | | | |
| Water Cash Capital | 3,063 | 3,576 | 3,826 | 3,329 | 3,436 | 17,230 |
| Water Debt | 500 | 1,552 | 3,209 | 3,311 | 3,415 | 11,987 |
| | 3,563 | 5,128 | 7,035 | 6,640 | 6,851 | 29,217 |
| W-2 Water Supply Structures | | | | | | |
| Water Cash Capital | 935 | 1,165 | 1,180 | 1,017 | 1,050 | 5,347 |
| Water Debt | 900 | 300 | 1,860 | 8,427 | 8,500 | 19,987 |
| | 1,835 | 1,465 | 3,040 | 9,444 | 9,550 | 25,334 |
| WATER SYSTEM TOTALS | | | | | | |
| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
| Water Cash Capital | 3,998 | 4,741 | 5,006 | 4,346 | 4,486 | 22,577 |
| Water Debt | 1,400 | 1,852 | 5,069 | 11,738 | 11,915 | 31,974 |
| | 5,398 | 6,593 | 10,075 | 16,084 | 16,401 | 54,551 |

PUBLIC SAFETY

The Public Safety category contains projects that improve the ability of Fire, Police and Emergency Communications Departments to carry out their mission of protecting the public. Equipment replacement is a major component of this category.

- The programs for equipment and facilities support continue

New Projects

P-3 Small Equipment

- Firehouse Equipment added.

P-1

Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| General Cash Capital | 0 | 2,700 | 2,200 | 2,840 | 1,100 | 8,840 |
| General Debt | 2,600 | 0 | 0 | 0 | 0 | 2,600 |
| | <u>2,600</u> | <u>2,700</u> | <u>2,200</u> | <u>2,840</u> | <u>1,100</u> | <u>11,440</u> |

P-3

Small Equipment

Animal Services Equipment

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Animal Control Cash Capital | 15 | 15 | 15 | 15 | 15 | 75 |
| | <u>15</u> | <u>15</u> | <u>15</u> | <u>15</u> | <u>15</u> | <u>75</u> |

Firehouse Equipment

Repair work to facilities.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 50 | 50 | 50 | 50 | 250 |
| | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>250</u> |

Police Equipment

Police small and SWAT equipment also including body armor, surveillance equipment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 244 | 414 | 334 | 334 | 314 | 1,640 |
| | <u>244</u> | <u>414</u> | <u>334</u> | <u>334</u> | <u>314</u> | <u>1,640</u> |

Police Patrol Rifles

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 55 | 8 | 8 | 8 | 8 | 87 |
| | <u>55</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>87</u> |

Police Tasers

Replace X2 tasers.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 81 | 81 | 81 | 81 | 81 | 405 |
| | <u>81</u> | <u>81</u> | <u>81</u> | <u>81</u> | <u>81</u> | <u>405</u> |

SCBA Replacement

Firefighter personal protection equipment

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 380 | 65 | 67 | 69 | 71 | 652 |
| | <u>380</u> | <u>65</u> | <u>67</u> | <u>69</u> | <u>71</u> | <u>652</u> |

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| CDBG | 50 | 55 | 55 | 55 | 55 | 270 |
| General Cash Capital | 360 | 401 | 413 | 425 | 437 | 2,036 |
| | <u>410</u> | <u>456</u> | <u>468</u> | <u>480</u> | <u>492</u> | <u>2,306</u> |

Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 360 | 370 | 382 | 394 | 406 | 1,912 |
| | <u>360</u> | <u>370</u> | <u>382</u> | <u>394</u> | <u>406</u> | <u>1,912</u> |

P-5

Technology

☐ Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 52 | 54 | 56 | 58 | 270 |
| | 50 | 52 | 54 | 56 | 58 | 270 |

P-6

Fire Motor Equipment

☐ Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 155 | 140 | 50 | 50 | 127 | 522 |
| | 155 | 140 | 50 | 50 | 127 | 522 |

P-7

Police Motor Equipment

☐ Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 1,000 | 1,969 | 2,047 | 2,047 | 2,069 | 9,132 |
| | 1,000 | 1,969 | 2,047 | 2,047 | 2,069 | 9,132 |

P-8

Emergency Communications Motor Equipment

☐ Emergency Communication Vehicles

Scheduled replacement of vehicles.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 35 | 35 | 35 | 35 | 35 | 175 |
| | 35 | 35 | 35 | 35 | 35 | 175 |

Summary of Funding by Program: Public Safety

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-----------------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| P-1 Apparatus | | | | | | |
| General Cash Capital | 0 | 2,700 | 2,200 | 2,840 | 1,100 | 8,840 |
| General Debt | 2,600 | 0 | 0 | 0 | 0 | 2,600 |
| | 2,600 | 2,700 | 2,200 | 2,840 | 1,100 | 11,440 |
| P-3 Small Equipment | | | | | | |
| Animal Control Cash Capital | 15 | 15 | 15 | 15 | 15 | 75 |
| CDBG | 50 | 55 | 55 | 55 | 55 | 270 |
| General Cash Capital | 1,530 | 1,389 | 1,335 | 1,361 | 1,367 | 6,982 |
| | 1,595 | 1,459 | 1,405 | 1,431 | 1,437 | 7,327 |
| P-5 Technology | | | | | | |
| General Cash Capital | 50 | 52 | 54 | 56 | 58 | 270 |
| | 50 | 52 | 54 | 56 | 58 | 270 |
| P-6 Fire Motor Equipment | | | | | | |
| General Cash Capital | 155 | 140 | 50 | 50 | 127 | 522 |
| | 155 | 140 | 50 | 50 | 127 | 522 |
| P-7 Police Motor Equipment | | | | | | |
| General Cash Capital | 1,000 | 1,969 | 2,047 | 2,047 | 2,069 | 9,132 |
| | 1,000 | 1,969 | 2,047 | 2,047 | 2,069 | 9,132 |
| P-8 Emergency Communications Motor Equipment | | | | | | |
| General Cash Capital | 35 | 35 | 35 | 35 | 35 | 175 |
| | 35 | 35 | 35 | 35 | 35 | 175 |

PUBLIC SAFETY TOTALS

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Animal Control Cash Capital | 15 | 15 | 15 | 15 | 15 | 75 |
| CDBG | 50 | 55 | 55 | 55 | 55 | 270 |
| General Cash Capital | 2,770 | 6,285 | 5,721 | 6,389 | 4,756 | 25,921 |
| General Debt | 2,600 | 0 | 0 | 0 | 0 | 2,600 |
| | <hr/> 5,435 | <hr/> 6,355 | <hr/> 5,791 | <hr/> 6,459 | <hr/> 4,826 | <hr/> 28,866 |

PARKS and OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

New Projects

S-1 Trail System

- Eastman Trail is added.

S-4 Recreation

- Recreation Building Security Enhancements is added.

S-6 Cemeteries

- Mt. Hope Cemetery 1912 Chapel

S-7 Bicycle Enhancement

- Bicycle Enhancements is added.

Project Changes

S-4 Recreation

- Charles Carroll Plaza & Genesee Crossroads Parking Garage shifts to 2018-19 in conjunction with New York State request.
- Genesee Valley Park West Improvements delayed to 2020-21.
- Martin Luther King Jr. Memorial Park Phase III delayed to 2019-20.

S-1

Trail System

Eastman Trail Phase I

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Federal | 1,100 | 0 | 0 | 0 | 0 | 1,100 |
| General Cash Capital | 30 | 0 | 0 | 0 | 0 | 30 |
| General Debt | 250 | 0 | 0 | 0 | 0 | 250 |
| | <u>1,380</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,380</u> |

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 202 | 208 | 214 | 220 | 844 |
| | <u>0</u> | <u>202</u> | <u>208</u> | <u>214</u> | <u>220</u> | <u>844</u> |

S-2

Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 109 | 270 | 123 | 130 | 732 |
| | <u>100</u> | <u>109</u> | <u>270</u> | <u>123</u> | <u>130</u> | <u>732</u> |

Forestry Tree Program

Planting and upkeep of City trees.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 400 | 836 | 861 | 886 | 912 | 3,895 |
| | <u>400</u> | <u>836</u> | <u>861</u> | <u>886</u> | <u>912</u> | <u>3,895</u> |

S-4

Recreation

Charles Carroll Plaza & Genesee Crossroads Parking Garage

Repair/replace of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades. Including top slab repair and waterproofing to garage.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| New York State | 0 | 6,500 | 6,500 | 0 | 0 | 13,000 |
| | 0 | 6,500 | 6,500 | 0 | 0 | 13,000 |

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 350 | 450 | 450 | 450 | 450 | 2,150 |
| | 350 | 450 | 450 | 450 | 450 | 2,150 |

Genesee Valley Park West Improvements

Design and construction of a new park drive, parking, trail connections, picnic shelters, basketball and tennis courts, and landscape enhancements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 400 | 3,200 | 3,600 |
| | 0 | 0 | 0 | 400 | 3,200 | 3,600 |

Martin Luther King Jr. Memorial Park Phase IV

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main entrance, the amphitheater, the lawn and the berm area.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 400 | 0 | 0 | 400 |
| General Debt | 0 | 0 | 0 | 2,000 | 0 | 2,000 |
| | 0 | 0 | 400 | 2,000 | 0 | 2,400 |

Play Apparatus

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| CDBG | 200 | 0 | 0 | 0 | 0 | 200 |
| General Cash Capital | 200 | 200 | 200 | 200 | 200 | 1,000 |
| | <u>400</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>1,200</u> |

Recreation Building Security Enhancements

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 200 | 0 | 0 | 0 | 0 | 200 |
| | <u>200</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>200</u> |

Statue & Monument Repair

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 107 | 110 | 113 | 116 | 446 |
| | <u>0</u> | <u>107</u> | <u>110</u> | <u>113</u> | <u>116</u> | <u>446</u> |

Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 189 | 100 | 102 | 105 | 496 |
| | <u>0</u> | <u>189</u> | <u>100</u> | <u>102</u> | <u>105</u> | <u>496</u> |

S-5

Public Market

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Public Market Cash Capital | 46 | 48 | 50 | 52 | 54 | 250 |
| | <u>46</u> | <u>48</u> | <u>50</u> | <u>52</u> | <u>54</u> | <u>250</u> |

S-6

Cemeteries

Cemeteries - Facilities

Standard allocation for the general upkeep of cemetery buildings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 30 | 35 | 40 | 45 | 50 | 200 |
| | <u>30</u> | <u>35</u> | <u>40</u> | <u>45</u> | <u>50</u> | <u>200</u> |

Cemeteries - Memorialization

Standard allocation for purchase and resale of cemetery memorials and markers, and installation of lettering on community mausoleum and columbarium crypt and niche fronts.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 130 | 140 | 150 | 160 | 170 | 750 |
| | <u>130</u> | <u>140</u> | <u>150</u> | <u>160</u> | <u>170</u> | <u>750</u> |

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 150 | 330 | 350 | 370 | 390 | 1,590 |
| | <u>150</u> | <u>330</u> | <u>350</u> | <u>370</u> | <u>390</u> | <u>1,590</u> |

Cemetery Development

Allocation for the design and construction of new interment space.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 500 | 500 | 500 | 500 | 2,000 |
| | <u>0</u> | <u>500</u> | <u>500</u> | <u>500</u> | <u>500</u> | <u>2,000</u> |

Mount Hope Cemetery 1912 Chapel

Level one priority stabilization of Chapel.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| New York State | 0 | 479 | 0 | 0 | 0 | 479 |
| | <u>0</u> | <u>479</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>479</u> |

| | |
|------------|----------------------------|
| S-7 | Bicycle Enhancement |
|------------|----------------------------|

■ Bicycle Enhancements

Bicycle boulevards including the installation of pavement markings, directional signage, and traffic calming features.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 23 | 128 | 0 | 0 | 0 | 151 |
| New York State | 22 | 127 | 0 | 0 | 0 | 149 |
| | 45 | 255 | 0 | 0 | 0 | 300 |

Summary of Funding by Program: Parks and Open Space

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| S-1 Trail System | | | | | | |
| Federal | 1,100 | 0 | 0 | 0 | 0 | 1,100 |
| General Cash Capital | 30 | 202 | 208 | 214 | 220 | 874 |
| General Debt | 250 | 0 | 0 | 0 | 0 | 250 |
| | 1,380 | 202 | 208 | 214 | 220 | 2,224 |
| S-2 Urban Forest | | | | | | |
| General Cash Capital | 500 | 945 | 1,131 | 1,009 | 1,042 | 4,627 |
| | 500 | 945 | 1,131 | 1,009 | 1,042 | 4,627 |
| S-4 Recreation | | | | | | |
| CDBG | 200 | 0 | 0 | 0 | 0 | 200 |
| General Cash Capital | 750 | 946 | 1,260 | 865 | 871 | 4,692 |
| General Debt | 0 | 0 | 0 | 2,400 | 3,200 | 5,600 |
| New York State | 0 | 6,500 | 6,500 | 0 | 0 | 13,000 |
| | 950 | 7,446 | 7,760 | 3,265 | 4,071 | 23,492 |
| S-5 Public Market | | | | | | |
| Public Market Cash Capital | 46 | 48 | 50 | 52 | 54 | 250 |
| | 46 | 48 | 50 | 52 | 54 | 250 |
| S-6 Cemeteries | | | | | | |
| Cemetery Cash Capital | 310 | 1,005 | 1,040 | 1,075 | 1,110 | 4,540 |
| New York State | 0 | 479 | 0 | 0 | 0 | 479 |
| | 310 | 1,484 | 1,040 | 1,075 | 1,110 | 5,019 |

Summary of Funding by Program: Parks and Open Space

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| S-7 Bicycle Enhancement | | | | | | |
| General Cash Capital | 23 | 128 | 0 | 0 | 0 | 151 |
| New York State | 22 | 127 | 0 | 0 | 0 | 149 |
| | <u>45</u> | <u>255</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>300</u> |

PARKS AND OPEN SPACE TOTALS

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| CDBG | 200 | 0 | 0 | 0 | 0 | 200 |
| Cemetery Cash Capital | 310 | 1,005 | 1,040 | 1,075 | 1,110 | 4,540 |
| Federal | 1,100 | 0 | 0 | 0 | 0 | 1,100 |
| General Cash Capital | 1,303 | 2,221 | 2,599 | 2,088 | 2,133 | 10,344 |
| General Debt | 250 | 0 | 0 | 2,400 | 3,200 | 5,850 |
| New York State | 22 | 7,106 | 6,500 | 0 | 0 | 13,628 |
| Public Market Cash Capital | 46 | 48 | 50 | 52 | 54 | 250 |
| | <u>3,231</u> | <u>10,380</u> | <u>10,189</u> | <u>5,615</u> | <u>6,497</u> | <u>35,912</u> |

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

New Projects

E-1 Downtown Development

- Downtown Development is added in 2017-18.

E-6 Environmental Compliance & Remediation

- Funds are included for remediation of Emerson Street Landfill in 2018-19.

Project Changes

E-1 Downtown Development

- Main Street Streetscape & Pedestrian Wayfinding is extended to 2017-18 in conjunction with Federal request.

E-6 Environmental Compliance & Remediation

- Remediation of Reynolds Street is extended to 2017-18.

E-1 Downtown Development

Downtown Development

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 500 | 750 | 750 | 750 | 750 | 3,500 |
| | 500 | 750 | 750 | 750 | 750 | 3,500 |

Main Street Streetscape & Pedestrian Wayfinding

Design and construction of a revitalized streetscape from St Paul Street/South Ave to State Street/Exchange

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Federal | 174 | 1,793 | 0 | 0 | 0 | 1,967 |
| General Cash Capital | 84 | 0 | 0 | 0 | 0 | 84 |
| General Debt | 0 | 900 | 0 | 0 | 0 | 900 |
| Private | 0 | 20 | 0 | 0 | 0 | 20 |
| | 258 | 2,713 | 0 | 0 | 0 | 2,971 |

E-2 Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 58 | 60 | 62 | 64 | 66 | 310 |
| | 58 | 60 | 62 | 64 | 66 | 310 |

E-3 Neighborhood Development

Bull's Head

Land acquisition and commercial development.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 2,000 | 2,800 | 1,500 | 0 | 6,300 |
| General Debt | 2,000 | 0 | 0 | 0 | 0 | 2,000 |
| | <u>2,000</u> | <u>2,000</u> | <u>2,800</u> | <u>1,500</u> | <u>0</u> | <u>8,300</u> |

La Avenida Streetscape Improvements Phase III

Improvements from Norton Street to East Ridge Road including sidewalk replacement, stone curb replacement and resetting, brick pavement repair, and street tree improvements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 250 | 250 |
| General Debt | 0 | 0 | 0 | 0 | 0 | 0 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>250</u> | <u>250</u> |

E-4 Land Acquisition

Acquisition/Economic Development

Purchase land/sites for development or other purposes

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 500 | 500 | 500 | 500 | 500 | 2,500 |
| | <u>500</u> | <u>500</u> | <u>500</u> | <u>500</u> | <u>500</u> | <u>2,500</u> |

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| CDBG | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 6,000 |
| General Cash Capital | 250 | 750 | 750 | 750 | 750 | 3,250 |
| | <u>1,450</u> | <u>1,950</u> | <u>1,950</u> | <u>1,950</u> | <u>1,950</u> | <u>9,250</u> |

E-6

Environmental Compliance and Remediation

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, and city environmental staff.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 250 | 616 | 641 | 623 | 628 | 2,758 |
| General Debt | 0 | 0 | 0 | 900 | 0 | 900 |
| | <u>250</u> | <u>616</u> | <u>641</u> | <u>1,523</u> | <u>628</u> | <u>3,658</u> |

Investigation and Remediation - Andrews Street

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 75 | 150 | 0 | 0 | 225 |
| | <u>0</u> | <u>75</u> | <u>150</u> | <u>0</u> | <u>0</u> | <u>225</u> |

Investigation and Remediation - Chili Avenue

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 225 | 0 | 0 | 0 | 225 |
| | <u>0</u> | <u>225</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>225</u> |

Investigation and Remediation - East Main Street

Subsurface soil and groundwater cleanup.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 0 | 0 | 0 | 50 |
| | <u>0</u> | <u>50</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>50</u> |

Investigation and Remediation - Emerson Street Landfill

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 500 | 1,000 | 0 | 0 | 1,500 |
| | <u>0</u> | <u>500</u> | <u>1,000</u> | <u>0</u> | <u>0</u> | <u>1,500</u> |

Investigation and Remediation - Genesee Street

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 700 | 0 | 0 | 0 | 0 | 700 |
| | <u>700</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>700</u> |

Investigation and Remediation - Reynolds Street

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</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> |

Investigation and Remediation - Vacuum Oil Refinery Site

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 1,000 | 1,500 | 0 | 0 | 0 | 2,500 |
| | <u>1,000</u> | <u>1,500</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>2,500</u> |

Investigation and Remediation - Webster Avenue

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 225 | 0 | 0 | 0 | 225 |
| | <u>0</u> | <u>225</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>225</u> |

Vacuum Oil BOA Flint Street

Extension & Landscaping.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 1,400 | 0 | 0 | 0 | 1,400 |
| | <u>0</u> | <u>1,400</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,400</u> |

Vacuum Oil BOA River Trail

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 300 | 0 | 0 | 0 | 300 |
| New York State | 0 | 500 | 0 | 0 | 0 | 500 |
| | 0 | 800 | 0 | 0 | 0 | 800 |

E-7

Housing

Affordable Housing Acquisition and Support

The support and development of affordable housing city wide.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 250 | 500 | 500 | 500 | 500 | 2,250 |
| | 250 | 500 | 500 | 500 | 500 | 2,250 |

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 400 | 400 | 400 | 400 | 1,600 |
| | 0 | 400 | 400 | 400 | 400 | 1,600 |

Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 285 | 285 | 285 | 285 | 285 | 1,425 |
| | 285 | 285 | 285 | 285 | 285 | 1,425 |

Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 500 | 1,000 | 1,000 | 1,000 | 1,000 | 4,500 |
| | 500 | 1,000 | 1,000 | 1,000 | 1,000 | 4,500 |

E-8

Focused Investment

Focused Investment

Neighborhood stabilization and improvement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| CDBG | 500 | 0 | 0 | 0 | 0 | 500 |
| General Cash Capital | 250 | 1,000 | 1,000 | 1,000 | 1,000 | 4,250 |
| | 750 | 1,000 | 1,000 | 1,000 | 1,000 | 4,750 |

Marketview Heights URDP

Implementation of the Marketview Heights Urban Renewal District Plan, including but not limited to, acquisition and demolition activities for redevelopment purposes.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 180 | 180 | 180 | 180 | 820 |
| | 100 | 180 | 180 | 180 | 180 | 820 |

Summary of Funding by Program: Economic Development

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-----------------------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| E-1 Downtown Development | | | | | | |
| Federal | 174 | 1,793 | 0 | 0 | 0 | 1,967 |
| General Cash Capital | 584 | 750 | 750 | 750 | 750 | 3,584 |
| General Debt | 0 | 900 | 0 | 0 | 0 | 900 |
| Private | 0 | 20 | 0 | 0 | 0 | 20 |
| | <u>758</u> | <u>3,463</u> | <u>750</u> | <u>750</u> | <u>750</u> | <u>6,471</u> |
| E-2 Downtown Enhancement District | | | | | | |
| General Cash Capital | 58 | 60 | 62 | 64 | 66 | 310 |
| | <u>58</u> | <u>60</u> | <u>62</u> | <u>64</u> | <u>66</u> | <u>310</u> |
| E-3 Neighborhood Development | | | | | | |
| General Cash Capital | 0 | 2,000 | 2,800 | 1,500 | 250 | 6,550 |
| General Debt | 2,000 | 0 | 0 | 0 | 0 | 2,000 |
| | <u>2,000</u> | <u>2,000</u> | <u>2,800</u> | <u>1,500</u> | <u>250</u> | <u>8,550</u> |
| E-4 Land Acquisition | | | | | | |
| CDBG | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 6,000 |
| General Cash Capital | 750 | 1,250 | 1,250 | 1,250 | 1,250 | 5,750 |
| | <u>1,950</u> | <u>2,450</u> | <u>2,450</u> | <u>2,450</u> | <u>2,450</u> | <u>11,750</u> |
| E-6 Environmental Compliance and Remediation | | | | | | |
| General Cash Capital | 250 | 966 | 641 | 623 | 628 | 3,108 |
| General Debt | 1,850 | 3,925 | 1,150 | 900 | 0 | 7,825 |
| New York State | 0 | 500 | 0 | 0 | 0 | 500 |
| | <u>2,100</u> | <u>5,391</u> | <u>1,791</u> | <u>1,523</u> | <u>628</u> | <u>11,433</u> |

Summary of Funding by Program: Economic Development

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| E-7 Housing | | | | | | |
| General Cash Capital | 1,035 | 2,185 | 2,185 | 2,185 | 2,185 | 9,775 |
| | <u>1,035</u> | <u>2,185</u> | <u>2,185</u> | <u>2,185</u> | <u>2,185</u> | <u>9,775</u> |
| E-8 Focused Investment | | | | | | |
| CDBG | 500 | 0 | 0 | 0 | 0 | 500 |
| General Cash Capital | 350 | 1,180 | 1,180 | 1,180 | 1,180 | 5,070 |
| | <u>850</u> | <u>1,180</u> | <u>1,180</u> | <u>1,180</u> | <u>1,180</u> | <u>5,570</u> |
| ECONOMIC DEVELOPMENT TOTALS | | | | | | |
| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
| CDBG | 1,700 | 1,200 | 1,200 | 1,200 | 1,200 | 6,500 |
| Federal | 174 | 1,793 | 0 | 0 | 0 | 1,967 |
| General Cash Capital | 3,027 | 8,391 | 8,868 | 7,552 | 6,309 | 34,147 |
| General Debt | 3,850 | 4,825 | 1,150 | 900 | 0 | 10,725 |
| New York State | 0 | 500 | 0 | 0 | 0 | 500 |
| Private | 0 | 20 | 0 | 0 | 0 | 20 |
| | <u>8,751</u> | <u>16,729</u> | <u>11,218</u> | <u>9,652</u> | <u>7,509</u> | <u>53,859</u> |

ARTS AND CULTURE

The Arts and Culture category includes funds for cultural improvements to the City.

Program Change

A-1 Public Art

- Funding for Arts Installation and Enhancement is delayed to 2018-19.

