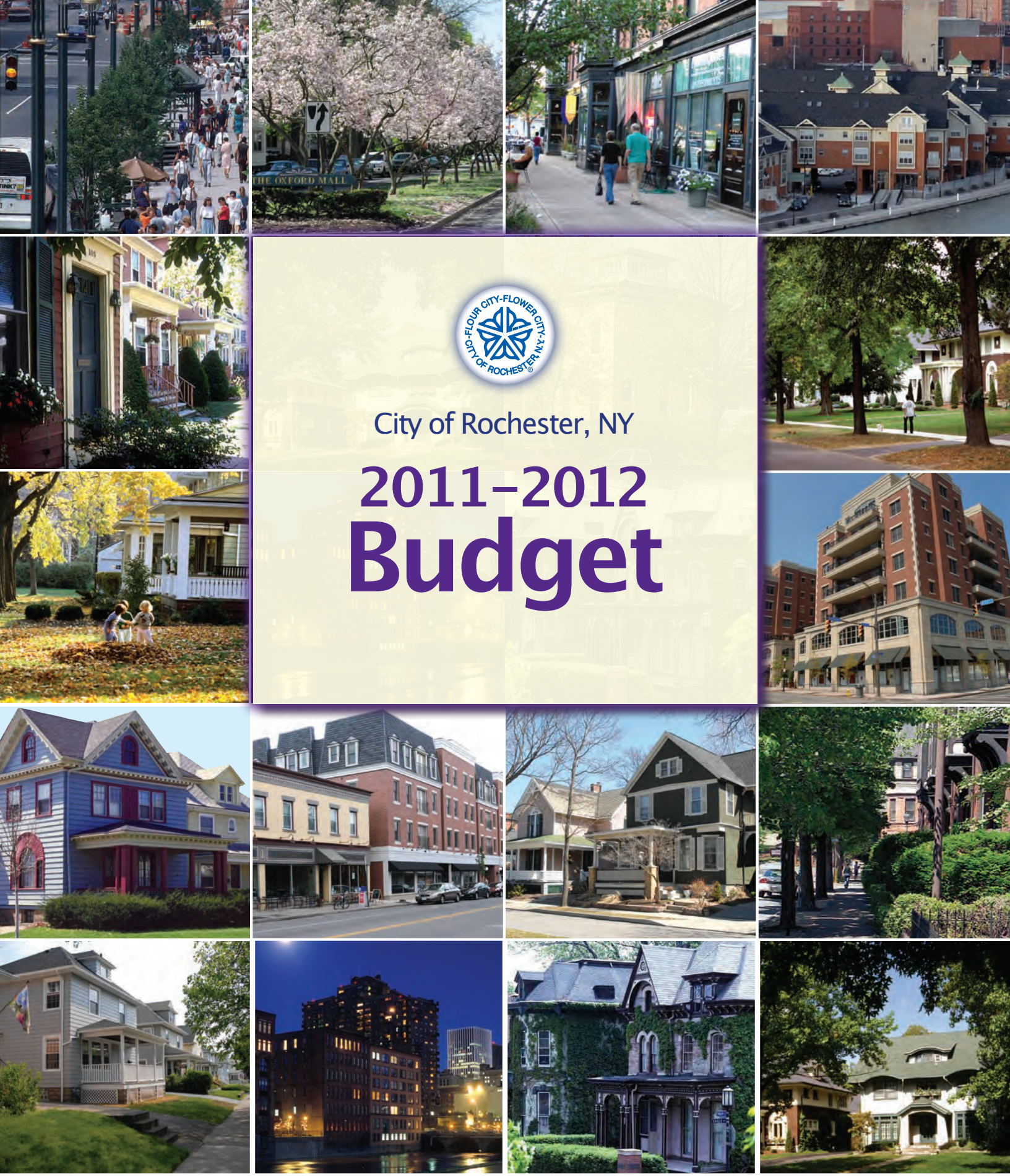

City of Rochester, NY

2011–2012 Budget

one city ROCHESTER

Thomas S. Richards, Mayor
City of Rochester, NY

one city
ROCHESTER

City of Rochester Vision

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

City of Rochester Values and Guiding Principles

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

PERSONAL INTEGRITY

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

ACCOUNTABILITY

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

CUSTOMER FOCUS

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

COLLABORATION

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

"CAN DO" ATTITUDE

We approach every work day with a sense of urgency and a desire to find innovative solutions to our City's challenges. Our motto is, "Oh yes, we can!"