A-1

Public Art

Arts Installation and Enhancements

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| General Cash Capital | 0 | 150 | 150 | 150 | 150 | 600 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 150 | 150 | 150 | 150 | 600 |

Summary of Funding by Program: Arts and Culture

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| A-1 Public Art | | | | | | |
| General Cash Capital | 0 | 150 | 150 | 150 | 150 | 600 |
| ARTS AND CULTURE TOTALS | <u>0</u> | <u>150</u> | <u>150</u> | <u>150</u> | <u>150</u> | <u>600</u> |

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

New Projects

F-1 Blue Cross Arena at Rochester War Memorial

- Funds included for CO Detection System in 2017-18.
- Funds included for Locker Rooms upgrades in 2020-21.

Project Change

F-1 Blue Cross Arena at Rochester War Memorial

- Lobby Floor Replacement is delayed to 2019-20.

F-5 Joseph A. Floreano Riverside Convention Center

- Building Envelop Repairs Phase II is deferred one year to 2018-19.
- Escalator and Elevator Modernization is shifted to 2018-19.

F-1 Blue Cross Arena at Rochester War Memorial

CO Detection System

Detection System

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capital | 100 | 0 | 0 | 0 | 0 | 100 |
| | <u>100</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>100</u> |

Facility Improvements

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capital | 70 | 70 | 70 | 70 | 70 | 350 |
| | <u>70</u> | <u>70</u> | <u>70</u> | <u>70</u> | <u>70</u> | <u>350</u> |

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capital | 0 | 0 | 650 | 0 | 0 | 650 |
| | <u>0</u> | <u>0</u> | <u>650</u> | <u>0</u> | <u>0</u> | <u>650</u> |

Locker Room

Locker room and star dressing room updates.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capital | 0 | 0 | 0 | 304 | 0 | 304 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>304</u> | <u>0</u> | <u>304</u> |

F-2

High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 48 | 75 | 77 | 79 | 279 |
| | <u>0</u> | <u>48</u> | <u>75</u> | <u>77</u> | <u>79</u> | <u>279</u> |

High Falls Museum

Facility and equipment replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 25 | 25 | 0 | 0 | 0 | 50 |
| | <u>25</u> | <u>25</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>50</u> |

F-3

Soccer Stadium

Soccer Stadium

Structural and building repairs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 50 | 50 | 50 | 50 | 250 |
| | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>250</u> |

F-4

Port of Rochester

Marina Facilities

Improvements, repairs, rehabilitation/renovation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 15 | 15 | 15 | 15 | 15 | 75 |
| | <u>15</u> | <u>15</u> | <u>15</u> | <u>15</u> | <u>15</u> | <u>75</u> |

Port of Rochester Terminal Building

General improvements, repairs, rehabilitation/renovation at Port Terminal Building.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 50 | 50 | 50 | 50 | 300 |
| | <u>100</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>300</u> |

F-5

Joseph A. Floreano Riverside Convention Center

Building Envelope Repairs Phase II

Masonry, metal panel, concrete and related envelope repairs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 400 | 0 | 0 | 0 | 400 |
| | <u>0</u> | <u>400</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>400</u> |

Building Facilities Improvements

Improvements, repairs, and renovation of the Convention Center.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 70 | 70 | 70 | 70 | 70 | 350 |
| | <u>70</u> | <u>70</u> | <u>70</u> | <u>70</u> | <u>70</u> | <u>350</u> |

Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 232 | 0 | 1,172 | 870 | 0 | 2,274 |
| | <u>232</u> | <u>0</u> | <u>1,172</u> | <u>870</u> | <u>0</u> | <u>2,274</u> |

Escalator and Elevator Modernizations

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 1,368 | 1,300 | 0 | 0 | 2,668 |
| | <u>0</u> | <u>1,368</u> | <u>1,300</u> | <u>0</u> | <u>0</u> | <u>2,668</u> |

2017-18 TO 2021-22
Capital Improvement Program

PUBLIC FACILITIES

■ Partition Wall Replacement

Replacement

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 1,000 | 0 | 0 | 0 | 0 | 1,000 |

Summary of Funding by Program: Public Facilities

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-----------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| F-1 Blue Cross Arena at Rochester War Memorial | | | | | | |
| War Memorial Cash Capital | 170 | 70 | 720 | 374 | 70 | 1,404 |
| | 170 | 70 | 720 | 374 | 70 | 1,404 |
| F-2 High Falls District | | | | | | |
| General Cash Capital | 25 | 73 | 75 | 77 | 79 | 329 |
| | 25 | 73 | 75 | 77 | 79 | 329 |
| F-3 Soccer Stadium | | | | | | |
| General Cash Capital | 50 | 50 | 50 | 50 | 50 | 250 |
| | 50 | 50 | 50 | 50 | 50 | 250 |
| F-4 Port of Rochester | | | | | | |
| General Cash Capital | 115 | 65 | 65 | 65 | 65 | 375 |
| | 115 | 65 | 65 | 65 | 65 | 375 |
| F-5 Joseph A. Floreano Riverside Convention Center | | | | | | |
| General Cash Capital | 70 | 470 | 70 | 70 | 70 | 750 |
| General Debt | 1,232 | 1,368 | 2,472 | 870 | 0 | 5,942 |
| | 1,302 | 1,838 | 2,542 | 940 | 70 | 6,692 |
| PUBLIC FACILITIES TOTALS | | | | | | |
| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
| General Cash Capital | 260 | 658 | 260 | 262 | 264 | 1,704 |
| General Debt | 1,232 | 1,368 | 2,472 | 870 | 0 | 5,942 |
| War Memorial Cash Capital | 170 | 70 | 720 | 374 | 70 | 1,404 |
| | 1,662 | 2,096 | 3,452 | 1,506 | 334 | 9,050 |

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-1 City Hall

- Funds included for City Hall Accounting Office in 2018-19.
- Funds included for City Hall Atrium in 2020-21.

M-2 Operations Center Complex

- Funds included for various facilities repairs starting in 2018-19.

M-3 Central Library Facilities

- Funding is included for Bausch and Lomb Roof Replacement in 2020-21.
- Funding included for Rundel Library Light Well Window Replacement in 2018-19.

M-4 Recreation and Parks Facilities

- Funding is included for Adams Street R-Center in 2017-18.
- Funding is included for Campbell Street Roof Replacement in 2017-18.

M-5 Water Facilities

- Funds included for Hemlock Operation Center Building Improvements in 2020-21.

M-6 General Rehabilitation

- A number of building improvements are funded in 2017-18, including Animal Services Buildings Assessment, and Westside Garage Replacement.

M-8 Public Safety Facilities

- Funding is provided for facilities improvements at Police Facilities, Fire stations, and Emergency Communications Building.

Project Changes

M-8 Chestnut Street Firehouse

- Public Safety Building Generator is deferred to 2018-19.

M-1

City Hall

City Hall Accounting Office

Renovations

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 333 | 0 | 0 | 0 | 333 |
| | 0 | 333 | 0 | 0 | 0 | 333 |

City Hall Annual Allocation

Repairs and replacements of building systems and components.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 45 | 97 | 100 | 103 | 105 | 450 |
| | 45 | 97 | 100 | 103 | 105 | 450 |

City Hall Atrium

Plaster repairs

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 434 | 0 | 434 |
| | 0 | 0 | 0 | 434 | 0 | 434 |

City Hall Building Historic Window Replacement

Historic window replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 0 | 0 | 0 | 0 | 100 |
| General Debt | 0 | 0 | 583 | 638 | 1,447 | 2,668 |
| New York State | 0 | 0 | 250 | 0 | 0 | 250 |
| | 100 | 0 | 833 | 638 | 1,447 | 3,018 |

M-2

Operations Center Complex

CVMF Building 100 Bulk Fluid

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 551 | 0 | 0 | 0 | 551 |
| Local Works Debt | 0 | 831 | 0 | 0 | 0 | 831 |
| Refuse Debt | 0 | 832 | 0 | 0 | 0 | 832 |
| | <u>0</u> | <u>2,214</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>2,214</u> |

CVMF Building 100 CNG

Repairs

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 345 | 0 | 0 | 345 |
| Local Works Cash Capital | 0 | 0 | 520 | 0 | 0 | 520 |
| Refuse Cash Capital | 0 | 0 | 521 | 0 | 0 | 521 |
| | <u>0</u> | <u>0</u> | <u>1,386</u> | <u>0</u> | <u>0</u> | <u>1,386</u> |

CVMF Building 100 Restroom

Renovations

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 97 | 0 | 97 |
| Local Works Cash Capital | 0 | 0 | 0 | 146 | 0 | 146 |
| Refuse Cash Capital | 0 | 0 | 0 | 146 | 0 | 146 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>389</u> | <u>0</u> | <u>389</u> |

CVMF Building 200

Office restroom

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 111 | 0 | 0 | 111 |
| Local Works Cash Capital | 0 | 0 | 110 | 0 | 0 | 110 |
| | <u>0</u> | <u>0</u> | <u>221</u> | <u>0</u> | <u>0</u> | <u>221</u> |

CVMF Building 200 Redundant Network Frame Room

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 174 | 0 | 0 | 174 |
| Local Works Cash Capital | 0 | 0 | 90 | 0 | 0 | 90 |
| Refuse Cash Capital | 0 | 0 | 150 | 0 | 0 | 150 |
| | <u>0</u> | <u>0</u> | <u>414</u> | <u>0</u> | <u>0</u> | <u>414</u> |

CVMF Building 201 Salt Shed

Structural Wall modifications

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Local Works Cash Capital | 0 | 0 | 163 | 0 | 0 | 163 |
| | <u>0</u> | <u>0</u> | <u>163</u> | <u>0</u> | <u>0</u> | <u>163</u> |

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 214 | 0 | 214 |
| Local Works Cash Capital | 0 | 0 | 0 | 268 | 0 | 268 |
| Refuse Cash Capital | 0 | 0 | 0 | 268 | 0 | 268 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>750</u> | <u>0</u> | <u>750</u> |

CVMF Complex Security

Security upgrade for entire complex

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 84 | 136 | 0 | 0 | 220 |
| Local Works Cash Capital | 0 | 102 | 0 | 0 | 0 | 102 |
| Refuse Cash Capital | 0 | 408 | 0 | 0 | 0 | 408 |
| | <u>0</u> | <u>594</u> | <u>136</u> | <u>0</u> | <u>0</u> | <u>730</u> |

CVMF Complex Storm & Sanitary Sewer Repairs

System repairs throughout CVMF complex.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 188 | 0 | 0 | 188 |
| Local Works Cash Capital | 0 | 0 | 234 | 0 | 0 | 234 |
| Refuse Cash Capital | 0 | 0 | 234 | 0 | 0 | 234 |
| | 0 | 0 | 656 | 0 | 0 | 656 |

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 20 | 20 | 20 | 20 | 20 | 100 |
| Local Works Cash Capital | 20 | 20 | 20 | 20 | 20 | 100 |
| Refuse Cash Capital | 20 | 20 | 20 | 20 | 20 | 100 |
| Water Cash Capital | 5 | 5 | 5 | 5 | 5 | 25 |
| | 65 | 65 | 65 | 65 | 65 | 325 |

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 99 | 102 | 109 | 111 | 421 |
| Local Works Cash Capital | 61 | 63 | 65 | 65 | 66 | 320 |
| Refuse Cash Capital | 61 | 63 | 65 | 65 | 66 | 320 |
| | 122 | 225 | 232 | 239 | 243 | 1,061 |

M-3

Central Library Facilities

Bausch & Lomb HVAC Upgrades

Heat pump replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 54 | 56 | 58 | 60 | 62 | 290 |
| | 54 | 56 | 58 | 60 | 62 | 290 |

Bausch & Lomb Roof Replacement

Roof replacement

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 0 | 0 | 541 | 0 | 541 |
| | 0 | 0 | 0 | 541 | 0 | 541 |

Central Library Annual Allocation

Standard allocation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 64 | 86 | 88 | 90 | 92 | 420 |
| | 64 | 86 | 88 | 90 | 92 | 420 |

Central Library Master Space Renovations

Phased interior renovation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| New York State | 500 | 0 | 0 | 0 | 0 | 500 |
| | 500 | 0 | 0 | 0 | 0 | 500 |

Rundel Library Light Well Window Replacements & Masonry Repairs

Window replacement & masonry repairs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Debt | 0 | 1,391 | 0 | 0 | 0 | 1,391 |
| | 0 | 1,391 | 0 | 0 | 0 | 1,391 |

Winton Library Interior Renovations

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Debt | 0 | 0 | 0 | 0 | 1,256 | 1,256 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,256</u> | <u>1,256</u> |

M-4 Recreation and Parks Facilities

Adams Street R-Center

Building & site renovations

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 150 | 0 | 0 | 0 | 0 | 150 |
| | <u>150</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>150</u> |

Campbell Street Roof

Roof replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 81 | 0 | 0 | 0 | 0 | 81 |
| | <u>81</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>81</u> |

Carter Street R-Center

Interior upgrades.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 550 | 0 | 550 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>550</u> | <u>0</u> | <u>550</u> |

Carter Street R-Center Gymnasium

Roof replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 337 | 0 | 0 | 0 | 337 |
| | <u>0</u> | <u>337</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>337</u> |

☐ Carter Street R-Center Roof

Roof replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 479 | 0 | 479 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 0 | 0 | 479 | 0 | 479 |

☐ Clinton Baden Center

Roof, window and exterior door replacements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 175 | 0 | 0 | 0 | 175 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 175 | 0 | 0 | 0 | 175 |

☐ Danforth R-Center

Window replacements, gym stage lighting and ceiling replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 657 | 0 | 657 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 0 | 0 | 657 | 0 | 657 |

☐ Edgerton R-Center

Interior and exterior improvements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 250 | 0 | 0 | 0 | 0 | 250 |
| General Debt | 0 | 2,500 | 0 | 0 | 0 | 2,500 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 250 | 2,500 | 0 | 0 | 0 | 2,750 |

☐ GVP Field House Restroom Expansion

Expansion.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 560 | 0 | 0 | 0 | 0 | 560 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 560 | 0 | 0 | 0 | 0 | 560 |

GVP Ice Rink

Insulation & Lighting replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 422 | 0 | 0 | 0 | 422 |
| | <u>0</u> | <u>422</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>422</u> |

GVP Marina Building

Roof replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 193 | 193 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>193</u> | <u>193</u> |

GVP Pool

Sewage pump station replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 202 | 0 | 0 | 0 | 0 | 202 |
| | <u>202</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>202</u> |

GVP Pool & Ice Rink Building

Exterior repairs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 565 | 0 | 565 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>565</u> | <u>0</u> | <u>565</u> |

GVP Pool Deck

Swimming pool concrete deck replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 846 | 0 | 0 | 0 | 846 |
| | <u>0</u> | <u>846</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>846</u> |

**2017-18 TO 2021-22
Capital Improvement Program**

MUNICIPAL FACILITIES

Marketview Lodge

Roof replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 141 | 141 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>141</u> | <u>141</u> |

Norton Village Center

HVAC and electrical replacements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 473 | 0 | 0 | 473 |
| | <u>0</u> | <u>0</u> | <u>473</u> | <u>0</u> | <u>0</u> | <u>473</u> |

Thomas P. Ryan R-Center

New air conditioning in gymnasium.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 60 | 0 | 0 | 0 | 0 | 60 |
| | <u>60</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>60</u> |

M-5 Water Facilities

Felix Street HVAC

HVAC & plumbing improvements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 75 | 38 | 38 | 234 | 0 | 385 |
| | <u>75</u> | <u>38</u> | <u>38</u> | <u>234</u> | <u>0</u> | <u>385</u> |

Hemlock Operations Center

Hemlock Pump house and Operations storage building improvements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 0 | 0 | 500 | 0 | 500 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>500</u> | <u>0</u> | <u>500</u> |

Highland Upper Gatehouse

Roof replacement and masonry repairs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 242 | 0 | 0 | 0 | 0 | 242 |
| | <u>242</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>242</u> |

Rush Storage

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 150 | 0 | 0 | 0 | 0 | 150 |
| | <u>150</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>150</u> |

M-6 General Rehabilitation

Animal Services Roof

Roof Restoration.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Animal Control Cash Capital | 243 | 0 | 0 | 0 | 0 | 243 |
| | <u>243</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>243</u> |

Arnett Library

Lower roof replacement

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 100 | 0 | 0 | 0 | 100 |
| | <u>0</u> | <u>100</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>100</u> |

Asbestos Management

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 84 | 84 | 87 | 87 | 90 | 432 |
| | <u>84</u> | <u>84</u> | <u>87</u> | <u>87</u> | <u>90</u> | <u>432</u> |

Branch Facilities

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 20 | 48 | 50 | 52 | 52 | 222 |
| | <hr/> 20 | <hr/> 48 | <hr/> 50 | <hr/> 52 | <hr/> 52 | <hr/> 222 |

CO Detection Systems

Detection system for City buildings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 460 | 0 | 0 | 0 | 0 | 460 |
| | <hr/> 460 | <hr/> 0 | <hr/> 0 | <hr/> 0 | <hr/> 0 | <hr/> 460 |

DES Parks Operations Center

Roof replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 573 | 0 | 0 | 0 | 0 | 573 |
| | <hr/> 573 | <hr/> 0 | <hr/> 0 | <hr/> 0 | <hr/> 0 | <hr/> 573 |

DRYS Kitchen Exhaust Hoods & Fire Suppression Systems

Install code compliant exhaust hoods and fire suppression systems at multiple facilities.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 204 | 299 | 0 | 0 | 503 |
| | <hr/> 0 | <hr/> 204 | <hr/> 299 | <hr/> 0 | <hr/> 0 | <hr/> 503 |

Frederick Douglass Community Library

Green roof.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| New York State | 0 | 0 | 448 | 0 | 0 | 448 |
| | <hr/> 0 | <hr/> 0 | <hr/> 448 | <hr/> 0 | <hr/> 0 | <hr/> 448 |

General Rehabilitation

Renovation, rehabilitation, repair, and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 300 | 200 | 200 | 200 | 200 | 1,100 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 300 | 200 | 200 | 200 | 200 | 1,100 |

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 42 | 44 | 44 | 46 | 48 | 224 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 42 | 44 | 44 | 46 | 48 | 224 |

Large Parking Lot Program

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 86 | 132 | 0 | 0 | 218 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 86 | 132 | 0 | 0 | 218 |

Records Archives Fire Suppression System

Replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 127 | 0 | 0 | 0 | 0 | 127 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 127 | 0 | 0 | 0 | 0 | 127 |

Roof Repair Allocation

Annual allocation for roof repairs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 75 | 77 | 80 | 82 | 84 | 398 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 75 | 77 | 80 | 82 | 84 | 398 |

Westside Garage

Replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Refuse Cash Capital | 300 | 0 | 0 | 0 | 0 | 300 |
| Refuse Debt | 0 | 0 | 3,000 | 0 | 0 | 3,000 |
| | <u>300</u> | <u>0</u> | <u>3,000</u> | <u>0</u> | <u>0</u> | <u>3,300</u> |

Winton Library Children's Room

Renovation

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 292 | 0 | 0 | 0 | 292 |
| | <u>0</u> | <u>292</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>292</u> |

M-7

Garages

Broad Street Tunnel

Underground parking

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 0 | 200 | 400 | 0 | 0 | 600 |
| Parking Debt | 0 | 0 | 0 | 0 | 4,900 | 4,900 |
| | <u>0</u> | <u>200</u> | <u>400</u> | <u>0</u> | <u>4,900</u> | <u>5,500</u> |

Garage Elevator Program

Comprehensive elevator rehabilitation program.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 1,300 | 0 | 0 | 0 | 0 | 1,300 |
| Parking Debt | 0 | 0 | 750 | 0 | 0 | 750 |
| | <u>1,300</u> | <u>0</u> | <u>750</u> | <u>0</u> | <u>0</u> | <u>2,050</u> |

2017-18 TO 2021-22

Capital Improvement Program

MUNICIPAL FACILITIES

Garage Program

Annual parking garage evaluation and repair program.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 500 | 758 | 750 | 750 | 750 | 3,508 |
| Parking Debt | 1,185 | 980 | 1,025 | 1,078 | 1,500 | 5,768 |
| | <u>1,685</u> | <u>1,738</u> | <u>1,775</u> | <u>1,828</u> | <u>2,250</u> | <u>9,276</u> |

Garage Revenue Control Equipment

Replacement

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 59 | 637 | 0 | 0 | 0 | 696 |
| | <u>59</u> | <u>637</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>696</u> |

Paystations

Paystations around the Inner Loop.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 200 | 0 | 0 | 0 | 0 | 200 |
| | <u>200</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>200</u> |

M-8

Public Safety Facilities

Broad & Allen Firehouse

Kitchen Upgrades, exhaust hood, and fire suppression system installation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 225 | 0 | 0 | 0 | 225 |
| | <u>0</u> | <u>225</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>225</u> |

Broad & Allen Firehouse Truck Bay

Truck Bay alteration.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 218 | 0 | 0 | 0 | 0 | 218 |
| | <u>218</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>218</u> |

☐ Chestnut Firehouse

Engine 17 kitchen upgrades.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 246 | 0 | 0 | 0 | 0 | 246 |
| General Debt | 0 | 0 | 0 | 0 | 310 | 310 |
| | <u>246</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>310</u> | <u>556</u> |

☐ Chestnut Firehouse Protectives

Kitchen upgrades, exhaust hood and fire suppression installation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 350 | 350 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>350</u> | <u>350</u> |

☐ Clinton Firehouse

Roof restoration.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 125 | 0 | 0 | 0 | 125 |
| | <u>0</u> | <u>125</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>125</u> |

☐ Emergency Communications Facility

Phased facility improvements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 30 | 30 | 30 | 30 | 120 |
| General Debt | 0 | 1,458 | 896 | 0 | 0 | 2,354 |
| | <u>0</u> | <u>1,488</u> | <u>926</u> | <u>30</u> | <u>30</u> | <u>2,474</u> |

☐ Emergency Communications Roof

Roof restoration.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 0 | 580 | 580 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>580</u> | <u>580</u> |

Fire Facilities

General upkeep of buildings

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 50 | 50 | 50 | 50 | 250 |
| | 50 | 50 | 50 | 50 | 50 | 250 |

Gardiner Firehouse

Roof restoration.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 135 | 0 | 0 | 0 | 0 | 135 |
| | 135 | 0 | 0 | 0 | 0 | 135 |

Gardiner Firehouse Truck Bay

Alterations.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 396 | 0 | 0 | 396 |
| | 0 | 0 | 396 | 0 | 0 | 396 |

Genesee Firehouse

Window replacement and boiler/HVAC upgrades.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 350 | 0 | 0 | 0 | 350 |
| | 0 | 350 | 0 | 0 | 0 | 350 |

Goodman Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations, flooring, ceiling and painting.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 1,412 | 0 | 1,412 |
| | 0 | 0 | 0 | 1,412 | 0 | 1,412 |

Monroe Avenue Firehouse

Masonry repairs.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 172 | 0 | 0 | 172 |
| | <u>0</u> | <u>0</u> | <u>172</u> | <u>0</u> | <u>0</u> | <u>172</u> |

Monroe Avenue Firehouse Boiler

Boiler replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 369 | 0 | 0 | 369 |
| | <u>0</u> | <u>0</u> | <u>369</u> | <u>0</u> | <u>0</u> | <u>369</u> |

Police Facilities

Security improvements.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 34 | 35 | 35 | 35 | 35 | 174 |
| | <u>34</u> | <u>35</u> | <u>35</u> | <u>35</u> | <u>35</u> | <u>174</u> |

Police Section Offices

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 1,000 | 1,000 | 1,000 | 1,000 | 0 | 4,000 |
| | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>0</u> | <u>4,000</u> |

Public Safety Building

Generator design and construction.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 2,200 | 0 | 0 | 0 | 2,200 |
| | <u>0</u> | <u>2,200</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>2,200</u> |

Public Safety Building Evaporative Condenser

Replacement.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 361 | 0 | 0 | 0 | 0 | 361 |
| | <u>361</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>361</u> |

Public Safety Building Lobby Perimeter

Security upgrades.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 239 | 0 | 0 | 0 | 0 | 239 |
| | <u>239</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>239</u> |

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 100 | 150 | 155 | 155 | 560 |
| | <u>0</u> | <u>100</u> | <u>150</u> | <u>155</u> | <u>155</u> | <u>560</u> |

South Avenue Firehouse

Roof restoration.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 177 | 0 | 0 | 0 | 177 |
| | <u>0</u> | <u>177</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>177</u> |

University Firehouse Truck Bay

Truck bay alteration.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 342 | 0 | 0 | 0 | 342 |
| | <u>0</u> | <u>342</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>342</u> |

2017-18 TO 2021-22
Capital Improvement Program

MUNICIPAL FACILITIES

 **Wisconsin Firehouse**

Kitchen upgrades, exhaust hood and fire suppression system installation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 107 | 107 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 0 | 0 | 0 | 107 | 107 |

Summary of Funding by Program: Municipal Facilities

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|--------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| M-1 City Hall | | | | | | |
| General Cash Capital | 145 | 430 | 100 | 103 | 105 | 883 |
| General Debt | 0 | 0 | 583 | 1,072 | 1,447 | 3,102 |
| New York State | 0 | 0 | 250 | 0 | 0 | 250 |
| | 145 | 430 | 933 | 1,175 | 1,552 | 4,235 |
| M-2 Operations Center Complex | | | | | | |
| General Cash Capital | 20 | 203 | 902 | 440 | 131 | 1,696 |
| General Debt | 0 | 551 | 174 | 0 | 0 | 725 |
| Local Works Cash Capital | 81 | 185 | 1,202 | 499 | 86 | 2,053 |
| Local Works Debt | 0 | 831 | 0 | 0 | 0 | 831 |
| Refuse Cash Capital | 81 | 491 | 990 | 499 | 86 | 2,147 |
| Refuse Debt | 0 | 832 | 0 | 0 | 0 | 832 |
| Water Cash Capital | 5 | 5 | 5 | 5 | 5 | 25 |
| | 187 | 3,098 | 3,273 | 1,443 | 308 | 8,309 |
| M-3 Central Library Facilities | | | | | | |
| Library Cash Capital | 118 | 142 | 146 | 691 | 154 | 1,251 |
| Library Debt | 0 | 1,391 | 0 | 0 | 1,256 | 2,647 |
| New York State | 500 | 0 | 0 | 0 | 0 | 500 |
| | 618 | 1,533 | 146 | 691 | 1,410 | 4,398 |
| M-4 Recreation and Parks Facilities | | | | | | |
| General Cash Capital | 541 | 1,780 | 473 | 2,251 | 334 | 5,379 |
| General Debt | 762 | 2,500 | 0 | 0 | 0 | 3,262 |
| | 1,303 | 4,280 | 473 | 2,251 | 334 | 8,641 |

Summary of Funding by Program: Municipal Facilities

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| M-5 Water Facilities | | | | | | |
| Water Cash Capital | 467 | 38 | 38 | 734 | 0 | 1,277 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 467 | 38 | 38 | 734 | 0 | 1,277 |
| M-6 General Rehabilitation | | | | | | |
| Animal Control Cash Capital | 243 | 0 | 0 | 0 | 0 | 243 |
| General Cash Capital | 1,088 | 695 | 842 | 415 | 422 | 3,462 |
| General Debt | 573 | 0 | 0 | 0 | 0 | 573 |
| Library Cash Capital | 20 | 440 | 50 | 52 | 52 | 614 |
| New York State | 0 | 0 | 448 | 0 | 0 | 448 |
| Refuse Cash Capital | 300 | 0 | 0 | 0 | 0 | 300 |
| Refuse Debt | 0 | 0 | 3,000 | 0 | 0 | 3,000 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 2,224 | 1,135 | 4,340 | 467 | 474 | 8,640 |
| M-7 Garages | | | | | | |
| Parking Cash Capital | 2,059 | 1,595 | 1,150 | 750 | 750 | 6,304 |
| Parking Debt | 1,185 | 980 | 1,775 | 1,078 | 6,400 | 11,418 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 3,244 | 2,575 | 2,925 | 1,828 | 7,150 | 17,722 |
| M-8 Public Safety Facilities | | | | | | |
| General Cash Capital | 84 | 742 | 1,202 | 270 | 727 | 3,025 |
| General Debt | 2,199 | 5,350 | 1,896 | 2,412 | 890 | 12,747 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 2,283 | 6,092 | 3,098 | 2,682 | 1,617 | 15,772 |

Summary of Funding by Program: Municipal Facilities

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| MUNICIPAL FACILITIES TOTALS | | | | | | |
| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
| Animal Control Cash Capital | 243 | 0 | 0 | 0 | 0 | 243 |
| General Cash Capital | 1,878 | 3,850 | 3,519 | 3,479 | 1,719 | 14,445 |
| General Debt | 3,534 | 8,401 | 2,653 | 3,484 | 2,337 | 20,409 |
| Library Cash Capital | 138 | 582 | 196 | 743 | 206 | 1,865 |
| Library Debt | 0 | 1,391 | 0 | 0 | 1,256 | 2,647 |
| Local Works Cash Capital | 81 | 185 | 1,202 | 499 | 86 | 2,053 |
| Local Works Debt | 0 | 831 | 0 | 0 | 0 | 831 |
| New York State | 500 | 0 | 698 | 0 | 0 | 1,198 |
| Parking Cash Capital | 2,059 | 1,595 | 1,150 | 750 | 750 | 6,304 |
| Parking Debt | 1,185 | 980 | 1,775 | 1,078 | 6,400 | 11,418 |
| Refuse Cash Capital | 381 | 491 | 990 | 499 | 86 | 2,447 |
| Refuse Debt | 0 | 832 | 3,000 | 0 | 0 | 3,832 |
| Water Cash Capital | 472 | 43 | 43 | 739 | 5 | 1,302 |
| | <u>10,471</u> | <u>19,181</u> | <u>15,226</u> | <u>11,271</u> | <u>12,845</u> | <u>68,994</u> |

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-1 Office Equipment

- Funds are included for Recreation and Youth Services in 2018-19.

B-3 Technology

- Funding is provided to extend and improve the performance of our networks, invest in ad hoc initiatives with direct impact on the operating budget.
- Funds are included for Firehouse Security in 2017-18.
- Funds are included for Mainframe Hardware Outsourcing in 2017-18.

B-1 Office Equipment

Branch Libraries Equipment

Routine replacement of office and public furnishings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 20 | 20 | 20 | 20 | 80 |
| | 0 | 20 | 20 | 20 | 20 | 80 |

Environmental Services

Routine replacement of office furnishings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Local Works Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| Refuse Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| | 0 | 10 | 10 | 10 | 10 | 40 |

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 10 | 10 | 10 | 10 | 40 |
| | 0 | 10 | 10 | 10 | 10 | 40 |

Environmental Services/Water Bureau

Routine replacement of office furnishings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 18 | 39 | 19 | 20 | 20 | 116 |
| | 18 | 39 | 19 | 20 | 20 | 116 |

Recreation and Youth Services

Routine replacement of office furnishings.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 16 | 16 | 17 | 17 | 66 |
| | 0 | 16 | 16 | 17 | 17 | 66 |

B-2 Small Equipment

Blue Cross Arena - Standard Allocation

Routine replacement of furnishings and equipment at War Memorial.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capital | 70 | 70 | 70 | 70 | 70 | 350 |
| | 70 | 70 | 70 | 70 | 70 | 350 |

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 40 | 40 | 40 | 45 | 45 | 210 |
| | 40 | 40 | 40 | 45 | 45 | 210 |

Emergency Communications

Standard allocation for replacement of equipment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 35 | 35 | 35 | 70 | 35 | 210 |
| | 35 | 35 | 35 | 70 | 35 | 210 |

Environmental Services

Standard allocation for replacement of equipment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 61 | 62 | 63 | 64 | 65 | 315 |
| Local Works Cash Capital | 20 | 20 | 21 | 21 | 22 | 104 |
| Refuse Cash Capital | 235 | 241 | 247 | 253 | 260 | 1,236 |
| Water Cash Capital | 56 | 58 | 60 | 62 | 64 | 300 |
| | <u>372</u> | <u>381</u> | <u>391</u> | <u>400</u> | <u>411</u> | <u>1,955</u> |

Recreation and Youth Services

Standard allocation for replacement of equipment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 31 | 32 | 33 | 34 | 35 | 165 |
| | <u>31</u> | <u>32</u> | <u>33</u> | <u>34</u> | <u>35</u> | <u>165</u> |

B-3

Technology

Branch Libraries Technology

Provision for cyclical replacement of branch IT equipment including computers, servers, UPS systems, network switches and copy/fax print equipment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 10 | 100 | 10 | 50 | 45 | 215 |
| | <u>10</u> | <u>100</u> | <u>10</u> | <u>50</u> | <u>45</u> | <u>215</u> |

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 13 | 14 | 0 | 0 | 27 |
| | <u>0</u> | <u>13</u> | <u>14</u> | <u>0</u> | <u>0</u> | <u>27</u> |

Firehouse Security

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 120 | 120 | 120 | 120 | 0 | 480 |
| | <u>120</u> | <u>120</u> | <u>120</u> | <u>120</u> | <u>0</u> | <u>480</u> |

Future Technology Initiatives and Planning

Staff augmentation for IT roadmap and support/upgrade projects.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 200 | 155 | 200 | 200 | 855 |
| | <u>100</u> | <u>200</u> | <u>155</u> | <u>200</u> | <u>200</u> | <u>855</u> |

Mainframe Hardware Outsourcing

Transition/Implementing of mainframe outsourcing.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</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> |

Street Pavement Management System

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 96 | 99 | 99 | 101 | 395 |
| | <u>0</u> | <u>96</u> | <u>99</u> | <u>99</u> | <u>101</u> | <u>395</u> |

Upland PC's

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| | <u>0</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>20</u> |

B-4

PSI

Enterprise Document Management System

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

IT Roadmap/Legacy Replacement

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 250 | 500 | 500 | 500 | 700 | 2,450 |
| | <u>250</u> | <u>500</u> | <u>500</u> | <u>500</u> | <u>700</u> | <u>2,450</u> |

Payroll System

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 50 | 50 | 50 | 50 | 250 |
| | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>250</u> |

B-5

Business Equipment

Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 5 | 5 | 5 | 5 | 5 | 25 |
| | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>25</u> |

Graphic Proof Printer

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 10 | 0 | 0 | 0 | 0 | 10 |
| | <u>10</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>10</u> |

B-94

Client Technology Solution Support

Audio/Web Conferencing & Collaboration

Remote conferencing and collaboration tools.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 0 | 0 | 0 | 0 | 50 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 50 | 0 | 0 | 0 | 0 | 50 |

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 320 | 320 | 320 | 320 | 1,280 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 320 | 320 | 320 | 320 | 1,280 |

Client Services Licenses

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 110 | 20 | 20 | 20 | 20 | 190 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 110 | 20 | 20 | 20 | 20 | 190 |

External Filesharing

Standard, secure solution for external filesharing.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 25 | 0 | 0 | 0 | 0 | 25 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 25 | 0 | 0 | 0 | 0 | 25 |

MS Office

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 200 | 200 | 200 | 0 | 600 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 0 | 200 | 200 | 200 | 0 | 600 |

Printer Consolidation

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 250 | 125 | 250 | 200 | 825 |
| | <u>0</u> | <u>250</u> | <u>125</u> | <u>250</u> | <u>200</u> | <u>825</u> |

B-96 Network Telecommunications & Security

Data Center Expansion

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 100 | 100 | 100 | 100 | 500 |
| | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>500</u> |

Disaster Recovery

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

Information Security

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 250 | 100 | 100 | 100 | 100 | 650 |
| | <u>250</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>650</u> |

Network Expansion/Refresh

Telecom hardware to expand capacity and support technology changes.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 70 | 100 | 100 | 100 | 100 | 470 |
| | <u>70</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>470</u> |

☐ Telephony Expansion

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

B-97 Security & Surveillance

☐ Body Camera Infrastructure

Expand video storage.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 30 | 180 | 210 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>30</u> | <u>180</u> | <u>210</u> |

☐ Police Body Worn Cameras

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 236 | 296 | 296 | 828 |
| | <u>0</u> | <u>0</u> | <u>236</u> | <u>296</u> | <u>296</u> | <u>828</u> |

☐ Video Surveillance

Blue light cameras.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

☐ Video Surveillance Camera Network

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 70 | 100 | 100 | 100 | 100 | 470 |
| | <u>70</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>470</u> |

Summary of Funding by Program: Business Equipment

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| B-1 Office Equipment | | | | | | |
| General Cash Capital | 0 | 26 | 26 | 27 | 27 | 106 |
| Library Cash Capital | 0 | 20 | 20 | 20 | 20 | 80 |
| Local Works Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| Refuse Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| Water Cash Capital | 18 | 39 | 19 | 20 | 20 | 116 |
| | 18 | 95 | 75 | 77 | 77 | 342 |
| B-2 Small Equipment | | | | | | |
| Cemetery Cash Capital | 40 | 40 | 40 | 45 | 45 | 210 |
| General Cash Capital | 127 | 129 | 131 | 168 | 135 | 690 |
| Local Works Cash Capital | 20 | 20 | 21 | 21 | 22 | 104 |
| Refuse Cash Capital | 235 | 241 | 247 | 253 | 260 | 1,236 |
| War Memorial Cash Capital | 70 | 70 | 70 | 70 | 70 | 350 |
| Water Cash Capital | 56 | 58 | 60 | 62 | 64 | 300 |
| | 548 | 558 | 569 | 619 | 596 | 2,890 |
| B-3 Technology | | | | | | |
| General Cash Capital | 295 | 416 | 374 | 419 | 301 | 1,805 |
| Library Cash Capital | 10 | 100 | 10 | 50 | 45 | 215 |
| Water Cash Capital | 0 | 18 | 19 | 5 | 5 | 47 |
| | 305 | 534 | 403 | 474 | 351 | 2,067 |
| B-4 PSI | | | | | | |
| General Cash Capital | 300 | 600 | 600 | 600 | 800 | 2,900 |
| | 300 | 600 | 600 | 600 | 800 | 2,900 |

Summary of Funding by Program: Business Equipment

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|-------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| B-5 Business Equipment | | | | | | |
| General Cash Capital | 15 | 5 | 5 | 5 | 5 | 35 |
| | 15 | 5 | 5 | 5 | 5 | 35 |
| B-94 Client Technology Solution Support | | | | | | |
| General Cash Capital | 185 | 790 | 665 | 790 | 540 | 2,970 |
| | 185 | 790 | 665 | 790 | 540 | 2,970 |
| B-96 Network Telecommunications & Security | | | | | | |
| General Cash Capital | 420 | 400 | 400 | 400 | 400 | 2,020 |
| | 420 | 400 | 400 | 400 | 400 | 2,020 |
| B-97 Security & Surveillance | | | | | | |
| General Cash Capital | 70 | 150 | 386 | 476 | 626 | 1,708 |
| | 70 | 150 | 386 | 476 | 626 | 1,708 |
| BUSINESS EQUIPMENT TOTALS | | | | | | |
| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
| Cemetery Cash Capital | 40 | 40 | 40 | 45 | 45 | 210 |
| General Cash Capital | 1,412 | 2,516 | 2,587 | 2,885 | 2,834 | 12,234 |
| Library Cash Capital | 10 | 120 | 30 | 70 | 65 | 295 |
| Local Works Cash Capital | 20 | 25 | 26 | 26 | 27 | 124 |
| Refuse Cash Capital | 235 | 246 | 252 | 258 | 265 | 1,256 |
| War Memorial Cash Capital | 70 | 70 | 70 | 70 | 70 | 350 |
| Water Cash Capital | 74 | 115 | 98 | 87 | 89 | 463 |
| | 1,861 | 3,132 | 3,103 | 3,441 | 3,395 | 14,932 |

NON-PUBLIC SAFETY FLEET

The Non-Public Safety category provides for the replacement of the City's vehicles.

New Projects

N-1 Motor Equipment

- Funding is provided for Bureau of Architecture & Engineering pool vehicles in 2020-21.

N-1 Motor Equipment

Buildings & Parks

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 200 | 948 | 938 | 732 | 446 | 3,264 |
| War Memorial Cash Capit | 37 | 0 | 0 | 0 | 0 | 37 |
| | <u>237</u> | <u>948</u> | <u>938</u> | <u>732</u> | <u>446</u> | <u>3,301</u> |

Bureau of Architecture and Engineering

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 24 | 24 | 48 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>24</u> | <u>24</u> | <u>48</u> |

Communications

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 22 | 0 | 0 | 22 |
| | <u>0</u> | <u>0</u> | <u>22</u> | <u>0</u> | <u>0</u> | <u>22</u> |

Department of Recreation and Youth Services

Standard allocation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 80 | 56 | 76 | 69 | 0 | 281 |
| | <u>80</u> | <u>56</u> | <u>76</u> | <u>69</u> | <u>0</u> | <u>281</u> |

DES Commissioner

Standard allocation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 20 | 21 | 22 | 22 | 85 |
| | <u>0</u> | <u>20</u> | <u>21</u> | <u>22</u> | <u>22</u> | <u>85</u> |

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 90 | 1,364 | 198 | 617 | 37 | 2,306 |
| Local Works Cash Capital | 292 | 2,393 | 1,536 | 768 | 355 | 5,344 |
| | <u>382</u> | <u>3,757</u> | <u>1,734</u> | <u>1,385</u> | <u>392</u> | <u>7,650</u> |

Equipment Services

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 85 | 138 | 0 | 108 | 83 | 414 |
| | <u>85</u> | <u>138</u> | <u>0</u> | <u>108</u> | <u>83</u> | <u>414</u> |

Mayor's Office

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 39 | 0 | 0 | 0 | 39 |
| | <u>0</u> | <u>39</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>39</u> |

Motor Equipment - Cemetery

Standard allocation used for the replacement of motor equipment.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 20 | 167 | 154 | 199 | 20 | 560 |
| | <u>20</u> | <u>167</u> | <u>154</u> | <u>199</u> | <u>20</u> | <u>560</u> |

Neighborhood & Business Development

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 22 | 0 | 0 | 22 |
| | <u>0</u> | <u>0</u> | <u>22</u> | <u>0</u> | <u>0</u> | <u>22</u> |

OPI

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 23 | 22 | 0 | 0 | 45 |
| | <hr/> 0 | <hr/> 23 | <hr/> 22 | <hr/> 0 | <hr/> 0 | <hr/> 45 |

Parking

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 0 | 58 | 96 | 0 | 0 | 154 |
| | <hr/> 0 | <hr/> 58 | <hr/> 96 | <hr/> 0 | <hr/> 0 | <hr/> 154 |

Public Market

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Public Market Cash Capit | 0 | 30 | 0 | 0 | 0 | 30 |
| | <hr/> 0 | <hr/> 30 | <hr/> 0 | <hr/> 0 | <hr/> 0 | <hr/> 30 |

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>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Refuse Cash Capital | 4,884 | 1,484 | 197 | 1,088 | 6,158 | 13,811 |
| | <hr/> 4,884 | <hr/> 1,484 | <hr/> 197 | <hr/> 1,088 | <hr/> 6,158 | <hr/> 13,811 |

Water Bureau

Standard allocation.

| <u>Funding Source</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 1,351 | 757 | 789 | 836 | 124 | 3,857 |
| | <hr/> 1,351 | <hr/> 757 | <hr/> 789 | <hr/> 836 | <hr/> 124 | <hr/> 3,857 |

Summary of Funding by Program: Non Public Safety Fleet

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| N-1 Motor Equipment | | | | | | |
| Cemetery Cash Capital | 20 | 167 | 154 | 199 | 20 | 560 |
| General Cash Capital | 455 | 2,588 | 1,299 | 1,572 | 612 | 6,526 |
| Local Works Cash Capital | 292 | 2,393 | 1,536 | 768 | 355 | 5,344 |
| Parking Cash Capital | 0 | 58 | 96 | 0 | 0 | 154 |
| Public Market Cash Capital | 0 | 30 | 0 | 0 | 0 | 30 |
| Refuse Cash Capital | 4,884 | 1,484 | 197 | 1,088 | 6,158 | 13,811 |
| War Memorial Cash Capital | 37 | 0 | 0 | 0 | 0 | 37 |
| Water Cash Capital | 1,351 | 757 | 789 | 836 | 124 | 3,857 |
| | 7,039 | 7,477 | 4,071 | 4,463 | 7,269 | 30,319 |

NON PUBLIC SAFETY FLEET TOTALS

| | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 20 | 167 | 154 | 199 | 20 | 560 |
| General Cash Capital | 455 | 2,588 | 1,299 | 1,572 | 612 | 6,526 |
| Local Works Cash Capital | 292 | 2,393 | 1,536 | 768 | 355 | 5,344 |
| Parking Cash Capital | 0 | 58 | 96 | 0 | 0 | 154 |
| Public Market Cash Capital | 0 | 30 | 0 | 0 | 0 | 30 |
| Refuse Cash Capital | 4,884 | 1,484 | 197 | 1,088 | 6,158 | 13,811 |
| War Memorial Cash Capital | 37 | 0 | 0 | 0 | 0 | 37 |
| Water Cash Capital | 1,351 | 757 | 789 | 836 | 124 | 3,857 |
| | 7,039 | 7,477 | 4,071 | 4,463 | 7,269 | 30,319 |

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for fewer than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These "other than full time" positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, defined as the difference between the allocation actually required for personnel compensation, and that which would be required if every position were filled at all times. Some number of positions are always unfilled at a given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced.