Thomas S. Richards, Mayor
City of Rochester, NY

CITY OFFICIALS

City Council

Lovely A. Warren (Northeast District)
President
Elaine M. Spaull (East District)
Vice President

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

Mayor
Thomas S. Richards

Deputy Mayor
Vacant

Office of Management & Budget

William J. Ansbrow
Budget Director

Budget Staff
Sarah E. Boyce
Alan Bredekamp
Sharla D. Davenport
James Gillis
Jean Missler
Kabutey Ocansey
Sarah E. Ruekberg
Angelica C. Stringer
Josephus Tisdale
Suzanne P. Warren

BUDGET AT A GLANCE

	Amended Budget 2010-11	Proposed Budget 2011-12	Dollar Change
BUDGET	$472,400,700	$467,098,100	-$5,302,600
PROPERTY TAX LEVY (Before STAR)	$163,871,900	$167,149,400	$3,277,500
TYPICAL HOMESTEAD BURDEN*			
Property Tax	$1,310.40	$1,346.68	$36.28
Service Charges	$874.96	$898.27	$23.31
Subtotal	$2,185.36	$2,244.95	$59.59
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	$11,068.48	$11,215.26	$146.78
Local Works Charge	$747.00	$786.90	$39.90
Total	$11,815.48	$12,002.16	$186.68
PROPERTY TAX RATES (PER $1,000)			
Homestead	$19.50	$20.04	$0.54
Non-Homestead	$42.23	$42.79	$0.56
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	$316.76	$329.43	$12.67
Refuse	$359.00	$359.00	$0.00
Local Works	$199.20	$209.84	$10.64
	$874.96	$898.27	$23.31

*Based on a typical house assessed at $67,200 with 40' front footage and using 80,000 gallons of water annualy.
**Based on a business assessed at $262,100 with 150' front footage.

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Budget Process

This budget is for the City's 2011-12 fiscal year, which begins on July 1, 2011 and closes on June 30, 2012. The process and content requirements of the annual budget are stipulated in Section 3–9 of the City Charter. Consistent with these requirements, the Mayor prepares a proposed budget. Detailed budget requests are made by each department, reviewed and analyzed by the Office of Management & Budget, modified as necessary, and approved by the Mayor.

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

Scope of the Budget

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

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

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

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

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

Budget Format – Organization

The budget is organized into five presentations:

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

Budget Format - Departmental Sections

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

1. Rochester By the Numbers presentation: Mission. Vital Customers defines who are the primary recipients of this unit's work. Critical Processes present the critical processes this unit uses to carry out its mission. Key Performance Indicators measure how well objectives are being met.

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

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

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

Budget Format Year-to-Year Comparisons

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

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

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

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

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

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

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

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

Basis of Accounting

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

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

Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Overtime Employee Years See Employee Years.