Personnel resources are approximated in "Employee Years." Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

| | |
|------------------------------------|------------|
| Employee Years | |
| Full Time Positions | 21.0 |
| Overtime | 1.7 |
| Part Time, Temporary, and Seasonal | 2.3 |
| LESS: Vacancy Allowance | <u>1.1</u> |
| | 23.9 |

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. Here workload requirements change throughout the year (e.g., from Leaf Collection in the fall to Snow and Ice Control in the winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

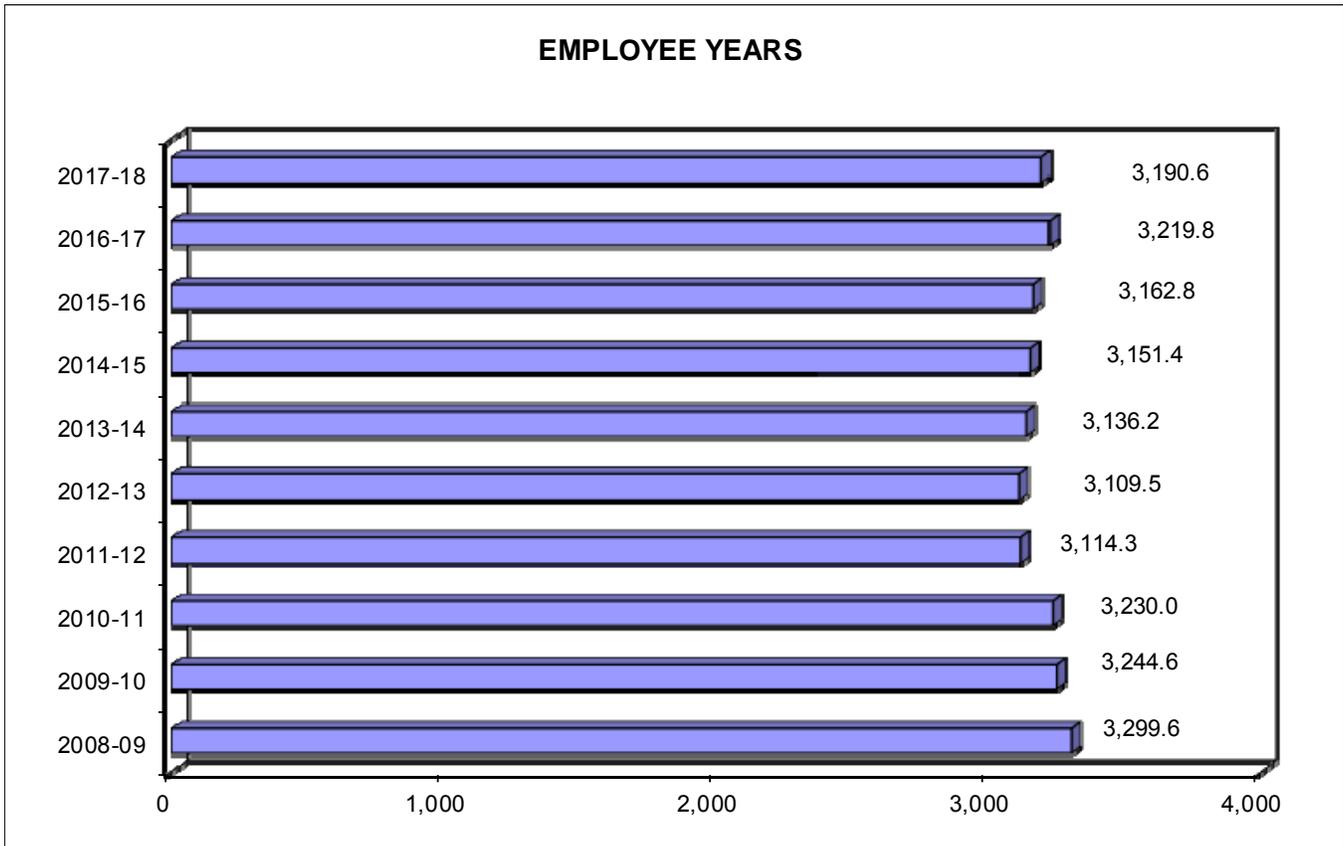
| <u>Title</u> | <u>Activities</u> | |
|--------------|--------------------|------------|
| Crew Chief | Lots & Yards | 1.2 |
| | Work Orders | 0.6 |
| | Leaf Collection | 0.3 |
| | Snow & Ice Control | <u>0.9</u> |
| | Total Authorized | 3.0 |

PERSONNEL SUMMARY
PERSONNEL RESOURCES

| Total Employee Years | Budget <u>2014-15</u> | Budget <u>2015-16</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| City Council and Clerk | 23.1 | 23.8 | 23.3 | 23.2 |
| Administration | | | | |
| Mayor's Office | 20.6 | 27.8 | 28.0 | 28.0 |
| Office of Management & Budget | 10.7 | 10.1 | 9.8 | 8.7 |
| Human Resource Management | 28.5 | 29.3 | 30.4 | 30.8 |
| Communications | 17.6 | 19.4 | 19.4 | 18.9 |
| Law | <u>20.0</u> | <u>20.5</u> | <u>22.5</u> | <u>21.5</u> |
| | 97.4 | 107.1 | 110.1 | 107.9 |
| Information Technology | 54.8 | 54.8 | 55.2 | 54.8 |
| Finance | | | | |
| Director's Office | 3.0 | 4.0 | 4.0 | 4.0 |
| Accounting | 19.5 | 18.3 | 18.2 | 17.2 |
| Treasury | 20.9 | 20.6 | 20.5 | 18.5 |
| Assessment | 13.2 | 13.4 | 13.4 | 13.4 |
| Parking Violations & Adjudication | 42.1 | 42.1 | 41.7 | 38.7 |
| Purchasing | <u>12.2</u> | <u>12.1</u> | <u>12.0</u> | <u>11.9</u> |
| | 110.9 | 110.5 | 109.8 | 103.7 |
| Neighborhood & Business Development | | | | |
| Commissioner | 10.0 | 9.4 | 9.4 | 12.6 |
| Business & Housing Development | 40.2 | 39.7 | 39.1 | 29.3 |
| Planning & Zoning | 22.1 | 22.6 | 23.6 | 0.0 |
| Neighborhood Preservation | 19.1 | 17.1 | 17.1 | 17.1 |
| Inspection & Compliance | <u>47.3</u> | <u>47.2</u> | <u>47.7</u> | <u>78.4</u> |
| | 138.7 | 136.0 | 136.9 | 137.4 |
| Environmental Services | | | | |
| Commissioner | 51.1 | 51.2 | 54.5 | 55.7 |
| Architecture & Engineering | 58.7 | 59.0 | 57.8 | 56.5 |
| Operations | 256.1 | 257.1 | 254.4 | 253.1 |
| Buildings & Parks | 154.0 | 157.6 | 163.9 | 162.2 |
| Equipment Services | 68.2 | 69.2 | 67.2 | 66.9 |
| Water | <u>133.0</u> | <u>134.2</u> | <u>133.8</u> | <u>137.2</u> |
| | 721.1 | 728.3 | 731.6 | 731.6 |
| Emergency Communications | 233.9 | 233.1 | 230.4 | 228.1 |
| Police | 905.4 | 903.6 | 939.1 | 939.9 |
| Fire | 523.5 | 525.3 | 532.6 | 520.8 |

**PERSONNEL SUMMARY
PERSONNEL RESOURCES**

| Total Employee Years | Budget <u>2014-15</u> | Budget <u>2015-16</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|----------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Library | | | | |
| Central Library | 98.3 | 95.6 | 95.3 | 91.2 |
| Community Library | <u>42.1</u> | <u>43.2</u> | <u>44.2</u> | <u>42.2</u> |
| | 140.4 | 138.8 | 139.5 | 133.4 |
| Recreation & Youth Services | | | | |
| Office of the Commissioner | 22.2 | 22.1 | 20.2 | 25.0 |
| Recreation | 156.6 | 156.7 | 166.8 | 162.5 |
| BEST & YS | <u>23.4</u> | <u>22.7</u> | <u>24.3</u> | <u>22.3</u> |
| | 202.2 | 201.5 | 211.3 | 209.8 |
| Total | 3,151.4 | 3,162.8 | 3,219.8 | 3,190.6 |

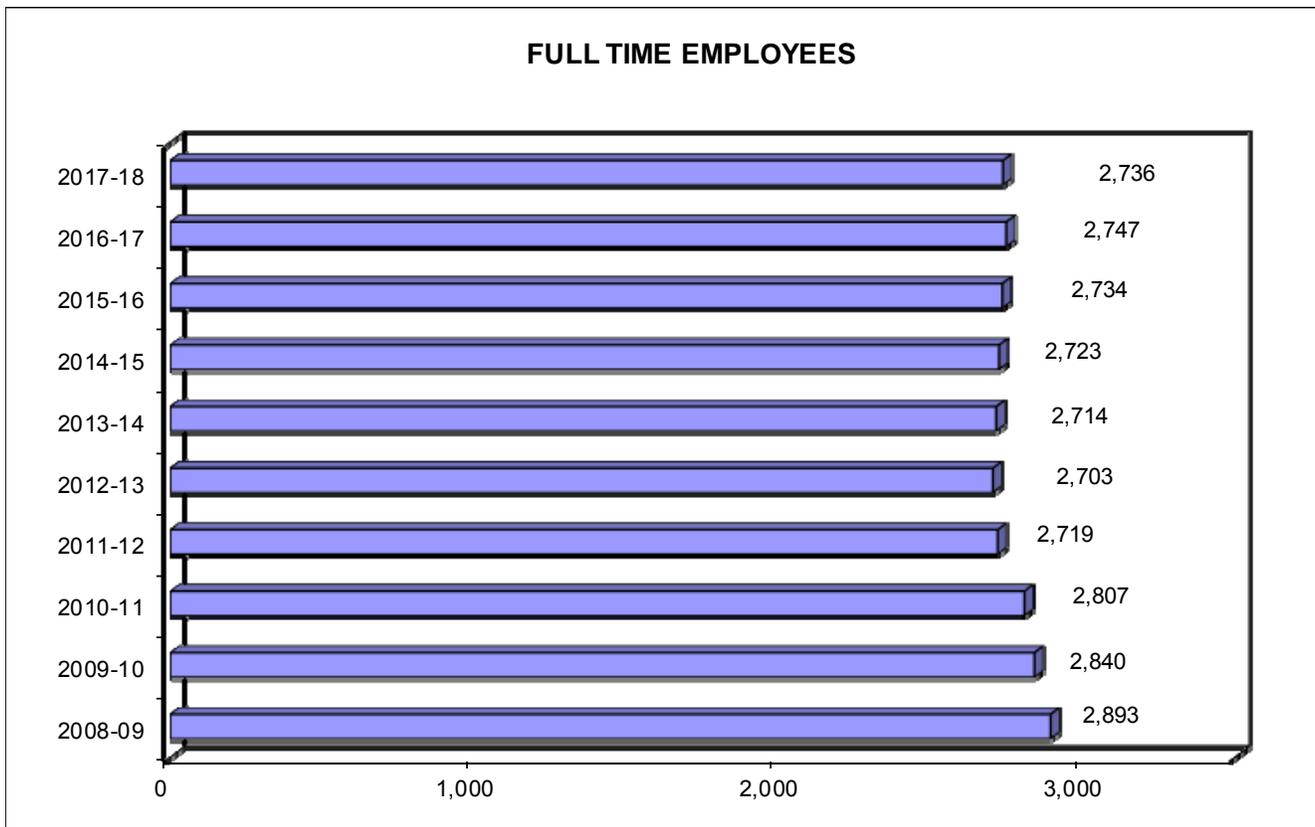


PERSONNEL SUMMARY
PERSONNEL RESOURCES

| Full Time Employees | Budget <u>2014-15</u> | Budget <u>2015-16</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| City Council and Clerk | 12.0 | 12.0 | 12.0 | 12.0 |
| Administration | | | | |
| Mayor's Office | 18.0 | 24.0 | 25.0 | 25.0 |
| Office of Management & Budget | 9.2 | 9.2 | 9.2 | 8.0 |
| Human Resource Management | 26.0 | 27.0 | 28.0 | 28.0 |
| Communications | 16.0 | 17.0 | 16.0 | 16.0 |
| Law | <u>19.0</u> | <u>20.0</u> | <u>22.0</u> | <u>21.0</u> |
| | 88.2 | 97.2 | 100.2 | 98.0 |
| Information Technology | 52.0 | 52.0 | 55.0 | 55.0 |
| Finance | | | | |
| Director's Office | 3.0 | 4.0 | 4.0 | 4.0 |
| Accounting | 19.0 | 18.0 | 18.0 | 17.0 |
| Treasury | 20.0 | 20.0 | 20.0 | 18.0 |
| Assessment | 12.0 | 12.0 | 12.0 | 12.0 |
| Parking Violations & Adjudication | 36.0 | 36.0 | 36.0 | 33.0 |
| Purchasing | <u>11.0</u> | <u>11.0</u> | <u>11.0</u> | <u>11.0</u> |
| | 101.0 | 101.0 | 101.0 | 95.0 |
| Neighborhood & Business Development | | | | |
| Commissioner | 8.8 | 8.8 | 8.8 | 12.0 |
| Business & Housing Development | 39.0 | 39.0 | 38.0 | 28.0 |
| Planning & Zoning | 22.0 | 22.0 | 23.0 | 0.0 |
| Neighborhood Preservation | 13.0 | 13.0 | 13.0 | 13.0 |
| Buildings & Zoning | 0.0 | 0.0 | 0.0 | 74.0 |
| Inspection & Compliance | <u>44.0</u> | <u>44.0</u> | <u>44.0</u> | <u>0.0</u> |
| | 126.8 | 126.8 | 126.8 | 127.0 |
| Environmental Services | | | | |
| Commissioner | 35.0 | 34.0 | 36.0 | 36.0 |
| Architecture & Engineering | 58.0 | 58.0 | 57.0 | 56.0 |
| Operations | 203.0 | 199.0 | 196.3 | 195.3 |
| Buildings & Parks | 122.0 | 126.0 | 127.7 | 125.7 |
| Equipment Services | 61.0 | 62.0 | 62.0 | 61.0 |
| Water | <u>121.0</u> | <u>121.0</u> | <u>122.0</u> | <u>123.0</u> |
| | 600.0 | 600.0 | 601.0 | 597.0 |
| Emergency Communications | 214.0 | 214.0 | 215.0 | 214.0 |
| Police | 849.0 | 847.0 | 850.0 | 851.0 |
| Fire | 502.0 | 502.0 | 502.0 | 502.0 |

PERSONNEL SUMMARY
PERSONNEL RESOURCES

| Full Time Employees | Budget <u>2014-15</u> | Budget <u>2015-16</u> | Budget <u>2016-17</u> | Budget <u>2017-18</u> |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Library | | | | |
| Central Library | 78.6 | 76.8 | 74.8 | 74.2 |
| Community Library | <u>19.4</u> | <u>20.2</u> | <u>21.2</u> | <u>20.8</u> |
| | 98.0 | 97.0 | 96.0 | 95.0 |
| Recreation & Youth Services | | | | |
| Office of the Commissioner | 15.3 | 14.3 | 12.3 | 13.6 |
| Recreation | 49.9 | 55.6 | 57.7 | 58.4 |
| BEST & YS | <u>14.8</u> | <u>15.1</u> | <u>18.0</u> | <u>18.0</u> |
| | 80.0 | 85.0 | 88.0 | 90.0 |
| Total | 2,723.0 | 2,734.0 | 2,747.0 | 2,736.0 |



PERSONNEL SUMMARY
EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes fringe benefits to appropriate units:

Employee Benefit Distribution

| <u>Department</u> | <u>Amount</u> |
|---------------------------------------|------------------|
| Council and Clerk | 884,100 |
| Administration | 5,069,700 |
| Information and Technology | 2,846,900 |
| Finance | 3,698,100 |
| Neighborhood and Business Development | 5,905,100 |
| Environmental Services | 27,335,100 |
| Emergency Communications | 7,825,600 |
| Police | 49,467,000 |
| Fire | 29,155,600 |
| Library | 4,139,600 |
| Recreation and Youth Services | <u>4,897,600</u> |
| | 141,224,400 |

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>2017-18</u> |
|------------------------------------------------------------------|----------------------------------------|
| <u>AFSCME Local 1635</u> | |
| <u>Department of Environmental Services</u> | |
| • Environmental Services Operator I | 86,500 |
| • Environmental Services Operator I | 86,500 |
| • Environmental Services Operator I | 86,500 |
| • Secretary | 71,900 |
| <u>Rochester Police Locust Club, Inc.</u> | |
| Police Department | |
| • Police Investigator | 130,400 |
| • Police Sergeant | 131,100 |
| <u>International Association of Firefighters, Local 1071</u> | |
| Fire Department | |
| • Firefighter | <u>116,400</u> |
| Total | 709,300 |

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization

Agreement Dates

AFSCME Local 1635 Full Time

July 1, 2012 to June 30, 2017

AFSCME Local 1635 Part Time

July 1, 2015 to June 30, 2020

Rochester Police Locust Club, Inc.

July 1, 2013 to June 30, 2016

International Association of Firefighters, Local 1071, Uniformed

July 1, 2016 to June 30, 2021

International Association of Firefighters, Local 1071, Non-Uniformed

July 1, 2012 to June 30, 2017

International Union of Operating Engineers, Local 832-S

July 1, 2014 to June 30, 2019

Civil Service Employees Association, Local 828, Rochester Public
Library Part Time Employees Unit

July 1, 2017 to June 30, 2021

PERSONNEL SUMMARY
SALARY SCHEDULES

July 1, 2017

By virtue of the authority vested in me by law, I, Lovely A. Warren, Mayor of the City of Rochester, New York, do hereby create, effective July 1, 2017, all positions set forth in this Budget to be in existence for the fiscal year 2017-18 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, 2017, which are not set forth in this Budget shall be abolished effective July 1, 2017 except for positions otherwise prescribed by law.

A handwritten signature in black ink that reads "Lovely A. Warren". The signature is written in a cursive style with a large, sweeping initial "L".

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

Non-Management Salaried Personnel
Effective July 1, 2016

| Bracket | Step A | Step B | Step C | Step D | Step E | Step F | Step G | Step H | Step I |
|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 1 | 27,723 | 28,580 | 29,464 | 30,400 | 31,338 | 32,140 | 32,793 | 33,389 | 34,142 |
| 2 | 28,428 | 29,307 | 30,214 | 31,175 | 32,140 | 32,793 | 33,389 | 34,142 | 34,992 |
| 3 | 29,002 | 29,898 | 30,823 | 31,814 | 32,793 | 33,389 | 34,142 | 34,992 | 35,897 |
| 4 | 29,529 | 30,442 | 31,383 | 32,389 | 33,389 | 34,142 | 34,992 | 35,897 | 36,695 |
| 5 | 30,192 | 31,127 | 32,089 | 33,114 | 34,142 | 34,992 | 35,897 | 36,695 | 37,698 |
| 6 | 30,948 | 31,905 | 32,892 | 33,945 | 34,992 | 35,897 | 36,695 | 37,698 | 38,644 |
| 7 | 31,755 | 32,737 | 33,749 | 34,820 | 35,897 | 36,695 | 37,698 | 38,644 | 39,698 |
| 8 | 32,454 | 33,458 | 34,493 | 35,595 | 36,695 | 37,698 | 38,644 | 39,698 | 40,846 |
| 9 | 33,346 | 34,378 | 35,441 | 36,568 | 37,698 | 38,644 | 39,698 | 40,846 | 42,098 |
| 10 | 34,180 | 35,236 | 36,327 | 37,488 | 38,644 | 39,698 | 40,846 | 42,098 | 43,405 |
| 11 | 35,111 | 36,196 | 37,316 | 38,507 | 39,698 | 40,846 | 42,098 | 43,405 | 44,756 |
| 12 | 36,131 | 37,249 | 38,401 | 39,621 | 40,846 | 42,098 | 43,405 | 44,756 | 46,313 |
| 13 | 37,239 | 38,391 | 39,577 | 40,838 | 42,098 | 43,405 | 44,756 | 46,313 | 47,707 |
| 14 | 38,394 | 39,581 | 40,804 | 42,098 | 43,405 | 44,756 | 46,313 | 47,707 | 49,314 |
| 15 | 39,588 | 40,813 | 42,075 | 43,418 | 44,756 | 46,313 | 47,707 | 49,314 | 50,814 |
| 16 | 40,957 | 42,224 | 43,529 | 44,922 | 46,313 | 47,707 | 49,314 | 50,814 | 52,572 |
| 17 | 42,196 | 43,503 | 44,847 | 46,275 | 47,707 | 49,314 | 50,814 | 52,572 | 54,676 |
| 18 | 43,614 | 44,961 | 46,352 | 47,833 | 49,314 | 50,814 | 52,572 | 54,676 | 56,924 |
| 19 | 44,939 | 46,328 | 47,759 | 49,289 | 50,814 | 52,572 | 54,676 | 56,924 | 59,225 |
| 20 | 46,497 | 47,934 | 49,416 | 50,995 | 52,572 | 54,676 | 56,924 | 59,225 | 61,636 |
| 21 | 48,354 | 49,849 | 51,391 | 53,031 | 54,676 | 56,924 | 59,225 | 61,636 | 64,192 |
| 110 | 29,853 | 37,316 | 38,507 | 39,698 | 40,846 | 42,098 | 43,405 | 44,756 | 46,098 |
| 150 | 33,660 | 42,075 | 43,418 | 44,756 | 46,313 | 47,707 | 49,314 | 50,814 | 52,340 |
| 170 | 35,878 | 44,847 | 46,275 | 47,707 | 49,314 | 50,814 | 52,572 | 54,676 | 56,319 |
| 180 | 37,081 | 46,352 | 47,833 | 49,314 | 50,814 | 52,572 | 54,676 | 56,924 | 58,632 |
| 190 | 38,208 | 47,759 | 49,289 | 50,814 | 52,572 | 54,676 | 56,924 | 59,225 | 61,000 |
| 200 | 39,533 | 49,416 | 50,995 | 52,572 | 54,676 | 56,924 | 59,225 | 61,636 | 63,482 |
| 210 | 49,849 | 51,391 | 53,031 | 54,676 | 56,924 | 59,225 | 61,636 | 64,191 | 66,117 |

PERSONNEL SUMMARY SALARY SCHEDULES

Weekly and Hourly Personnel Effective July 1, 2016

Hourly Rates:

| Bracket | Step A | Step B | Step C | Step D | Step E | Step F | Step G | Step H | Step I |
|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 40 | 16.07 | 16.55 | 17.06 | 17.67 | 18.19 | 18.58 | 19.00 | 19.53 | 20.04 |
| 41 | 16.59 | 17.12 | 17.64 | 18.19 | 18.74 | 19.17 | 19.88 | 20.08 | 20.82 |
| 42 | 17.21 | 17.75 | 18.29 | 18.90 | 19.54 | 20.04 | 20.49 | 21.21 | 21.74 |
| 51 | 14.03 | 14.45 | 14.90 | 15.31 | 15.75 | 16.08 | 16.37 | 16.61 | 16.90 |
| 52 | 14.22 | 14.67 | 15.12 | 15.61 | 16.08 | 16.37 | 16.61 | 16.90 | 17.30 |
| 53 | 14.42 | 14.86 | 15.32 | 15.84 | 16.37 | 16.61 | 16.90 | 17.30 | 17.69 |
| 54 | 14.70 | 15.16 | 15.63 | 16.10 | 16.61 | 16.90 | 17.30 | 17.69 | 18.08 |
| 55 | 14.94 | 15.40 | 15.89 | 16.42 | 16.90 | 17.30 | 17.69 | 18.08 | 18.50 |
| 56 | 15.28 | 15.75 | 16.24 | 16.86 | 17.30 | 17.69 | 18.08 | 18.50 | 18.82 |
| 57 | 15.65 | 16.13 | 16.63 | 17.20 | 17.69 | 18.08 | 18.50 | 18.82 | 19.53 |
| 58 | 15.97 | 16.46 | 16.96 | 17.53 | 18.08 | 18.50 | 18.82 | 19.53 | 19.88 |
| 59 | 16.36 | 16.87 | 17.38 | 17.91 | 18.50 | 18.82 | 19.53 | 19.88 | 20.46 |
| 60 | 16.65 | 17.16 | 17.69 | 18.26 | 18.82 | 19.53 | 19.88 | 20.46 | 20.92 |
| 61 | 17.20 | 17.74 | 18.28 | 18.89 | 19.53 | 19.88 | 20.46 | 20.92 | 21.63 |
| 62 | 17.60 | 18.13 | 18.70 | 19.24 | 19.88 | 20.46 | 20.92 | 21.64 | 22.23 |
| 63 | 18.07 | 18.65 | 19.22 | 19.88 | 20.46 | 20.92 | 21.63 | 22.23 | 22.86 |
| 64 | 18.52 | 19.10 | 19.70 | 20.35 | 20.92 | 21.63 | 22.23 | 22.86 | 23.54 |
| 65 | 19.17 | 19.75 | 20.36 | 20.98 | 21.63 | 22.23 | 22.86 | 23.54 | 24.25 |
| 66 | 15.43 | 15.91 | 16.41 | 16.89 | 17.42 | 18.50 | | | |

Daily Rates:

| Bracket | Step A | Step B | Step C | Step D | Step E | Step F | Step G | Step H |
|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| 68 | 134.47 | 138.62 | 142.91 | | | | | |
| 69 | 162.47 | 167.47 | 172.67 | 183.67 | 194.67 | 205.69 | 211.80 | 217.92 |
| 70 | 172.78 | 178.12 | 183.49 | 189.66 | 195.43 | 202.19 | | |
| 71 | 188.13 | 194.46 | 200.79 | 207.11 | 213.44 | 219.76 | | |

PERSONNEL SUMMARY
SALARY SCHEDULES

Uniformed Police Personnel
Effective July 1, 2015

| Bracket | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---------|--------|--------|---------|---------|--------|
| 90 | 43,297 | 53,417 | 62,835 | 72,041 | 75,606 |
| 191 | | | 81,132 | 86,055 | |
| 92 | | | 81,647 | 86,570 | |
| 94 | | | 92,328 | 97,895 | |
| 95 | | | 104,180 | 110,463 | |

Uniformed Fire Personnel
Effective July 1, 2017

| Bracket | Start | Step 1A | Step 1B | Step 2 | Step 3 | Step 4 |
|---------|--------|---------|---------|---------|--------|--------|
| 80 | 43,207 | 48,257 | 53,305 | 62,706 | 71,892 | 75,451 |
| 82 | | | 82,321 | 86,393 | | |
| 84 | | | 93,086 | 97,692 | | |
| 85 | | | 105,039 | 110,235 | | |

Non-Uniformed Fire Personnel
Effective July 1, 2016

| Bracket | Step A | Step B | Step C | Step D | Step E | Step F | Step G | Step H | Step I | Step J |
|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 73 | 43,966 | 45,325 | 47,020 | 48,701 | 50,409 | 52,104 | 53,798 | 55,493 | 57,187 | 58,883 |
| 75 | 46,163 | 47,591 | 49,429 | 51,264 | 53,101 | 54,938 | 56,775 | 58,612 | 60,449 | 62,286 |
| 78 | 49,465 | 50,995 | 53,724 | 56,454 | 59,183 | 61,913 | 64,643 | 67,372 | 70,102 | 72,831 |

Operating Engineers
Effective July 1, 2017

| Bracket | Title | Step A | Step B | Step C | Step D | Step E |
|---------|---------------------------|--------|--------|--------|--------|--------|
| 149 | HVAC Trainee | 17.48 | 18.00 | 18.56 | 19.85 | 20.45 |
| 150 | Asst. HVAC Engineer | 25.68 | 26.46 | 27.29 | 29.22 | 30.12 |
| 151 | HVAC Engineer | 26.72 | 27.54 | 28.38 | 30.41 | 31.34 |
| 152 | Lead HVAC Engineer | 28.77 | 29.66 | 30.56 | 32.71 | 33.78 |
| 153 | Supervising HVAC Engineer | 30.99 | 31.95 | 32.91 | 35.23 | 36.39 |

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Fixed Salary Rates
Effective July 1, 2017 or as otherwise noted

| Title | Amount |
|---------------------------------|---------|
| Elected and Appointed Officials | |
| President of the Council* | 44,994 |
| Council Member* | 34,994 |
| Mayor* | 145,837 |
| Deputy Mayor | 140,730 |
| Examining Board Members | |
| Examiner-Chair** | 1,250 |
| Examiner Plumber | 1,250 |
| Clerk to the Board | 1,250 |
| Examiner-Vice Chair** | 1,250 |
| Examiner-Secretary** | 1,250 |
| Examiner-Stationary | 1,250 |
| Examiner-Electrician | 1,000 |

*These salaries are fixed by local legislation on a calendar year basis; amounts shown above represent calendar 2017. Every four years City Council sets the annual salaries of the Mayor and Councilmembers and provides for a cost of living adjustment for each of the next three years with a 3% annual cap; the last base year set was for calendar 2015. The Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries.

**These positions are not compensated if filled by a City or RG&E employee.

PERSONNEL SUMMARY
SALARY SCHEDULES

CSEA Library Part Time
Effective July 1, 2017

| TITLE | Bracket | Step A | Step B | Step C | Step D | Step E | Step F |
|----------------------------------|---------|--------|--------|--------|--------|--------|--------|
| Administrative Assistant | N165 | 21.86 | 22.54 | 23.28 | 24.00 | 24.48 | 24.97 |
| Class 5 Truck Driver | N085 | 17.37 | 17.90 | 18.47 | 19.05 | 19.43 | 19.82 |
| Cleaner Library | N015 | 14.79 | 15.26 | 15.74 | 16.25 | 16.56 | 16.88 |
| Clerk II Library | N095 | 17.80 | 18.35 | 18.94 | 19.54 | 19.92 | 20.33 |
| Clerk III with Typing Library | N075 | 16.95 | 17.47 | 18.02 | 18.58 | 18.97 | 19.34 |
| Clerk Typist Library | N035 | 15.49 | 15.97 | 16.45 | 16.99 | 17.35 | 17.67 |
| Digital Media Associate | N145 | 20.50 | 21.12 | 21.84 | 22.50 | 22.95 | 23.43 |
| Duplicating Operator | N065 | 16.51 | 17.02 | 17.56 | 18.16 | 18.49 | 18.87 |
| Graphic Assistant | N145 | 20.50 | 21.12 | 21.84 | 22.50 | 22.95 | 23.43 |
| Historical Researcher | N185 | 22.66 | 23.37 | 24.10 | 24.85 | 25.62 | 26.41 |
| Librarian I | N185 | 22.66 | 23.37 | 24.10 | 24.85 | 25.62 | 26.41 |
| Librarian II | N195 | 23.99 | 24.75 | 25.53 | 26.34 | 26.87 | 27.41 |
| Library Assistant | N145 | 20.50 | 21.12 | 21.84 | 22.50 | 22.95 | 23.43 |
| Mail Room Clerk | N095 | 17.80 | 18.35 | 18.94 | 19.54 | 19.92 | 20.33 |
| Maintenance Worker | N575 | 16.57 | 17.08 | 17.62 | 18.17 | 18.73 | 19.11 |
| Materials Processor | N035 | 15.49 | 15.97 | 16.45 | 16.99 | 17.35 | 17.67 |
| Retrieval Room Aide (7/1-12/30) | N304 | 9.85 | 10.15 | 10.47 | 10.80 | 11.04 | 11.27 |
| Retrieval Room Aide (12/31-6/30) | N304 | 10.40 | 10.40 | 10.47 | 10.80 | 11.04 | 11.27 |
| Security Guard Library | N015 | 14.79 | 15.26 | 15.74 | 16.25 | 16.56 | 16.88 |
| Shipping Aide (7/1-12/30) | N402 | 9.85 | 10.15 | 10.47 | 10.80 | 11.04 | 11.27 |
| Shipping Aide (12/31-6/30) | N402 | 10.40 | 10.40 | 10.47 | 10.80 | 11.04 | 11.27 |
| Sr. Retrieval Room Aide | N305 | 14.78 | 15.25 | 15.69 | 16.22 | 16.52 | 16.85 |
| Youth Services Assistant | N075 | 16.95 | 17.47 | 18.02 | 18.58 | 18.97 | 19.34 |
| Youth Services Coordinator | N145 | 20.50 | 21.12 | 21.84 | 22.50 | 22.95 | 23.43 |

PERSONNEL SUMMARY
SALARY SCHEDULES

AFSCME PART TIME
Effective July 1, 2016

| TITLE | BRACKET | Step A | Step B | Step C | Step D | Step E |
|-----------------------------------|---------|--------|--------|--------|--------|--------|
| Accountant | N717 | 23.18 | 23.90 | 24.64 | 25.43 | 26.20 |
| Administrative Analyst | N720 | 25.54 | 26.34 | 27.14 | 28.02 | 28.89 |
| Animal Care Tech | P702 | 13.67 | 14.10 | 14.52 | 14.98 | 15.45 |
| Animal Care Tech II | P706 | 14.88 | 15.34 | 15.81 | 16.32 | 16.82 |
| Auto Aide | P758 | 15.97 | 16.46 | 16.95 | 17.52 | 18.08 |
| Cemetery Service Rep | N711 | 19.30 | 19.90 | 20.50 | 21.15 | 21.81 |
| Cemetery Worker | P757 | 15.65 | 16.13 | 16.63 | 17.21 | 17.69 |
| Cleaner | P701 | 13.32 | 13.74 | 14.16 | 14.62 | 15.07 |
| Clerk II | N709 | 18.32 | 18.89 | 19.47 | 20.09 | 20.72 |
| Clerk III / Typing | N707 | 17.44 | 17.99 | 18.54 | 19.14 | 19.73 |
| Clerk Typist | N703 | 15.94 | 16.42 | 16.93 | 17.47 | 18.00 |
| Code Enforcement Inspector | P761 | 17.20 | 17.73 | 18.28 | 18.89 | 19.52 |
| Code Enforcement Officer | P721 | 23.26 | 23.97 | 24.71 | 25.51 | 26.29 |
| Code Enforcement Officer Trainee | P718 | 20.97 | 21.61 | 22.29 | 22.99 | 23.70 |
| Communications Aide | N716 | 22.50 | 23.21 | 23.91 | 24.68 | 25.45 |
| Communications Research Assistant | N812 | 17.37 | 17.91 | 18.46 | 19.04 | 19.64 |
| Counseling Specialist | N718 | 23.96 | 24.69 | 25.47 | 26.28 | 27.10 |
| Dispatcher I / OEC | N715 | 16.18 | 20.23 | 20.87 | 21.52 | 22.27 |
| Dispatcher II / OEC | N817 | 17.25 | 21.56 | 22.25 | 22.94 | 23.70 |
| Grants Support Associate | N713 | 20.46 | 21.09 | 21.75 | 22.43 | 23.13 |
| Ground Equipment Operator | P756 | 14.56 | 14.98 | 15.43 | 16.07 | 16.60 |
| Interdepartmental Messenger | N706 | 17.01 | 17.52 | 18.07 | 18.67 | 19.22 |
| Maintenance Mechanic | P760 | 16.65 | 17.17 | 17.69 | 18.26 | 18.82 |
| Microfilm Equipment Operator | N706 | 17.01 | 17.52 | 18.07 | 18.67 | 19.22 |
| Office Automation Specialist | N717 | 23.18 | 23.90 | 24.64 | 25.43 | 26.20 |
| Parking Enforcement Officer | P710 | 16.43 | 16.93 | 17.46 | 18.01 | 18.57 |
| Parking Equipment Mechanic | P710 | 16.43 | 16.93 | 17.46 | 18.01 | 18.57 |
| Police Evidence Tech | P716 | 22.50 | 23.21 | 23.91 | 24.68 | 25.45 |
| Principal Engineering Technician | N718 | 23.96 | 24.69 | 25.47 | 26.28 | 27.10 |
| Project Assistant | N712 | 19.86 | 20.46 | 21.10 | 21.77 | 22.44 |
| Property Conservation Inspector | P188 | 20.97 | 21.61 | 22.29 | 22.99 | 23.70 |
| Receptionist Typist | N706 | 17.01 | 17.52 | 18.07 | 18.67 | 19.22 |
| Secretary | N711 | 19.30 | 19.90 | 20.50 | 21.15 | 21.81 |
| Security Guard | P752 | 14.22 | 14.67 | 15.12 | 15.61 | 16.08 |
| Service Representative | N812 | 17.37 | 17.91 | 18.46 | 19.04 | 19.64 |
| Service Representative Bil | N812 | 17.37 | 17.91 | 18.46 | 19.04 | 19.64 |
| Senior Maintenance Mechanic | P762 | 17.61 | 18.13 | 18.70 | 19.23 | 19.89 |
| Senior Maintenance Mechanic Bldg | P765 | 19.07 | 19.76 | 20.35 | 20.98 | 21.64 |
| Telecommunicator | N810 | 14.35 | 17.94 | 18.51 | 19.08 | 19.64 |
| Veterinary Technician | P710 | 16.43 | 16.93 | 17.46 | 18.01 | 18.57 |
| Victim Assistance Counselor | N714 | 21.10 | 21.76 | 22.41 | 23.14 | 23.86 |
| Water Quality Lab Tech | P720 | 22.36 | 23.04 | 23.77 | 24.52 | 25.28 |

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective December 31, 2016

| Title | Bracket | Step A | Step B | Step C | Step D | Step E | Step F |
|--------------------------------------|---------|--------|--------|--------|--------|--------|--------|
| Accountant | N170 | 23.17 | 23.90 | 24.64 | 25.42 | 26.19 | |
| Accountant Intern Seasonal | N308 | 13.92 | 15.57 | | | | |
| Administrative Analyst | N200 | 25.54 | 26.34 | 27.14 | 28.01 | 28.88 | 33.86 |
| Administrative Assistant | N160 | 22.50 | 23.19 | 23.91 | 24.67 | 25.44 | 28.89 |
| Administrative Secretary | N130 | 20.46 | 21.08 | 21.75 | 22.44 | 23.12 | 25.45 |
| Architectural Intern Seasonal | N308 | 13.92 | 15.57 | | | | |
| Assistant Beach Manager | P840 | 15.99 | | | | | |
| Assistant Exam Supervisor | P462 | 13.08 | | | | | |
| Assistant GIS Technician | N030 | 15.92 | 16.42 | 16.94 | 17.47 | 18.01 | |
| Assistant Pool Manager | P840 | 15.99 | 16.52 | 16.95 | | | |
| Assistant Summer Program Coordinator | P459 | 11.69 | | | | | |
| Assistant Supervisor of Markets | P417 | 16.64 | 17.20 | 17.69 | | | |
| Auto Aide | P758 | 15.97 | 16.46 | 16.95 | 17.52 | 18.08 | |
| Beach Lifeguard | P826 | 11.67 | 12.10 | 12.60 | | | |
| Beach Lifeguard Captain | P836 | 15.01 | 15.44 | 15.95 | | | |
| Beach Lifeguard Lieutenant | P831 | 13.44 | 13.77 | 14.25 | | | |
| Beach Manager | P850 | 19.76 | | | | | |
| Building Maintenance Helper | P528 | 14.22 | 14.67 | 15.12 | | | |
| Car Pool Coordinator | P365 | 17.37 | 17.90 | 18.50 | | | |
| Cemetery Crew Leader | P455 | 13.25 | | | | | |
| Cemetery Service Representative | N110 | 19.29 | 19.89 | 20.50 | 21.15 | 21.81 | 24.58 |
| Cemetery Worker | P578 | 15.65 | 16.13 | 16.63 | 17.20 | 17.69 | |
| Cleaner | P018 | 13.32 | 13.74 | 14.17 | 14.63 | 15.08 | |
| Clerical Aide | P350 | 13.17 | | | | | |
| Clerk II | N090 | 18.32 | 18.89 | 19.47 | 20.09 | 20.71 | |
| Clerk III | N070 | 17.44 | 17.98 | 18.53 | 19.13 | 19.73 | 21.81 |
| Clerk IV | N030 | 15.92 | 16.42 | 16.94 | 17.47 | 18.01 | |
| Clerk Typist | N030 | 15.92 | 16.42 | 16.94 | 17.47 | 18.01 | |
| College Junior Intern | P452 | 13.92 | 15.57 | | | | |
| Coordinator Duplicating and Supply | N140 | 21.10 | 21.75 | 22.42 | 23.13 | 23.85 | |
| Crew Chief Seasonal | P360 | 18.02 | | | | | |
| Day Camp Supervisor | P461 | 15.36 | | | | | |
| Dispatcher | P648 | 18.52 | 19.10 | 19.69 | 20.34 | 20.91 | |
| Engineering Intern Seasonal | N308 | 13.92 | 15.57 | | | | |
| Exam Proctor | P358 | 10.55 | 11.26 | 11.97 | | | |

**PERSONNEL SUMMARY
SALARY SCHEDULES**

Part time, Temporary, and Seasonal Personnel
Effective December 31, 2016

| Title | Bracket | Step A | Step B | Step C | Step D | Step E | Step F |
|-----------------------------------------|---------|--------|--------|--------|--------|--------|--------|
| Exam Supervisor | P460 | 15.67 | | | | | |
| Field Auditor | N140 | 21.10 | 21.75 | 22.42 | 23.13 | 23.85 | |
| Fire Protection Gear Repairer | P298 | 34.98 | | | | | |
| Firefighter Trainee (1/1/17 - 12/30/17) | P354 | 9.70 | 9.70 | 18.73 | | | |
| Forestry Worker | P618 | 17.20 | 17.73 | 18.28 | 18.88 | 19.52 | |
| Graduate Intern | N463 | 16.81 | | | | | |
| Ground Equipment Operator* | P362 | 15.28 | | | | | |
| Grounds Worker | P451 | 11.55 | | | | | |
| Human Resource Consultant II | N210 | 26.56 | 27.39 | 28.23 | 29.13 | 30.04 | 35.26 |
| Interdepartmental Messenger | N060 | 17.00 | 17.52 | 18.06 | 18.66 | 19.23 | |
| IT Intern | N308 | 13.92 | 15.57 | | | | |
| Laborer (1/1/17 - 12/30/17) | P456 | 9.93 | | | | | |
| Laborer Library (1/1/17 - 12/30/17) | N456 | 9.93 | | | | | |
| Lead Laborer | P455 | 12.30 | | | | | |
| Legal Asst/CFB | N200 | 25.54 | 26.34 | 27.14 | 28.01 | 28.88 | 33.86 |
| Legislative Aide | N160 | 22.50 | 23.19 | 23.91 | 24.67 | 25.44 | 28.89 |
| Legislative Clerk | N070 | 17.44 | 17.98 | 18.53 | 19.13 | 19.73 | 21.81 |
| Library Page (1/1/17 - 12/30/17) | N401 | 9.70 | 9.70 | 9.70 | 9.75 | | |
| Lifeguard* | P825 | 11.30 | 11.73 | 12.22 | | | |
| Lifeguard Captain | P835 | 14.64 | 15.07 | 15.58 | | | |
| Lifeguard Lieutenant | P830 | 12.97 | 13.40 | 13.90 | | | |
| Literacy Aide (1/1/17 - 12/30/17) | N403 | 9.70 | | | | | |
| Maintenance Mechanic | P608 | 16.65 | 17.16 | 17.69 | | | |
| Operations Worker | P418 | 16.59 | 17.12 | 17.64 | 18.19 | 18.74 | |
| Parks Operations Supervisor | P198 | 21.60 | 22.28 | 22.94 | 23.68 | 24.41 | |
| Parks Operations Worker | P418 | 16.59 | 17.12 | 17.64 | 18.19 | 18.74 | |
| Photo Grade I | N210 | 26.56 | 27.39 | 28.23 | 29.13 | 30.04 | 35.26 |
| Playground Supervisor | P449 | 10.87 | | | | | |
| Pool Attendant | P457 | 12.44 | | | | | |
| Pool Supervisor | P850 | 18.33 | 18.88 | 19.47 | | | |
| Principal Engineering Technician | N180 | 23.97 | 24.69 | 25.46 | 26.28 | 27.10 | 31.27 |
| Project Assistant | P128 | 19.84 | | | | | |
| Public Safety Aide | P445 | 19.82 | 20.40 | 20.98 | | | |
| Public Safety Intern | P447 | 10.30 | | | | | |
| Purchaser | N190 | 24.68 | 25.45 | 26.24 | 27.08 | 27.92 | 32.54 |

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective December 31, 2016

| Title | Bracket | Step A | Step B | Step C | Step D | Step E | Step F | Step G |
|----------------------------------|---------|--------|--------|--------|--------|--------|--------|--------|
| Recreation Assistant | P815 | 10.44 | 10.81 | 11.13 | | | | |
| Recreation Clerical Aide | P820 | 10.17 | | | | | | |
| Recreation Leader | N300 | 18.33 | 18.88 | 19.47 | 20.08 | 20.72 | | |
| Rink Aide | P448 | 10.03 | | | | | | |
| Rink Manager | P446 | 13.70 | | | | | | |
| School Traffic Officer | P459 | 11.69 | | | | | | |
| School Traffic Officer II | P458 | 13.61 | | | | | | |
| Secretary to Commissioner | N180 | 23.97 | 24.69 | 25.46 | 26.28 | 27.10 | 31.27 | |
| Secretary | N110 | 19.29 | 19.89 | 20.50 | 21.15 | 21.81 | 24.58 | |
| Secretary to Police Chief | N160 | 22.50 | 23.19 | 23.91 | 24.67 | 25.44 | 28.89 | |
| Security Guard | P528 | 14.22 | 14.67 | 15.12 | 15.61 | 16.08 | | |
| Senior Cashier | N130 | 20.46 | 21.08 | 21.75 | 22.44 | 23.12 | 25.45 | |
| Senior Field Auditor | N180 | 23.97 | 24.69 | 25.46 | 26.28 | 27.10 | 31.27 | |
| Service Representative | N128 | 17.37 | 17.90 | 18.46 | 19.04 | 19.64 | | |
| Service Representative Bilingual | N128 | 17.37 | 17.90 | 18.46 | 19.04 | 19.64 | | |
| Sr. Maintenance Mechanic/Mason | D065 | 19.17 | 19.75 | 20.36 | 20.98 | 21.63 | 22.23 | 22.86 |
| Sr. Operations Worker | D062 | 17.60 | 18.13 | 18.70 | 19.24 | 19.88 | 20.46 | 20.92 |
| Sr. Recreation Assistant | P810 | 13.98 | 14.41 | 14.83 | | | | |
| Stock Clerk | P068 | 14.87 | 15.34 | 15.81 | 16.32 | 16.82 | | |
| Summer Program Clerk | N303 | 11.04 | | | | | | |
| Summer Program Clerk | P454 | 11.04 | | | | | | |
| Summer Program Coordinator | N325 | 19.64 | | | | | | |
| Summer Program Coordinator | P338 | 19.64 | | | | | | |
| Vending Inspector | P359 | 15.60 | | | | | | |
| Veterinary Technician Trainee | P088 | 15.60 | 16.08 | 16.59 | 17.12 | 17.65 | | |
| Water Maintenance Worker | P598 | 16.35 | 16.87 | 17.38 | | | | |
| Youth Intervention Specialist | N180 | 23.97 | 24.69 | 25.46 | 26.28 | 27.10 | 31.27 | |
| Youth Worker (1/1/17 - 12/30/17) | N400 | 9.70 | | | | | | |
| Youth Worker (1/1/17 - 12/30/17) | P953 | 9.70 | | | | | | |



Rochester City School District

Board of Education

May 15, 2017

President

Van Henri White

The Honorable Lovely A. Warren
Mayor, City of Rochester

Vice President

Cynthia Elliott

City Hall
30 Church Street
Rochester, NY 14614

Members

Mary Adams

José Cruz

Elizabeth Hallmark

Malik Evans

Willa Powell

Dear Mayor Warren:

On May 11, 2017, the Board of Education unanimously adopted a budget of \$883,356,377 to fund the Rochester City School District for fiscal year 2017-18.

By driving educational equity, building relational capacity, nurturing innovation, creating coherence, and establishing accountability for action, our budget accomplishes two key objectives:

- Provide for all students to receive, for the first time, NYS minimum RTI instructional supports and related academic intervention services.
- Ensure that all students have equitable access to rigorous, culturally-relevant, curriculum as well as programs, services, and supports aligned with individualized students' interests and needs.

Superintendent of Schools

Barbara

Deane-Williams

The District's 2017-18 budget closes a projected gap of roughly \$55 million through a line-by-line analysis to identify Operational and Human Resource efficiencies. Of note, we will maintain District programs and services for children in grades PreK to 12 at or very near current levels, while expanding programs and services for our high achievers and those who may need supplemental support services. Increased State aid revenue and the application of fund balance have also helped to close the gap.

Specific actions supported in the budget include:

- Increase in teaching positions, especially in reading and math, to meet State and Federal requirements
- Central Office resources being redeployed into schools
- Improved Teaching and Learning support for schools
- Continued partnerships with parents and community organizations
- Operational savings reinvested in schools
- Align access to and with social/emotional supports with culturally relevant professional learning and resources

We are pleased to propose a budget that is fiscally balanced, educationally sound and based on input from stakeholders across the District and community. We appreciate the City's support for our budget, and the many other ways in which we collaborate to serve Rochester children and families. Working together, we can create city schools where every student achieves and succeeds to the best of his or her ability.

Sincerely,



Van Henri White
President, Board of Education



Barbara Deane-Williams
Superintendent of Schools

Rochester City School District Board of Education

Van Henri White, President
Cynthia Elliott, Vice President
Mary Adams
José Cruz
Malik Evans
Elizabeth Hallmark
Willa Powell



Shanai Lee
District Clerk
(585) 262-8525
Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting: May 11, 2017

Resolution No 2016-17: 702

By Member of the Board Commissioner Evans

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2017-18 fiscal year as follows:

General Fund Revenues:

| | |
|-----------------------|---------------------------|
| \$ 590,171,399 | New York State |
| \$ 119,100,000 | City of Rochester |
| \$ 2,100,000 | Federal Medicaid |
| \$ 18,092,662 | Local |
| \$ 20,000,000 | Appropriated Fund Balance |
| \$ 749,464,061 | Total |

General Fund Expenses:

| | |
|-----------------------|-------------------|
| \$ 673,559,479 | Operating Expense |
| \$ 14,058,210 | Capital Expenses |
| \$ 61,846,372 | Debt Service |
| \$ 749,464,061 | Total |

Grants and Special Aid Revenues:

\$ 110,892,316

Grants and Special Aid Expenses:

\$ 110,892,316

School Food Service Fund Revenues:

\$ 23,000,000

School Food Service Fund Expenses:

\$ 23,000,000

Grand Total Budget:

\$ 883,356,377

Seconded by Member of the Board Commissioner Cruz

Roll Call Vote

| | |
|-------------------------------|------------|
| Commissioner Adams | Yes |
| Commissioner Cruz | Yes |
| Commissioner Evans | Yes |
| Commissioner Hallmark | Yes |
| Commissioner Powell | Yes |
| Vice President Elliott | Yes |
| President White | Yes |

Adopted 7-0

I, Shanai Lee, Clerk of the Board of Education of the Rochester City School District of the State of New York, do hereby certify that I have compared the attached resolution with the original resolution passed by such Board of Education at a legally convened meeting held on the 11th of May 2017, on file as part of the minutes of such meeting, and the same is a true copy thereof and the whole of such original. I further certify that the full Board of Education consists of seven members and that seven of such members were present at such meeting and that seven of such members voted in favor of such resolution.

IN WITNESS THEREOF, I have hereunto set my hand and the seal of the Rochester City School District on this 11th day of May 2017.


Shanai Lee, Clerk of the Board of Education

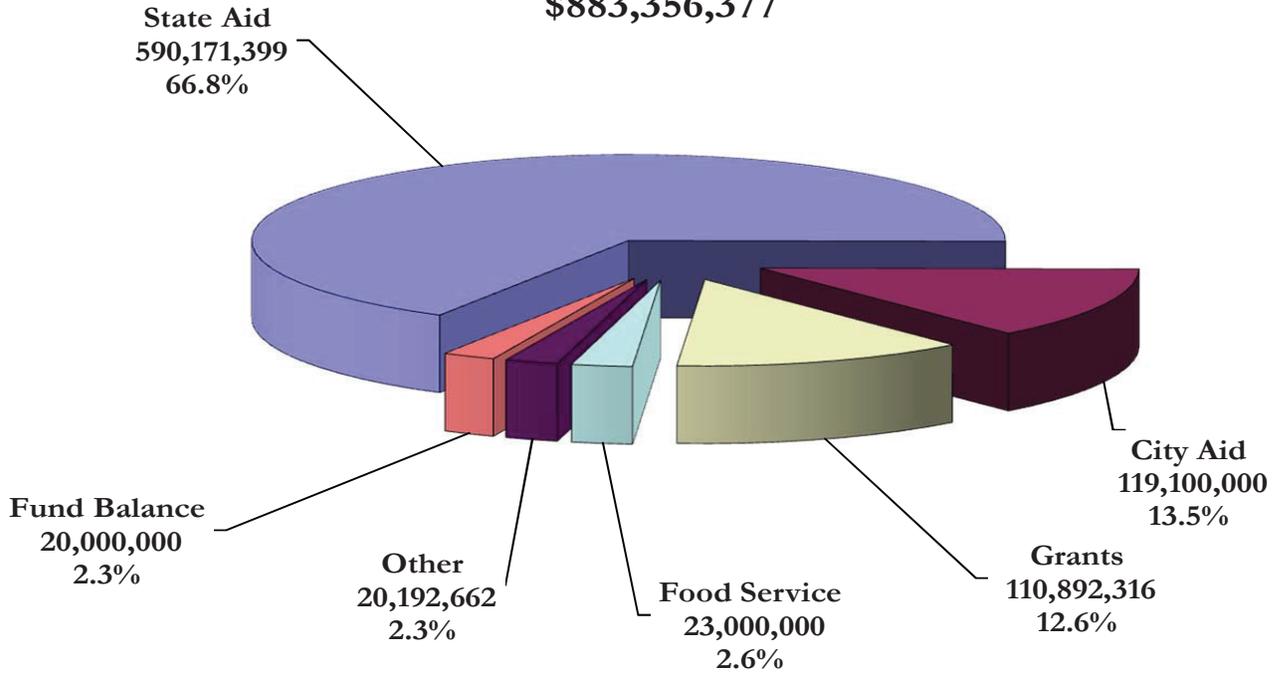


- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Grant Revenue Summary
- Grant Descriptions
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to the Budget
- Multi-Year Projection

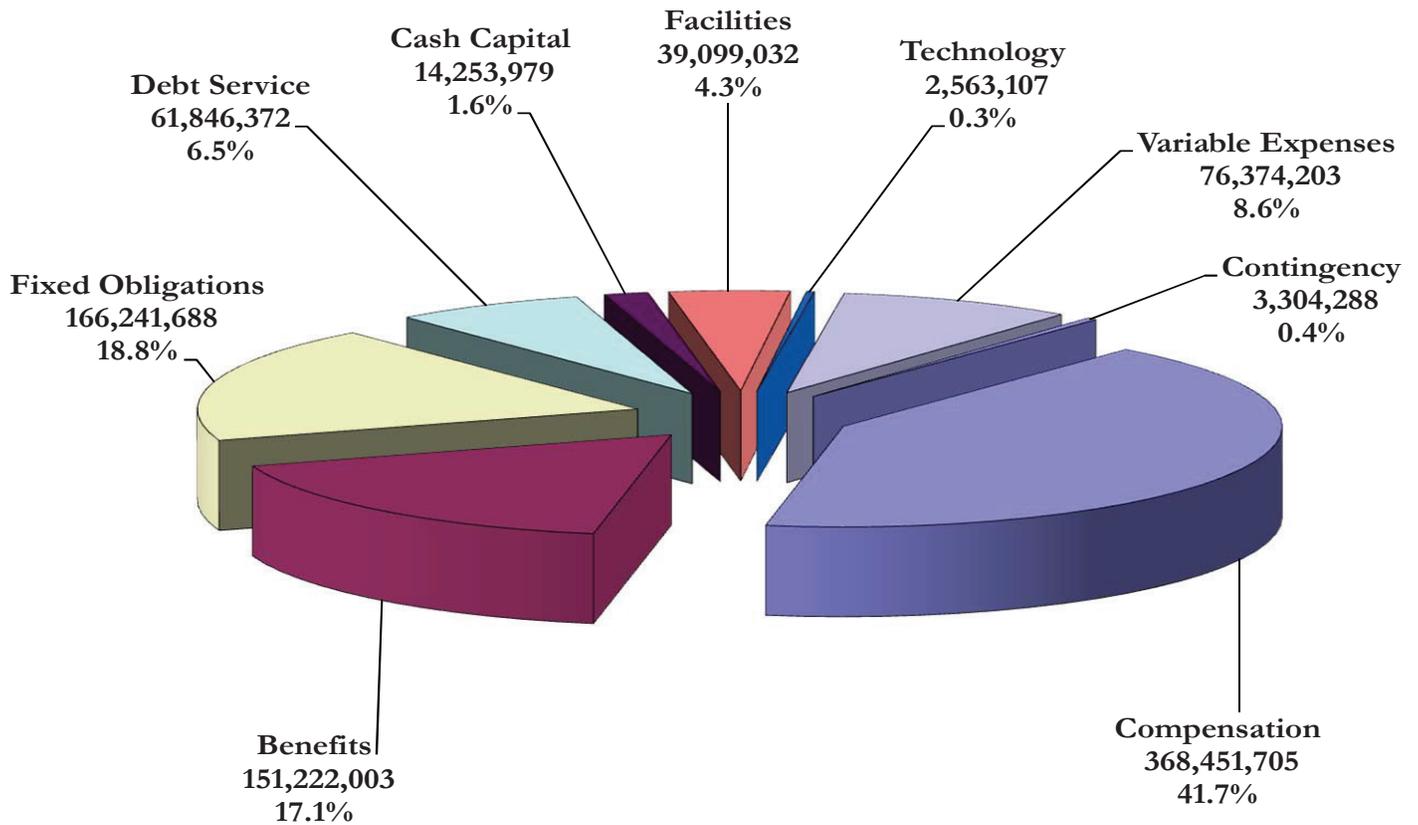
Districtwide Budget Summary

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Revenue Summary - All Funds
\$883,356,377



Expenditure Summary - All Funds
\$883,356,377



DISTRICT - WIDE SUMMARY BUDGET 2017 - 18 PROPOSED BUDGET

REVENUE SUMMARY

| Revenue Category | 2015-16 Actual Revenue | 2016-17 Amended Budget | 2017-18 Proposed Budget | 2017-18 Variance |
|--------------------------------------------------|---------------------------|---------------------------|----------------------------|---------------------|
| GENERAL FUND | | | | |
| <u>State Aid</u> | | | | |
| Foundation Aid | \$384,646,318 | \$406,994,539 | \$422,251,385 | \$15,256,846 |
| Community School Aid | \$0 | \$7,000,000 | \$0 | (\$7,000,000) |
| Special Services Aid | \$10,762,144 | \$8,400,000 | \$8,494,508 | \$94,508 |
| Special Education - Public High Cost Aid | \$8,976,212 | \$6,500,000 | \$8,420,083 | \$1,920,083 |
| Special Education - Private Excess Cost Aid | \$9,374,423 | \$10,700,000 | \$9,987,906 | (\$712,094) |
| Transportation Aid | \$57,535,274 | \$67,253,822 | \$62,661,382 | (\$4,592,440) |
| Computer Hardware Aid | \$714,094 | \$712,237 | \$702,009 | (\$10,228) |
| Textbook Aid | \$2,041,430 | \$2,041,400 | \$2,021,827 | (\$19,573) |
| Software Aid | \$512,796 | \$512,576 | \$508,391 | (\$4,185) |
| Library Aid | \$213,950 | \$213,590 | \$212,113 | (\$1,477) |
| Charter School Transitional Aid | \$15,138,988 | \$14,069,640 | \$15,719,874 | \$1,650,234 |
| Charter School Supplemental Basic Tuition Aid | \$1,008,750 | \$1,606,850 | \$2,598,000 | \$991,150 |
| Total - Recurring State Aid | \$490,924,380 | \$526,004,654 | \$533,577,478 | \$7,572,824 |
| <u>Building Aid</u> | | | | |
| Building Aid | 45,553,004 | \$52,000,000 | \$53,324,241 | \$1,324,241 |
| Subtotal - Building Aid | \$45,553,004 | \$52,000,000 | \$53,324,241 | \$1,324,241 |
| <u>State Aid Adjustments</u> | | | | |
| Prior Year Aid - \$20M Spin Up Loan Payment | (666,353) | (\$666,667) | (\$666,667) | \$0 |
| Local Share Deduction for Certain Students | (577,829) | (\$578,101) | (\$543,653) | \$34,448 |
| Total - State Aid Adjustments | (\$1,244,182) | (\$1,244,768) | (\$1,210,320) | \$34,448 |
| <u>Other State Revenues</u> | | | | |
| Ch 47, 66, 721 Tuition - Alternative Residential | \$533,942 | \$580,000 | \$580,000 | \$0 |
| Chapter 348 Tuition - Nonresident Homeless | \$446,905 | \$500,000 | \$500,000 | \$0 |
| NYS Legislative Appropriation | \$1,310,000 | \$1,400,000 | \$1,400,000 | \$0 |
| Incarcerated Youth Aid | \$1,744,933 | \$2,000,000 | \$2,000,000 | \$0 |
| Total - Other State Revenues | \$4,035,780 | \$4,480,000 | \$4,480,000 | \$0 |
| Total - New York State Revenue | \$539,268,982 | \$581,239,886 | \$590,171,399 | \$8,931,513 |
| <u>City of Rochester Aid</u> | | | | |
| City of Rochester Aid | \$119,100,000 | \$119,100,000 | \$119,100,000 | \$0 |
| Total - City Revenue | \$119,100,000 | \$119,100,000 | \$119,100,000 | \$0 |
| <u>Federal - Medicaid</u> | | | | |
| Federal - Medicaid | \$2,252,267 | \$2,100,000 | \$2,100,000 | \$0 |
| Total - Federal Medicaid Revenue | \$2,252,267 | \$2,100,000 | \$2,100,000 | \$0 |
| <u>Other Local Revenue</u> | | | | |
| Nonresident Tuition | \$1,004,208 | \$1,000,000 | \$1,067,926 | \$67,926 |
| Health Services Revenue | \$901,446 | \$700,000 | \$1,750,740 | \$1,050,740 |
| Rental and Use of Buildings | \$263,790 | \$275,000 | \$275,000 | \$0 |
| Curriculum Based Programs | \$60,818 | \$35,000 | \$35,000 | \$0 |
| Sale of Obsolete Equipment | \$133,091 | \$75,000 | \$75,000 | \$0 |
| Stop Loss Reimbursement for Self-insurance | \$1,711,380 | \$450,000 | \$450,000 | \$0 |
| Legal Awards & Settlements | \$6,271 | \$0 | \$0 | \$0 |
| Prior Years Refunds | \$4,015,024 | \$0 | \$0 | \$0 |
| Student and Other Fees | \$38,048 | \$60,000 | \$60,000 | \$0 |
| E-Rate Revenue | \$1,040,127 | \$1,000,000 | \$968,285 | (\$31,715) |
| Earnings - General Fund Investments | \$55,880 | \$75,000 | \$75,000 | \$0 |
| Miscellaneous Revenue | \$719,399 | \$250,000 | \$340,568 | \$90,568 |

DISTRICT - WIDE SUMMARY BUDGET 2017 - 18 PROPOSED BUDGET

REVENUE SUMMARY

| Revenue Category | 2015-16 Actual Revenue | 2016-17 Amended Budget | 2017-18 Proposed Budget | 2017-18 Variance |
|----------------------------------------------|---------------------------|---------------------------|----------------------------|-----------------------|
| General Fund Cont'd | | | | |
| Indirect Costs - Grants | \$2,916,357 | \$2,366,913 | \$2,575,836 | \$208,923 |
| Indirect Costs - Food Services | \$0 | \$500,000 | \$500,000 | \$0 |
| Earnings - Capital Fund Premium and Interest | \$2,668,368 | \$0 | \$0 | \$0 |
| RJSCB QSCB Subsidies & Capitalized Interest | \$4,593,427 | \$2,253,876 | \$9,919,307 | \$7,665,431 |
| Total Other Local Revenue | \$20,127,634 | \$9,040,789 | \$18,092,662 | \$9,051,873 |
| Appropriated Fund Balance for General Fund | \$0 | \$15,000,000 | \$20,000,000 | \$5,000,000 |
| TOTAL GENERAL FUND REVENUE | \$680,748,883 | \$726,480,675 | \$749,464,061 | \$22,983,386 |
| GRANT & SPECIAL AID FUNDS | | | | |
| <u>State Sources</u> | | | | |
| Universal Pre-Kindergarten | \$10,817,469 | \$10,817,469 | \$10,817,450 | (\$19) |
| Other State Source Grants | \$45,590,426 | \$56,267,468 | \$44,917,531 | (\$11,349,937) |
| Total - State Grant Sources | \$56,407,895 | \$67,084,937 | \$55,734,981 | (\$11,349,956) |
| <u>Federal Sources</u> | | | | |
| Formula (Recurring) | \$38,377,844 | \$39,974,466 | \$29,085,331 | (\$10,889,135) |
| One-Time Grants (Competitive) | \$14,581,640 | \$16,296,861 | \$21,074,694 | \$4,777,833 |
| Total - Federal Sources | \$52,959,484 | \$56,271,327 | \$50,160,025 | (\$6,111,302) |
| <u>Other Local Sources</u> | | | | |
| | \$3,998,428 | \$4,596,546 | \$4,997,310 | \$400,764 |
| GRANT & SPECIAL AID FUND REVENUE | \$113,365,807 | \$127,952,810 | \$110,892,316 | (\$17,060,494) |
| SCHOOL FOOD SERVICE FUND | | | | |
| NYS Free & Reduced Price Reimbursement | \$539,406 | \$565,000 | \$579,000 | \$14,000 |
| Federal Free & Reduced Price Reimbursement | \$18,769,115 | \$18,996,000 | \$20,271,000 | \$1,275,000 |
| Federal Surplus Food Revenue | \$1,415,119 | \$1,000,000 | \$1,100,000 | \$100,000 |
| Summer Food Service Revenue | \$878,913 | \$832,000 | \$850,000 | \$18,000 |
| Other Cafeteria Sales | \$276,366 | \$100,000 | \$100,000 | \$0 |
| Miscellaneous Revenue | \$0 | \$100,000 | \$100,000 | \$0 |
| Interfund Revenue | \$0 | \$0 | \$0 | \$0 |
| Appropriation from Food Service Fund Balance | \$0 | \$0 | \$0 | \$0 |
| SCHOOL FOOD SERVICE FUND REVENUE | \$21,878,920 | \$21,593,000 | \$23,000,000 | \$1,407,000 |
| GRAND TOTAL REVENUE - ALL FUNDS | \$815,993,610 | \$876,026,485 | \$883,356,377 | \$7,329,892 |

REVENUE SUMMARY ANALYSIS
STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the 2016-17 Executive Budget School Aid Estimate.

FOUNDATION AID **\$422,251,385**

Foundation Aid is unrestricted aid to support the district's general operations such as salaries, benefits, utilities and other operating costs. Beginning in 2007-08, NYS combined a number of separate aid categories into Foundation Aid. These aid categories included: Public Excess Cost, Sound Basic Education, Extraordinary Needs, Limited English Proficiency and several categorical grants.

SPECIAL SERVICES AID **\$8,494,508**

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 **\$8,420,083**

Public High Cost Aid is provided for students with disabilities placed in public settings in the Rochester City School District and at BOCES. This aid is based upon approved costs, attendance and level of service.

SPECIAL EDUCATION – PRIVATE EXCESS COST AID **\$9,987,906**

Excess Cost Aid is provided for students with disabilities placed in private special education settings such as St. Joseph's Villa and Crestwood Children's Center. This aid is based upon approved costs, attendance and level of service.

TRANSPORTATION AID **\$62,661,382**

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 **\$702,009**

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 **\$2,742,331**

This aid provides funding for the purchase of computer software, textbooks and library material. The amount of aid is based on a per-pupil dollar amount.

CHARTER SCHOOL TRANSITIONAL AID **\$15,719,874**

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

CHARTER SCHOOL SUPPLEMENTAL BASIC TUITION AID **\$2,598,000**

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

REVENUE SUMMARY ANALYSIS – continued

BUILDING AID **\$53,324,241**

This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

OTHER STATE REVENUES **\$4,480,000**

This category represents state funding that the local delegation in Albany has secured for the district. This category also contains aid for certain resident student placements including incarcerated youth detention centers.

STATE AID ADJUSTMENTS **(\$1,210,320)**

This category represents adjustments for prior year aid monies owed to the district, contingency for prior year aid claims owed to the State, and revenue to offset the district's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

GRAND TOTAL STATE **\$590,171,399**

REVENUES FROM CITY **\$119,100,000**

The City of Rochester funding includes the State funded STAR program.

MEDICAID REVENUE **\$2,100,000**

The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.

OTHER LOCAL REVENUES

NON-RESIDENT TUITION FROM OTHER DISTRICTS **\$1,067,926**

The district provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.

HEALTH SERVICES REVENUE **\$1,750,740**

The district provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The district bills these costs back to the student's home districts.

RENTAL AND USE OF BUILDINGS **\$275,000**

This represents the fees charged to various groups for the use of buildings in accordance with district policy.

CURRICULUM BASED PROGRAMS **\$35,000**

Revenue generated by student curriculum programs such as the Work Experience Program.

REVENUE SUMMARY ANALYSIS – continued

SALES OF OBSOLETE EQUIPMENT **\$75,000**

This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.

STOP LOSS REIMBURSEMENT FOR SELF INSURANCE **\$450,000**

The District is self-insured for medical, dental, and workers compensation and has secured stop loss insurance policy for medical insurance. The District receives reimbursement for claims in excess of the stop loss limit.

STUDENT AND OTHER FEES **\$60,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

E-RATE REVENUE **\$968,285**

Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.

EARNINGS - GENERAL FUND INVESTMENTS **\$75,000**

This revenue from investments is earned by the district's cash management program.

MISCELLANEOUS REVENUE **\$340,568**

This represents revenues that do not fit in any other categories and are non-recurring.

INDIRECT COSTS **\$3,075,836**

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.

The School Food Service Fund provides revenue to offset overhead cost incurred by the District in the operation of the Lunch Program. Overhead costs includes supervision, accounting cost, etc.

EARNINGS - CAPITAL FUND INVESTMENTS **\$9,919,307**

This revenue is earned through the following sources: interest earned on authorized capital funds which have not yet been expended, unused capital fund authorizations, and Facilities Modernization Program funding.

TOTAL LOCAL REVENUES **\$18,092,662**

APPROPRIATIONS FROM FUND BALANCE **\$20,000,000**

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

GRAND TOTAL GENERAL FUND REVENUE **\$749,464,061**

DISTRICT - WIDE SUMMARY BUDGET 2017 - 18 PROPOSED BUDGET

GRANT REVENUE - Alphabetical Listing

| Source | All Grants | 2016-2017 Amended Budget | 2017-2018 Budget | \$ Change Fav/(Unfav) |
|---------|---------------------------------------|--------------------------|------------------|-----------------------|
| FEDERAL | 21ST CENTURY COMMUNITY LRNG | 1,200,000 | 1,200,000 | - |
| LOCAL | ACTION FOR HEALTHY KIDS SCHOOL #43 | 2,350 | - | (2,350) |
| LOCAL | BOSCH FOUNDATION | - | - | - |
| LOCAL | CFC CAREER PATHWAYS | - | - | - |
| STATE | EMPLOYMENT PREP ED (EPE) | 3,610,397 | 3,249,357 | (361,040) |
| STATE | ENCOMPASS: RESOURCE FOR LEARN | 54,064 | 56,000 | 1,936 |
| STATE | EXTENDED LEARNING TIME | 3,465,570 | 3,465,570 | - |
| STATE | EXTENDED SCHOOL YEAR (ESY) | 6,003,690 | 5,800,000 | (203,690) |
| FEDERAL | FRESH FRUITS & VEGETABLES PROGRAM | 1,040,220 | 1,040,220 | - |
| LOCAL | GREATER ROCH HEALTH DISTRICT | 852,384 | 651,000 | (201,384) |
| FEDERAL | IDEA PRESCHOOL SERV & SEC 619 | 677,480 | 488,546 | (188,934) |
| FEDERAL | IDEA SUPPORT SERV & SEC 611 | 10,153,971 | 10,230,000 | 76,029 |
| FEDERAL | IMPACT AID | 10,000 | 10,000 | - |
| LOCAL | LAURA BUSH SCHOOL #19 | 6,800 | - | (6,800) |
| STATE | LIBRARY AUTOMATION | 9,245 | 9,240 | (5) |
| STATE | LIBRARY AUTOMATION ROLLOVER | 10,858 | - | (10,858) |
| STATE | LIBRARY OPERATING | 92,448 | 92,400 | (48) |
| STATE | LIBRARY OPERATING ROLLOVER | 349 | - | (349) |
| STATE | LIBRARY OPERATING SUPPLEMENTAL | 58,118 | 46,600 | (11,518) |
| STATE | LTG #3 - 19, 28, 58, AQUINAS | 50,000 | 50,000 | - |
| STATE | LTG #34 - 2, 7, 42, NAZARETH | 50,000 | 50,000 | - |
| STATE | LTG #45 - 10, 25, 46, HOLY CROSS | 50,000 | 50,000 | - |
| STATE | LTG #9 - 12, 15, 33, HILLSIDE | 50,000 | 50,000 | - |
| STATE | LTG #MONROE - EAST UPPER, ORA | 50,000 | 50,000 | - |
| STATE | LTG NECP - SOTA, SWW, RECIHS, AQUINAS | 50,000 | 50,000 | - |
| STATE | MATH & SCIENCE OPTICS - EAST | 460,503 | 460,503 | - |
| LOCAL | MC CAREERS | 290,787 | 500,000 | 209,213 |
| STATE | MCDHS ADMIN SPECIALIST | 53,755 | 53,755 | - |
| FEDERAL | MCKINNEY-VENTO HOMELESS YOUTH | 120,000 | 120,000 | - |
| STATE | MENTOR TEACHER/INTERNSHIP PROG | 65,000 | 65,000 | - |
| FEDERAL | MY BROTHERS KEEPER CHALLENGE GRANT | - | 1,307,954 | 1,307,954 |
| FEDERAL | NATIVE AMERICAN RESOURCE CTR | 12,681 | 10,000 | (2,681) |
| FEDERAL | OTDA EDUCATION RESOURCES | 100,000 | - | (100,000) |
| FEDERAL | OTDA MAKING A CONNECTION | - | 149,812 | 149,812 |
| FEDERAL | PERKINS INCARCERATED YOUTH | 11,838 | - | (11,838) |
| FEDERAL | PERKINS IV CAREER & TECH | 109,488 | 109,488 | - |
| FEDERAL | PERKINS IV SECONDARY | 473,371 | 400,000 | (73,371) |
| FEDERAL | PREGNANCY ASSISTANCE FUND | 125,000 | 125,000 | - |

DISTRICT - WIDE SUMMARY BUDGET 2017 - 18 PROPOSED BUDGET

GRANT REVENUE - Alphabetical Listing

| Source | All Grants | 2016-2017 Amended Budget | 2017-2018 Budget | \$ Change Fav/(Unfav) |
|---------|--------------------------------|--------------------------------|---------------------|--------------------------|
| STATE | PRE-K EXPANSION 3 & 4 YEAR OLD | 11,940,627 | 11,940,627 | - |
| STATE | PRE-K FULL DAY/EXPANDED | 9,977,445 | - | (9,977,445) |
| STATE | PRE-K UNIVERSAL | 10,817,469 | 20,794,914 | 9,977,445 |
| LOCAL | PRE-SCH ADMIN & COUNTY | 715,000 | 691,221 | (23,779) |
| LOCAL | PRE-SCH RELATED SERVICES | 900,000 | 955,000 | 55,000 |
| LOCAL | PRE-SCHOOL EVALUATIONS | 359,235 | 685,000 | 325,765 |
| LOCAL | PRE-SCHOOL INTEGRATED HANDICAP | 1,100,000 | 1,200,000 | 100,000 |
| LOCAL | PRE-SCHOOL S.E.I.T. | 275,000 | 250,000 | (25,000) |
| LOCAL | PRIMARY PROJECT | 87,000 | 65,089 | (21,911) |
| FEDERAL | PTECH | 388,281 | 403,455 | 15,174 |
| STATE | RECEIVERSHIP EAST | 4,031,995 | - | (4,031,995) |
| STATE | RECEIVERSHIP MONROE | 3,464,652 | - | (3,464,652) |
| STATE | RECEIVERSHIP SCHOOL #09 | 2,003,702 | - | (2,003,702) |
| FEDERAL | RSETACS (SISIS) | 476,853 | 480,219 | 3,366 |
| STATE | SCHOOL FOR DEAF STATE TUITION | 2,163,000 | 2,208,584 | 45,584 |
| STATE | SCHOOL HEALTH SERVICES | 6,292,431 | 6,292,431 | - |
| FEDERAL | SES 1003(A) EDISON | 430,237 | - | (430,237) |
| FEDERAL | SES 1003(A) SCHOOL #12 | 500,000 | - | (500,000) |
| FEDERAL | SES 1003(A) SCHOOL #50 | 428,736 | - | (428,736) |
| FEDERAL | SIF #22 | 250,000 | - | (250,000) |
| FEDERAL | SIG 4 #03 | 500,000 | 250,000 | (250,000) |
| FEDERAL | SIG 4 #17 | 500,000 | 250,000 | (250,000) |
| FEDERAL | SIG 4 #45 | 500,000 | 250,000 | (250,000) |
| FEDERAL | SIG 4 MONROE | 500,000 | 250,000 | (250,000) |
| FEDERAL | SIG 4 NWCP | 500,000 | 250,000 | (250,000) |
| FEDERAL | SIG 4 WILSON | 500,000 | 250,000 | (250,000) |
| FEDERAL | SIG 6 #44 | 786,511 | 500,000 | (286,511) |
| FEDERAL | SIG 6 #8 | 866,673 | 500,000 | (366,673) |
| FEDERAL | SIG 6 NE | 776,789 | 500,000 | (276,789) |
| FEDERAL | SIG 7 #10 | 500,000 | 500,000 | - |
| FEDERAL | SIG 7 #19 | 500,000 | 500,000 | - |
| FEDERAL | SIG 7 #41 | 500,000 | 500,000 | - |
| FEDERAL | SIG 7 IATHS | 500,000 | 500,000 | - |
| STATE | SMART SCHOLARS ECHS COHORT 1 | 21,026 | - | (21,026) |
| STATE | SMART SCHOLARS ECHS COHORT 2 | 112,369 | - | (112,369) |
| STATE | SMART SCHOLARS ECHS COHORT 3 | 190,000 | - | (190,000) |
| STATE | TEACHER CENTERS | 206,224 | 200,000 | (6,224) |
| STATE | TEACHERS OF TOMORROW | 980,000 | - | (980,000) |
| FEDERAL | TITLE I | 23,800,000 | 23,600,000 | (200,000) |

GRANT REVENUE - Alphabetical Listing

| Source | All Grants | 2016-2017 Amended Budget | 2017-2018 Budget | \$ Change Fav/(Unfav) |
|---------|---------------------------------------------------|--------------------------------|----------------------|--------------------------|
| FEDERAL | TITLE I SCHOOL IMPROVEMENT 1003(a) | 1,725,000 | - | (1,725,000) |
| FEDERAL | TITLE IIA TEACH/PRIN TRNG/RECR | 3,767,666 | 3,770,000 | 2,334 |
| FEDERAL | TITLE IIB MATH & SCIENCE PARTNERSHIP - MATH | 1,000,000 | - | (1,000,000) |
| FEDERAL | TITLE IIB MATH & SCIENCE PARTNERSHIP - SCIENCE | 324,820 | - | (324,820) |
| FEDERAL | TITLE III BILINGUAL | 645,381 | 645,000 | (381) |
| STATE | VIOLENCE PREVENT EXTDAY 2NDARY | 350,000 | 350,000 | - |
| STATE | VIOLENCE PREVENT EXTDAY PRIMARY | 350,000 | 350,000 | - |
| FEDERAL | WIA TITLE 2 - ADULT ED | 470,331 | 470,331 | - |
| FEDERAL | WIA TITLE 2 - ESOL/CIVICS | 250,000 | 250,000 | - |
| FEDERAL | WIA TITLE 2 - INCAR & INSTIT | 250,000 | 250,000 | - |
| FEDERAL | WIA TITLE 2 - LITERACY ZONE | 100,000 | 100,000 | - |
| LOCAL | WILLMOTT FOUNDATION | 6,990 | - | (6,990) |
| LOCAL | YOUTH AS A RESOURCE | 1,000 | - | (1,000) |
| | TOTAL ALL GRANTS | \$127,952,810 | \$110,892,316 | -\$17,060,494 |

DISTRICT - WIDE SUMMARY BUDGET 2017 - 18 PROPOSED BUDGET

GRANT REVENUE - by Funding Source

| Federal Grants | 2016-2017 Amended Budget | 2017-2018 Budget | \$ Change Fav/(Unfav) |
|------------------------------------------------|-------------------------------------|-----------------------------|----------------------------------|
| 21ST CENTURY COMMUNITY LRNG | 1,200,000 | 1,200,000 | - |
| FRESH FRUITS & VEGETABLES PROGRAM | 1,040,220 | 1,040,220 | - |
| IDEA PRESCHOOL SERV & SEC 619 | 677,480 | 488,546 | (188,934) |
| IDEA SUPPORT SERV & SEC 611 | 10,153,971 | 10,230,000 | 76,029 |
| IMPACT AID | 10,000 | 10,000 | - |
| MCKINNEY-VENTO HOMELESS YOUTH | 120,000 | 120,000 | - |
| MY BROTHERS KEEPER CHALLENGE GRANT | - | 1,307,954 | 1,307,954 |
| NATIVE AMERICAN RESOURCE CTR | 12,681 | 10,000 | (2,681) |
| OTDA- EDUCATION RESOURCES | 100,000 | - | (100,000) |
| OTDA- MAKING A CONNECTION | | 149,812 | 149,812 |
| PERKINS INCARCERATED YOUTH | 11,838 | - | (11,838) |
| PERKINS IV CAREER & TECH | 109,488 | 109,488 | - |
| PERKINS IV SECONDARY | 473,371 | 400,000 | (73,371) |
| PREGNANCY ASSISTANCE FUND | 125,000 | 125,000 | - |
| PTECH | 388,281 | 403,455 | 15,174 |
| RSETACS (SESI) | 476,853 | 480,219 | 3,366 |
| SES 1003(A) EDISON | 430,237 | - | (430,237) |
| SES 1003(A) SCHOOL #12 | 500,000 | - | (500,000) |
| SES 1003(A) SCHOOL #50 | 428,736 | - | (428,736) |
| SIF #22 | 250,000 | - | (250,000) |
| SIG 7 #19 | 500,000 | 500,000 | - |
| SIG 4 #03 | 500,000 | 250,000 | (250,000) |
| SIG 4 #17 | 500,000 | 250,000 | (250,000) |
| SIG 4 #45 | 500,000 | 250,000 | (250,000) |
| SIG 4 MONROE | 500,000 | 250,000 | (250,000) |
| SIG 4 NWCP | 500,000 | 250,000 | (250,000) |
| SIG 4 WILSON | 500,000 | 250,000 | (250,000) |
| SIG 6 #44 | 786,511 | 500,000 | (286,511) |
| SIG 6 #8 | 866,673 | 500,000 | (366,673) |
| SIG 6 NE | 776,789 | 500,000 | (276,789) |
| SIG 7 #10 | 500,000 | 500,000 | - |
| SIG 7 #41 | 500,000 | 500,000 | - |
| SIG 7 IATHS | 500,000 | 500,000 | - |
| TITLE I | 23,800,000 | 23,600,000 | (200,000) |
| TITLE I SCHOOL IMPROVEMENT 1003(a) | 1,725,000 | - | (1,725,000) |
| TITLE IIA TEACH/PRIN TRNG/RECR | 3,767,666 | 3,770,000 | 2,334 |
| TITLE IIB MATH & SCIENCE PARTNERSHIP - MATH | 1,000,000 | - | (1,000,000) |
| TITLE IIB MATH & SCIENCE PARTNERSHIP - SCIENCE | 324,820 | - | (324,820) |
| TITLE III BILINGUAL | 645,381 | 645,000 | (381) |
| WIA TITLE 2 - ADULT ED | 470,331 | 470,331 | - |
| WIA TITLE 2 - ESOL/CIVICS | 250,000 | 250,000 | - |
| WIA TITLE 2 - INCAR & INSTIT | 250,000 | 250,000 | - |
| WIA TITLE 2 - LITERACY ZONE | 100,000 | 100,000 | - |
| TOTAL FEDERAL GRANTS | \$56,271,327 | \$50,160,025 | (\$6,111,302) |

DISTRICT - WIDE SUMMARY BUDGET 2017 - 18 PROPOSED BUDGET

GRANT REVENUE - by Funding Source

| State Grants | 2016-2017 Amended Budget | 2017-2018 Budget | \$ Change Fav/(Unfav) |
|---------------------------------------|---------------------------------|-------------------------|------------------------------|
| EMPLOYMENT PREP ED (EPE) | 3,610,397 | 3,249,357 | (361,040) |
| ENCOMPASS: RESOURCE FOR LEARN | 54,064 | 56,000 | 1,936 |
| EXTENDED LEARNING TIME | 3,465,570 | 3,465,570 | - |
| EXTENDED SCHOOL YEAR (ESY) | 6,003,690 | 5,800,000 | (203,690) |
| LIBRARY AUTOMATION | 9,245 | 9,240 | (5) |
| LIBRARY AUTOMATION ROLLOVER | 10,858 | - | (10,858) |
| LIBRARY OPERATING | 92,448 | 92,400 | (48) |
| LIBRARY OPERATING ROLLOVER | 349 | - | (349) |
| LIBRARY OPERATING SUPPLEMENTAL | 58,118 | 46,600 | (11,518) |
| LTG #3 - 19, 28, 58, AQUINAS | 50,000 | 50,000 | - |
| LTG #34 - 2, 7, 42, NAZARETH | 50,000 | 50,000 | - |
| LTG #45 - 10, 25, 46, HOLY CROSS | 50,000 | 50,000 | - |
| LTG #9 - 12, 15, 33, HILLSIDE | 50,000 | 50,000 | - |
| LTG #MONROE - EAST UPPER, ORA | 50,000 | 50,000 | - |
| LTG NECP - SOTA, SWW, RECIHS, AQUINAS | 50,000 | 50,000 | - |
| MATH & SCIENCE OPTICS - EAST | 460,503 | 460,503 | - |
| MCDHS ADMIN SPECIALIST | 53,755 | 53,755 | - |
| MENTOR TEACHER/INTERNSHIP PROG | 65,000 | 65,000 | - |
| PRE-K EXPANSION 3 & 4 YEAR OLD | 11,940,627 | 11,940,627 | - |
| PRE-K FULL DAY/EXPANDED | 9,977,445 | - | (9,977,445) |
| PRE-K UNIVERSAL | 10,817,469 | 20,794,914 | 9,977,445 |
| RECEIVERSHIP EAST | 4,031,995 | - | (4,031,995) |
| RECEIVERSHIP MONROE | 3,464,652 | - | (3,464,652) |
| RECEIVERSHIP SCHOOL #09 | 2,003,702 | - | (2,003,702) |
| SCHOOL FOR DEAF STATE TUITION | 2,163,000 | 2,208,584 | 45,584 |
| SCHOOL HEALTH SERVICES | 6,292,431 | 6,292,431 | - |
| SMART SCHOLARS ECHS COHORT 1 | 21,026 | - | (21,026) |
| SMART SCHOLARS ECHS COHORT 2 | 112,369 | - | (112,369) |
| SMART SCHOLARS ECHS COHORT 3 | 190,000 | - | (190,000) |
| TEACHER CENTERS | 206,224 | 200,000 | (6,224) |
| TEACHERS OF TOMORROW | 980,000 | - | (980,000) |
| VIOLENCE PREVENT EXTDAY 2NDARY | 350,000 | 350,000 | - |
| VIOLENCE PREVENT EXTDAY PRIMARY | 350,000 | 350,000 | - |
| TOTAL STATE GRANTS | \$67,084,937 | \$55,734,981 | (\$11,349,956) |
| Local Grants | 2016-2017 Amended Budget | 2017-2018 Budget | \$ Change Fav/(Unfav) |
| ACTION FOR HEALTHY KIDS SCHOOL #43 | 2,350 | - | (2,350) |
| BOSCH FOUNDATION | - | - | - |
| CFC CAREER PATHWAYS | - | - | - |
| GREATER ROCH HEALTH DISTRICT | 852,384 | 651,000 | (201,384) |
| LAURA BUSH SCHOOL #19 | 6,800 | - | (6,800) |
| MC CAREERS | 290,787 | 500,000 | 209,213 |
| PRE-SCH ADMIN & COUNTY | 715,000 | 691,221 | (23,779) |
| PRE-SCH RELATED SERVICES | 900,000 | 955,000 | 55,000 |
| PRE-SCHOOL EVALUATIONS | 359,235 | 685,000 | 325,765 |
| PRE-SCHOOL INTEGRATED HANDICAP | 1,100,000 | 1,200,000 | 100,000 |
| PRE-SCHOOL S.E.I.T. | 275,000 | 250,000 | (25,000) |
| PRIMARY PROJECT | 87,000 | 65,089 | (21,911) |
| WILLMOTT FOUNDATION | 6,990 | - | (6,990) |
| YOUTH AS A RESOURCE | 1,000 | - | (1,000) |
| TOTAL LOCAL GRANTS | \$4,596,546 | \$4,997,310 | \$400,764 |

INDEX of GRANT DESCRIPTIONS

| GRANT TITLE | DESCRIPTION |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21ST CENTURY COMMUNITY LEARNING | The 21st Century Community Learning Centers grant provides students at Schools #9 and #22 with a tiered support framework that balances academics, socio-emotional supports, health and wellness education, community outreach, and family education. |
| ACTION FOR HEALTHY KIDS SCHOOL | These are school grants to help school professionals, families and communities take actions that lead to healthy eating, physical activity and healthier schools for kids to be ready to learn and thrive. |
| EMPLOYMENT PREPARATION EDUCATION AID (EPE) | This aid supports employment preparation programs such as: adult education, GED preparation, ESOL, and career education for pupils age 21 and older. |
| ENCOMPASS: RESOURCE FOR LEARNING | Reinvest in Youth - Educationally Enhanced (RIY-E2) is a collaborative partnership serving youth in a probation track as an alternative to detention. Through RIY-E2 youth in probation are served by a Core Professional Team to foster stability, build successful and positive relationships, promote academic growth and success, and facilitate positive engagement with the school and community. |
| EXTENDED LEARNING TIME | ELT provides funding for selected schools to improve student outcomes by adding at least 25 percent more time to the academic calendar beyond the standard schedule, by extending the school day, week, year, or a combination thereof. |
| EXTENDED SCHOOL YEAR (ESY) -SUMMER SPECIAL EDUCATION | Extended School Year (ESY) are services are designed to support a student with a disability as documented under the Individuals with Disabilities Education Act (IDEA) to maintain the academic, social/behavioral, communication, or other skills that they have learned as part of their Individualized Education Program (IEP). |
| FRESH FRUITS & VEGETABLES PROGRAM | The Fresh Fruit and Vegetable Program (FFVP) is a program that provides free fresh fruits and vegetables to students in participating elementary schools during the school day. |
| GREATER ROCHESTER HEALTH DISTRICT | Greater Rochester Health Foundation provides grants that supply funding to schools to support healthy lifestyles through increased physical/nutritional activity. |
| IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT | The USDOE provides assistance to States for the Education of School-Aged (Section 611) and Pre-School Students (Section 619) with Disabilities -The Individuals with Disabilities Education Act (IDEA) is a United States federal law that governs how states and public agencies provide early intervention, special education and related services to children with disabilities. |
| IMPACT AID | These funds help local school districts that educate federally connected children ie: the children of members of the uniformed services, children who reside on federal property or in federally subsidized low-rent housing, and children whose parents work on federal property. |
| LAURA BUSH SCHOOL #19 | The Laura Bush Foundation provides funds to school libraries to add to and update their book and media collections. |

INDEX of GRANT DESCRIPTIONS

| GRANT TITLE | DESCRIPTION |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LIBRARY AUTOMATION | Funds for Administrative Library Support salary and benefits. |
| LIBRARY OPERATING | Funds for Library Director salary and benefits. |
| LIBRARY OPERATING SUPPLEMENTAL | Funds for supplies, materials, system costs, and travel. |
| LTG | Funds to promote collaboration between RCSD and nonpublic schools to increase the use of learning technology to: improve student academic performance in relation to the NYS learning standards, process and content strands, key ideas and performance indicators in grades pre-kindergarten through 12; provide high quality professional development focused on increasing a teacher’s knowledge and skills in the use of learning technology; and to provide ongoing support for students to become technologically literate by 8th grade. |
| MC CAREERS | The CAREERS program, in collaboration with the Monroe County Department of Human Services, prepares individuals to meet workforce demands by offering training in various career fields. |
| MCDHS ADMIN SPECIALIST | Monroe County Department of Human Services supports 50% of a Social Worker position within the district under the job title Administrative Specialist and Education Liaison. |
| MCKINNEY-VENTO HOMELESS YOUTH | Provides support to ensure that homeless children and youth have equal access to the same free, appropriate, public education - including public preschool. |
| MENTOR TEACHER/ INTERNSHIP PROGRAM | The Mentor Teacher Internship Program (MTIP) provides the opportunity for beginning teachers to broaden and enhance their classroom teaching and related skills while participating in a productive, supportive and collegial mentoring experience. |
| MY BROTHERS KEEPER CHALLENGE | These funds address Goal 3- Graduating from high school ready for college and career, as evidenced by a closing of graduation rate achievement gaps for disadvantaged youth, primarily young men of color, and Goal 6- Reducing Code of Conduct Violations and providing a second chance, as evidenced by disadvantaged youth, primarily young men of color having a reduction in in-school and out-of-school suspensions and behavioral related referrals. This grant will assist with the implementation of the Code of Conduct and is aligned with Restorative Practices and Relationship Model of Educational Intervention. |
| NATIVE AMERICAN | Funds to continue outreach efforts to Native American students. |
| OTDA EDUCATION RESOURCES | The Educational Resources (ER) program is designed to assist Districts in addressing the educational needs of their TANF (Temporary Assistance for Needy Families) eligible population and enable them to improve their literacy skills and become productive and successful in the workplace, home and community. Educational activities enable participants to become employed, qualify for a better job or meet the entry requirements for job skills training. |
| OTDA MAKING A CONNECTION | The Making A Connection (MAC) Academy Program serves refugee young adults, with the goal of transitioning participants to secure unsubsidized employment, connecting participants to area services and community partners, and providing them the resources, education, and networks necessary to achieve self-confidence and self-sufficiency in the community. |

INDEX of GRANT DESCRIPTIONS

| GRANT TITLE | DESCRIPTION |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PERKINS IV CAREER & TECH | Supports the OACES Culinary CAREERS CTE Training, which is a full day contextualized program that integrates Culinary Skills Level I & Level II curriculum with critical reading, writing, and math required for the high school equivalency diploma. Students in the program directly apply their learning in the real world through the operation of a student run café on the OACES campus. |
| PERKINS IV SECONDARY | Supports development of programs at Edison that: integrate rigorous academics with career and technical instruction; link secondary education and postsecondary education to prepare students for high-skill, high-wage, high-demand occupations in current or emerging occupations; and enable participating students to meet or exceed Perkins performance standards. |
| PREGNANCY ASSISTANCE FUND | Funds for pregnant students that provide parenting skills and baby supplies. |
| PRE-K EXPANSION 3 & 4 YEAR OLDS (Full Day 3 year olds) | Funds three-year old high-need city residents to attend full-day three-year old programs modeled after the Universal Pre-Kindergarten programs. Students qualify for this program by having met one of three criteria: having an IEP, ELL status, or qualifying for free and/or reduced lunch program. The program is offered at RCSD sites and Community Based Organizations. |
| PRE-K UNIVERSAL | Supports the District’s efforts to provide environments and experiences in socialization, early literacy and motor skill development to all eligible 4 year old children, including those with disabilities and children whose home language is other than English at RCSD sites and Community Based Organizations that are contracted and supervised by the District. |
| PRE-SCHOOL RELATED SERVICES | Funds Pre-School Related Services which include speech, OT and PT. |
| PRE-SCHOOL ADMINISTRATION | These funds offset CPSE Administration and Committee costs. |
| PRE-SCHOOL INTEGRATED HANDICAP | Section 4410 provides a portion of the resources for mandated Pre-School Special Education Integrated/Handicapped programs and services. |
| PRE-SCHOOL S.E.I.T. | These are Special Education/Itinerant Teacher (S.E.I.T.) services. |
| PRIMARY PROJECT | Primary Project is a national, evidence-based program that helps children in pre-k through third grade adjust to school, gain confidence, social skills, and focus on learning. Primary Project addresses children’s school adjustment difficulties and increases their chances for success through play. |
| PTECH PATHWAYS IN TECHNOLOGY | The New York State Pathways in Technology Early College High School (NYS P-TECH) program located at the Edison campus prepares students for high-skills jobs of the future in technology, manufacturing, healthcare and finance. The model incorporates a six-year program that combines high school, college and career training and is targeted to at-risk, disadvantaged students. |

INDEX of GRANT DESCRIPTIONS

| GRANT TITLE | DESCRIPTION |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| RECEIVERSHIP | The New York State Education Department allocated funds specifically to support and implement turnaround efforts for Priority Schools that have been identified as “Persistently Struggling Schools”. These schools have been placed under the sole authority of a ‘Receiver’. Each school’s ‘Receiver’ has an initial one-year period to use the enhanced Receivership authority, and the allocated funds, to make demonstrable improvement in student performance at each Persistently Struggling School, or the State assumes school control. |
| RSETACS SPEC ED TECH ASST CTR | The purpose of this grant is to fund the Regional Technical Assistance Center to provide a coordinated system of high quality technical assistance, training, information dissemination and professional development to the District to improve instructional programs and practices for students with disabilities, particularly in the areas of literacy, behavioral supports and interventions, specially designed instructional practices and transition planning and activities. |
| SCHOOL FOR DEAF STATE TUITION | These are aidable operating expenses for approved educational programs provided to State-supported students. |
| SCHOOL HEALTH SERVICES | The purpose of the School Health Services grant is to provide: mandated first aid, emergency services, screening, contagious disease management, services to children with special health concerns, documentation and state reporting. |
| SES- 1003(A)TITLE I SCHOOL IMPROVEMENT GRANT | The purpose of the Socioeconomic Integration Pilot Program is to increase student achievement in Priority and Focus Schools by encouraging greater socioeconomic integration in these schools. |
| SIF - SCHOOL INNOVATION FUND #22 | The purpose of this grant is to implement a Community School design, which will allow Abraham Lincoln School #22 to accelerate efforts to increase graduation rates, college persistence, and college graduation rates. |
| SIG - TITLE I SCHOOL IMPROVEMENT GRANT - 1003(g) | These funds provide financial assistance to the lowest achieving schools to significantly raise student achievement through the implementation of one of four recognized school intervention strategies (turnaround, restart, school closure, or transformation). Funding from the US Department of Education flows through the NYS Department of Education. |
| SMART SCHOLARS - EARLY COLLEGE | The purpose of the Smart Scholars Early College High School Program is to increase high school graduation rates and the number of students who complete a postsecondary credential or degree, especially among groups of students in high need/very high need schools who traditionally attend college at disproportionately low rates. |
| TEACHER CENTERS | These funds, within available state appropriations and subject to the procedures established in Education Law Section 31, are used to plan, establish and operate teacher resource and computer training centers. |
| TEACHERS OF TOMORROW | This grant provides a variety of incentives that encourage teachers to teach in shortage areas for RCSD. |
| TITLE I FEDERAL ESSA | The District is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need. |

INDEX of GRANT DESCRIPTIONS

| GRANT TITLE | DESCRIPTION |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TITLE I SCHOOL IMPROVEMENT GRANT 1003(a) | The School Improvement Grants under Section 1003(a) provide financial assistance to Title 1 schools. |
| TITLE IIA FEDERAL ESSA | The purpose of Title IIA is to meet NCLB highly qualified teaching requirements by: providing high quality professional development to ensure teachers become, and remain, highly effective in helping all students learn and achieve high performance standards; meeting 'highly qualified teacher' requirements for core course teaching through effective teacher recruitment, retention and professional development practices; and ensuring strong instructional leadership through effective principal recruitment, retention and professional development practices. |
| TITLE IIB MATH & SCIENCE PARTNERSHIP | The emphasis of Title II, Part B is: Professional development that uses reliable scientifically-based or evidence-based teaching methods as a means of improving student academic performance, and partnerships between high-need school districts and the science, technology, engineering, and mathematics (STEM) departments in institutions of higher education. |
| TITLE III BILINGUAL | The purpose of Title III is to support and enhance the education of students who are English Language Learners (ELL) in all aspects of the English language and literacy development in order to promote academic achievement in all areas and lead to graduation and post-high school success. District programs receiving funds from Title III include Bilingual programs, Learning English through Academics Program (LEAP), Dual Language, and Free Standing ESOL. |
| VIOLENCE PROTECTION EXTENDED DAY | The primary purpose of the ESD/SVP Program is to provide support to students through extended school day activities and/or school safety programs which promote violence prevention. |
| WIA TITLE 2- ADULT ED | The WIA Adult Literacy program supports instruction in adult basic education, English for Speakers of Other Languages, and adult secondary education leading to a New York State high school equivalency diploma. The program is designed to support adults to become literate and obtain the knowledge and skills necessary for employment, retention of employment, and self-sufficiency. |
| WIA TITLE 2- ESOL/CIVICS | The English Language and Civics program provides English literacy services in an integrated program of services that incorporates English literacy and civics education. |
| WIA TITLE 2- INCAR & INSTIT | The WIA Corrections program provides academic services for basic education, special education, English literacy, and secondary school credit programs to serve individuals who are likely to leave the correctional institution within five years of participation. |
| YOUTH AS RESOURCES - MONROE | Youth as Resources (YAR) provides funding for "Monroe's Finest", celebrating the achievements and encouraging the 7th graders at Monroe High School to make good decisions. |

Expenditure Summary (All Funds)

| | 2015-2016 | 2016-2017 | 2017-2018 | \$ Variance |
|----------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Amended | Proposed | Fav/(Unfav) |
| EXPENDITURES BY ACCOUNT | | | | |
| Salary Compensation | | | | |
| Teacher | \$ 194,781,562 | \$ 210,152,737 | \$ 220,888,795 | \$ (10,736,058) |
| Civil Service | 60,146,669 | 63,356,355 | 65,132,116 | (1,775,761) |
| Administrator | 31,648,104 | 32,870,790 | 29,119,315 | 3,751,475 |
| Teaching Assistants | 5,720,455 | 7,445,166 | 8,038,356 | (593,190) |
| Paraprofessional | 7,968,183 | 10,195,284 | 10,779,868 | (584,584) |
| Sub Total Salary Compensation | 300,264,972 | 324,020,331 | 333,958,450 | (9,938,119) |
| Other Compensation | | | | |
| Substitute Teacher | 12,860,434 | 8,362,740 | 7,820,862 | 541,878 |
| Hourly Teachers | 15,709,828 | 20,165,563 | 19,337,852 | 827,711 |
| Teachers In-Service | 1,951,232 | 1,818,831 | 1,501,372 | 317,459 |
| Overtime Civil Service | 4,349,162 | 4,348,409 | 4,263,661 | 84,748 |
| Civil Service Substitutes | 1,762,541 | 1,522,829 | 1,569,508 | (46,679) |
| Sub Total Other Compensation | 36,633,197 | 36,218,372 | 34,493,255 | 1,725,117 |
| Total Salary and Other Compensation | 336,898,169 | 360,238,703 | 368,451,705 | (8,213,002) |
| Employee Benefits | 160,404,785 | 165,974,628 | 151,222,003 | 14,752,625 |
| Total Sal., Other Comp., and Empl. Benefits | 497,302,954 | 526,213,331 | 519,673,708 | 6,539,623 |
| Fixed Obligations With Variability | | | | |
| Special Education Tuition | 18,471,563 | 19,121,493 | 19,667,053 | (545,560) |
| Contract Transportation | 63,988,637 | 64,753,617 | 67,096,635 | (2,343,018) |
| Charter School Tuition | 59,568,346 | 70,821,000 | 77,538,000 | (6,717,000) |
| Health Service Other Districts | 1,146,041 | 1,100,000 | 1,100,000 | - |
| Insurance Non-Employee | 795,920 | 842,192 | 840,000 | 2,192 |
| Sub Total Fixed Obligations | 143,970,508 | 156,638,302 | 166,241,688 | (9,603,386) |
| Debt Service | 52,917,513 | 57,076,252 | 61,846,372 | (4,770,120) |
| Cash Capital Outlays | | | | |
| Cash Capital Expense | 5,237,000 | 10,000,000 | 10,000,000 | - |
| Textbooks | 1,906,921 | 2,172,696 | 2,091,000 | 81,696 |
| Equipment Other than Buses | 1,916,124 | 459,495 | 479,388 | (19,893) |
| Equipment Buses | 68,441 | - | 880,000 | (880,000) |
| Computer Hardware - Instructional | 703,083 | 365,703 | 461,091 | (95,388) |
| Computer Hardware - Non-Instructional | 177,204 | 47,381 | 91,650 | (44,269) |
| Library Books | 428,488 | 233,478 | 250,850 | (17,372) |
| Sub Total Cash Capital Outlays | 10,437,261 | 13,278,753 | 14,253,979 | (975,226) |

Expenditure Summary (All Funds)

| | 2015-2016 | 2016-2017 | 2017-2018 | \$ Variance |
|------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Amended | Proposed | Fav/(Unfav) |
| Facilities and Related | | | | |
| Utilities | 8,077,960 | 9,418,650 | 9,679,160 | (260,510) |
| Instructional Supplies | 6,102,481 | 4,682,044 | 5,129,240 | (447,196) |
| Equip Service Contr & Repair | 3,442,580 | 4,050,691 | 4,259,033 | (208,342) |
| Facilities Service Contracts | 1,784,089 | 2,416,479 | 1,599,700 | 816,779 |
| Rentals | 2,970,943 | 3,135,061 | 3,164,000 | (28,939) |
| Maintenance Repair Supplies | 1,672,242 | 1,031,825 | 848,699 | 183,126 |
| Postage and Print/Advertising | 1,426,242 | 1,720,226 | 1,340,937 | 379,289 |
| Auto Supplies | 637,254 | 1,013,329 | 829,376 | 183,953 |
| Supplies and Materials | 12,632,716 | 10,125,026 | 10,961,492 | (836,466) |
| Custodial Supplies | 751,697 | 781,316 | 831,152 | (49,836) |
| Office Supplies | 408,870 | 451,703 | 456,243 | (4,540) |
| Sub Total Facilities and Related | 39,907,073 | 38,826,350 | 39,099,032 | (272,682) |
| Technology | | | | |
| Computer Software - Instructional | 573,604 | 931,027 | 752,500 | 178,527 |
| Computer Software - Non-Instructional | 1,791,419 | 1,970,906 | 1,810,607 | 160,299 |
| Subtotal Technology | 2,365,023 | 2,901,933 | 2,563,107 | 338,826 |
| All Other Variable Expenses | | | | |
| Miscellaneous Services | 2,148,881 | 1,998,684 | 1,870,773 | 127,911 |
| Professional Technical Service | 26,912,485 | 34,226,890 | 31,869,311 | 2,357,579 |
| Agency Temporary Staff | 5,140,985 | 3,826,188 | 3,090,192 | 735,996 |
| Judgments and Claims | (115,445) | 500,000 | 500,000 | - |
| Grant Disallowances | (936,108) | 120,000 | 120,000 | - |
| Interfund Exp Pre-K Spec Ed | 728,133 | 730,000 | 700,000 | 30,000 |
| Departmental Credits | (1,962,091) | (1,147,014) | (1,075,000) | (72,014) |
| Indirect Costs Grants | 2,916,357 | 3,521,881 | 3,075,836 | 446,045 |
| Professional Development | 1,240,475 | 2,284,148 | 1,313,721 | 970,427 |
| BOCES Services | 32,204,980 | 34,737,224 | 34,909,370 | (172,146) |
| Subtotal of All Other Variable Expenses | 68,278,653 | 80,798,001 | 76,374,203 | 4,423,798 |
| Total Non Compensation | 317,876,031 | 349,519,591 | 360,378,381 | (10,858,790) |
| Contingency Fund | - | 293,563 | 3,304,288 | (3,010,725) |
| Grand Total | \$ 815,178,984 | \$ 876,026,485 | \$ 883,356,377 | \$ (7,329,892) |

EXPENDITURES BY DEPARTMENT

| | | | | |
|--------------------------------|----------------|----------------|----------------|----------------|
| Rochester City School District | \$ 815,178,984 | \$ 876,026,485 | \$ 883,356,377 | \$ (7,329,892) |
|--------------------------------|----------------|----------------|----------------|----------------|

Position Summary

| | 2015 - 2016 Actual | 2016 - 2017 Amended | 2017 - 2018 Proposed | Variance Fav/(Unfav) |
|------------------------------|-----------------------|------------------------|-------------------------|-------------------------|
| POSITIONS BY ACCOUNT | | | | |
| Compensation | | | | |
| Teacher | 3,285.31 | 3,425.65 | 3,564.69 | (139.04) |
| Civil Service | 1,458.04 | 1,478.13 | 1,490.31 | (12.18) |
| Administrator | 298.95 | 302.20 | 278.20 | 24.00 |
| Teaching Assistants | 246.00 | 282.00 | 293.00 | (11.00) |
| Paraprofessional | 423.80 | 500.00 | 500.60 | (0.60) |
| Building Substitute Teachers | 26.00 | 27.00 | 25.00 | 2.00 |
| Employee Benefits | 5.00 | 6.69 | 1.00 | 5.69 |
| Grand Total | 5,743.10 | 6,021.67 | 6,152.80 | (131.13) |

POSITIONS BY DEPARTMENT

| | | | | |
|---------------------------------------|----------|----------|----------|----------|
| Rochester City School District - RCSD | 5,743.10 | 6,021.67 | 6,152.80 | (131.13) |
|---------------------------------------|----------|----------|----------|----------|

Explanation of Changes to the Budget

The proposed 2017-18 Rochester City School District Budget increased to \$883.3M from the 2016-17 December Amended Budget of \$876.0M; this represents an increase of \$7.3M or 0.8%. The District revenue is comprised of \$590.2M (66.8%) in State Aid, \$119.1M (13.5%) in City Revenue, \$2.1M (0.2%) in Medicaid Revenue, \$18.1M (2.0%) in Other Local Revenue Sources, and \$20.0M (2.3%) of Appropriated Fund Balance for the General Fund, \$110.9M (12.6%) in Grants and Special Aid Fund, and \$23.0M (2.6%) in Food Service Revenue.

The overall budget increase was funded by increases of \$8.9M in New York State Aid, \$9.0M in Other Local Revenue (RJSCB QSCB Subsidies and Capitalized Interest, Health Services, and Other Funding Sources), \$1.4M in Food Service Revenue, and the use of an additional \$5.0M from Fund Balance in the General Fund. These revenue increases were offset by reductions of \$17.0M in the Grant and Special Aid Fund.

The School District projects Salary and Other Compensation costs to increase to \$368.4M from \$360.2M, this represents an increase of \$8.2M or 2.3%. Total increase in teaching staff salaries is \$9.0M, which account for the bulk of the overall salary increase. Increases were attributable to teacher salary increases and adding additional positions such as school counselors and social workers, reading and math teachers, bilingual and special education staff. These teachers and staff will provide more academic and social emotional counseling services to support our students and the District's mission to meet and exceed the New York State Learning Standards and student service requirements. Cost control and management efficiencies have been put in place to curtail the spending on teacher substitutes, temporary staff and overtime costs. Contractual salary increases were incorporated into the budget for two of the five bargaining units based on the collective bargaining agreements, with estimated salary increases included for the other units which are under negotiation.

Employee Benefits costs will decrease in 2017-18 from \$165.9M to \$151.2M, a decrease of \$14.7M or 8.9%. Retirement System costs are expected to decrease by \$13.4M as a result of decreases in the employer contribution rates for members of the New York State and Local Retirement System and the New York State Teachers' Retirement System. The School District also changed its payment plan from the Stable Contribution Option (SCO) to the Employer Contribution Rate (ECR) plan to reduce the contribution rate charged by New York State Teachers' Retirement System. Other decreases include \$2.0M in Social Security due to Social Security wage base tax cap and a total of \$0.2M in Dental Insurance, Unemployment Insurance and Workers Compensation due to decreasing claims and other obligations. These expenditure reductions were offset by increases of \$0.7M in Health Insurance due to rising usage and medical claims as a result of being self-insured. Other increases include Employee Benefits and Vacation Time Payouts projected to increase by a total of \$0.1M due to contractual obligations.

Fixed Obligations with Variability will increase by \$9.6M or 6.1% to \$166.2M in 2017-18. Contract Transportation will increase by \$2.3M or 3.6% to \$67.0M as a result of projected student needs. Charter School tuition costs will increase by \$6.7M or 9.5% to \$77.5M; this increase is attributable to projected enrollment growth of about 600 additional students in the Charter Schools and an increase in Charter School tuition rate. The enrollment growth is due to grades K-12 expansions at the existing charter schools and the anticipation of one new elementary charter school opening in 2017-18.

The Debt Service budget will increase by \$4.8M or 8.4% to \$61.8M to reflect changes in the School District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization Project.

Explanation of Changes to the Budget – continued

The School District anticipates that Cash Capital Outlays expenditures will increase by \$1.0M or 7.3% to \$14.2M in 2017-18. The School District budgeted \$10.0M in Cash Capital Expense to comply with the City of Rochester requirement for the School District to invest at least \$10.0M each year in other capital improvements not related to the Facilities Modernization Plan. The other significant increase is an anticipated cost of \$0.9M for the leasing of school buses.

Facilities and Related expenses will increase by \$0.3M or 0.7% to \$39.1M. Utilities, Equipment Service Contracts, Instructional Supplies, Rentals, Supplies and Materials, Custodial Supplies, and Office Supplies increased by a total of \$1.8M. The increase in utilities cost is the result of higher fuel cost in the market. Auto Supplies, Facilities Service Contract, Maintenance Repair Supplies, Postage and Print/Advertising as a whole decreased by \$1.6M.

Technology expenses are projected to decrease by \$0.3M or 11.7% to \$2.6M. The School District will be purchasing less Computer Software due to decreased grant funding.

All Other Variable Expenses will decrease by \$4.4M or 5.5% to \$76.4M. This is largely due to decreases of \$0.7M in Agency Temporary Services, \$0.4M in Indirect Grant Cost, \$0.9M in Professional Development, \$2.3M in Professional Technical Services and a total decrease of \$0.1M for Inter-fund Expenses Pre-K Special Education Services and Miscellaneous Services. These reductions are offset by a total increase of \$0.2M in BOCES Services related and Departmental Credits.

The 2017-18 Budget includes a \$3.3M Contingency Fund, with \$3M designated for the District, and \$0.3M for East EPO. This contingency budget is reserved to support emergency needs that may arise District-wide and within the East EPO for the 2017-18 budget year.

MULTI-YEAR PROJECTION

OVERVIEW

The multi-year projection represents a forecast of the District’s revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

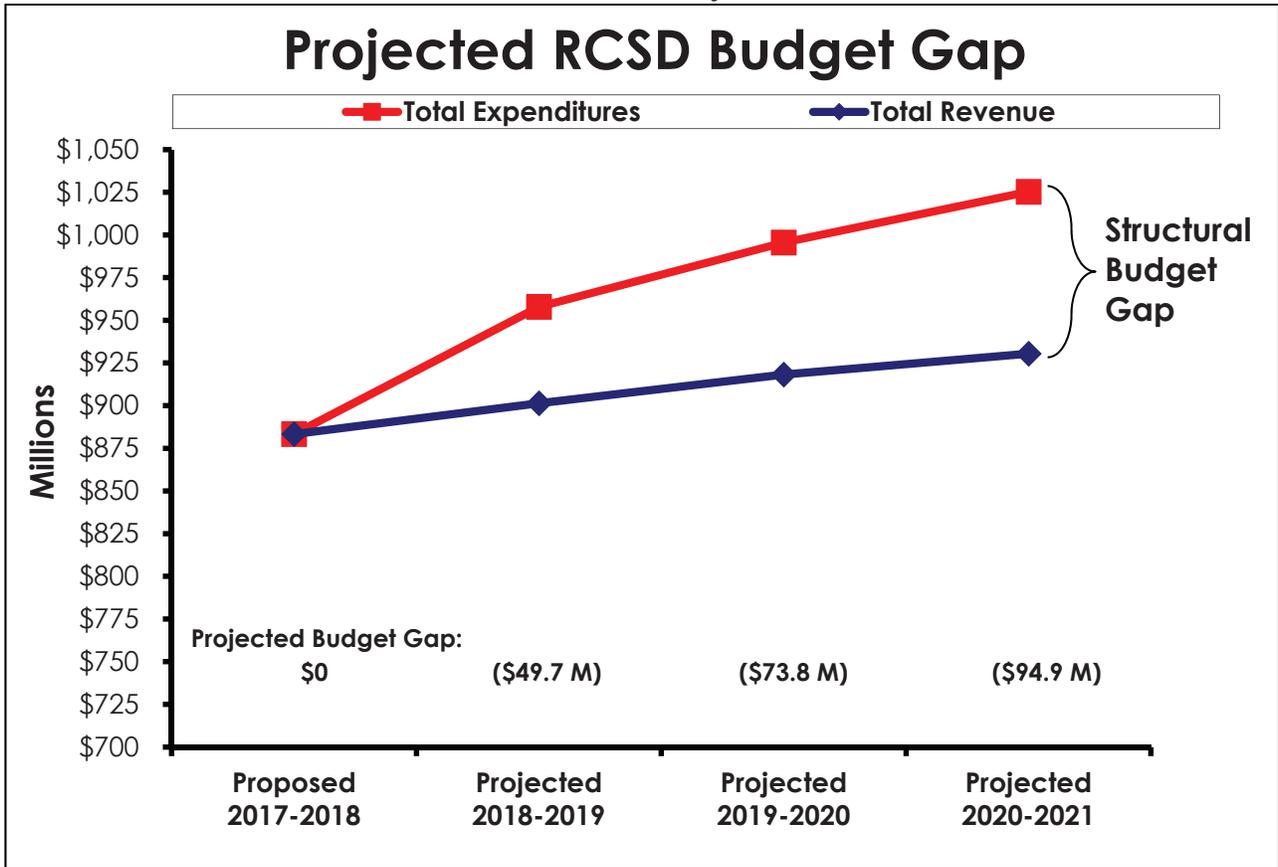
New York State educational funding, which accounts for 66.8% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. Another important factor is grant funding. This analysis assumes a stable level of grant funding and anticipates the loss of competitive grants in future years. Closing future year budget gaps will require a commensurate reduction in expenditures funded by those grants or new grant revenue to sustain the activities and services. The District continuously pursues new grant opportunities to fund our academic priorities.

ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase and other assumptions to develop the projections:

| Assumptions | Projected 2018-2019 | Projected 2019-2020 | Projected 2020-2021 |
|---------------------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Revenues: | | | |
| State Aid Revenue - Foundation Aid Increase | 3.00% | 3.00% | 3.00% |
| State Aid Revenue - Formula Aid Increase | 3.00% | 3.00% | 3.00% |
| City of Rochester Revenue Increase | 0.00% | 0.00% | 0.00% |
| All Other General Fund Revenue Increase | 0.00% | 0.00% | 0.00% |
| Appropriated Fund Balance | \$12,000,000 | \$10,000,000 | \$8,000,000 |
| Grant and Special Aid Fund Increase | 0.00% | 0.00% | 0.00% |
| Food Services Revenue Increase | 1.81% | 1.82% | 1.82% |
| Expenditures: | | | |
| Employee Salary Increases | 3.00% | 3.00% | 3.00% |
| Health Insurance Increase | 3.00% | 3.00% | 3.00% |
| Employee Retirement System % of Payroll | 14.00% | 14.00% | 14.00% |
| Teachers Retirement System % of Payroll | 10.00% | 10.00% | 10.00% |
| Other Benefits Increase | 3.00% | 3.00% | 3.00% |
| Charter Schools Tuition Increase | 13.90% | 10.25% | 6.47% |
| Transportation Contracts incl. impact of Charters | 3.00% | 3.00% | 3.00% |
| Special Education Private Tuition Rate Increase | 3.00% | 3.00% | 3.00% |
| Utilities | 3.00% | 3.00% | 3.00% |
| BOCES Services (Special Ed and Nursing Services) | 3.00% | 3.00% | 3.00% |
| CPI | 1.50% | 1.50% | 1.50% |

MULTI-YEAR PROJECTION



Closing the Deficit

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year will be closed through actions taken in the budget process, and the projected budget gap for subsequent years will be reevaluated and revised each year.

Revenue

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The District can impact revenue in the following ways:

- Lobbying state government officials to fully fund proposed Foundation Aid increases
- Lobbying state officials to increase other supports for education
- Lobbying local government officials to continue their support of the District’s needs
- Searching for and securing additional grant funding

Expenses

The District continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives such as:

- Working with our union partners to develop innovative cost-savings labor agreements
- Leveraging the Facilities Modernization Program to develop cost-efficient school structures
- Negotiating agreements to minimize health insurance and other contractual services costs

MULTI-YEAR PROJECTION

Rochester City School District
2017-18 Budget Projection

| | Proposed 2017-2018 | Projected 2018-2019 | Projected 2019-2020 | Projected 2020-2021 |
|----------------------------------------|-------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Revenue: | | | | |
| New York State Foundation Aid | \$422,251,385 | \$434,918,927 | \$447,966,495 | \$461,405,490 |
| New York State Aid - Formula | 111,326,093 | 114,194,278 | 117,148,509 | 120,191,370 |
| New York State Building Aid | 53,324,241 | 77,013,304 | 83,283,788 | 80,975,393 |
| New York State Aid - Other | 4,480,000 | 4,480,000 | 4,480,000 | 4,480,000 |
| New York State Aid - Adjustments | (1,210,320) | (1,210,320) | (1,210,320) | (1,210,320) |
| City of Rochester | 119,100,000 | 119,100,000 | 119,100,000 | 119,100,000 |
| Federal - Medicaid | 2,100,000 | 2,100,000 | 2,100,000 | 2,100,000 |
| Other Local | 18,092,662 | 14,982,937 | 10,454,995 | 10,454,995 |
| Appropriated Fund Balance | 20,000,000 | 12,000,000 | 10,000,000 | 8,000,000 |
| Grant and Special Aid Fund | 110,892,316 | 104,431,868 | 103,123,914 | 100,673,914 |
| Food Services | 23,000,000 | 23,417,000 | 23,842,340 | 24,276,187 |
| Total Revenue | \$883,356,377 | \$905,427,994 | \$920,289,721 | \$930,447,029 |
| | | | | |
| Expenditures: | | | | |
| Compensation | 368,451,705 | 393,979,886 | 408,370,038 | 423,245,665 |
| Employee Benefits | 151,222,003 | 163,212,225 | 168,574,362 | 174,106,484 |
| Total Compensation and Benefits | \$519,673,708 | \$557,192,111 | \$576,944,400 | \$597,352,149 |
| | | | | |
| Fixed Obligations with Variability | 166,241,688 | 176,867,599 | 189,838,947 | 200,420,775 |
| Debt Service | 61,846,372 | 83,026,610 | 84,816,140 | 82,627,009 |
| Cash Capital Outlays | 14,253,979 | 14,389,461 | 14,405,175 | 14,421,125 |
| Facilities and Related | 39,099,032 | 39,830,704 | 40,577,707 | 41,340,401 |
| Technology | 2,563,107 | 2,601,554 | 2,640,577 | 2,680,186 |
| Other Variable Expenses | 76,374,203 | 77,819,742 | 79,449,101 | 81,093,265 |
| Total Non-Compensation | \$360,378,381 | \$394,535,670 | \$411,727,647 | \$422,582,761 |
| | | | | |
| Budget Contingency | 3,304,288 | 3,400,000 | 5,400,000 | 5,400,000 |
| Total Expenditures | \$883,356,377 | \$955,127,781 | \$994,072,047 | \$1,025,334,910 |
| | | | | |
| Total Surplus/(Deficit) | \$0 | (\$49,699,787) | (\$73,782,326) | (\$94,887,881) |

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

| | |
|---------------|---------------------------------------------|
| Admin. | - Administration |
| Council/Clerk | - City Council and Clerk |
| DES | - Department of Environmental Services |
| ECD | - Emergency Communications Department |
| DRYS | - Department of Recreation & Youth Services |
| IT | - Information Technology |
| NBD | - Neighborhood & Business Development |

| | |
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