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

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

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

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

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

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

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

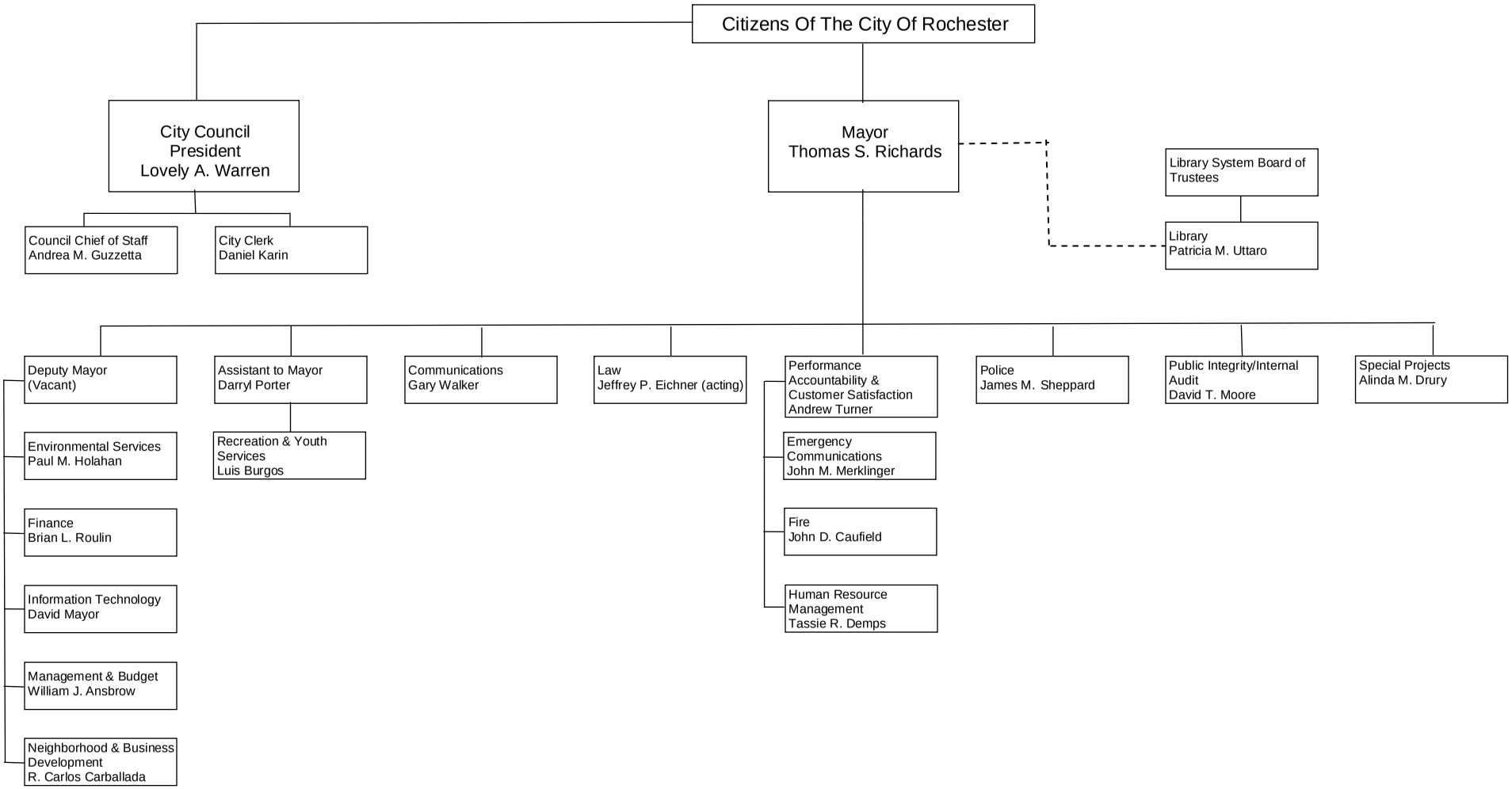
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

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

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

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

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


Citizens Of The City Of Rochester
City Council President Lovely A. Warren
Council Chief of Staff Andrea M. Guzzetta
City Clerk Daniel Karin
Mayor Thomas S. Richards
Library System Board of Trustees
Library Patricia M. Uttaro
Deputy Mayor (Vacant)
Environmental Services Paul M. Holahan
Finance Brian L. Roulin
Information Technology David Mayor
Management & Budget William J. Ansbrow
Neighborhood & Business Development R. Carlos Carballada
Assistant to Mayor Darryl Porter
Recreation & Youth Services Luis Burgos
Communications Gary Walker
Law Jeffrey P. Eichner (acting)
Performance Accountability & Customer Satisfaction Andrew Turner
Emergency Communications John M. Merklinger
Fire John D. Caufield
Human Resource Management Tassie R. Demps
Police James M. Sheppard
Public Integrity/Internal Audit David T. Moore
Special Projects Alinda M. Drury

City of Rochester
City Hall Room 308A, 30 Church Street
Rochester, New York 14614-1290
www.cityofrochester.gov

Thomas S. Richards
Mayor

May 20, 2011

TO THE COUNCIL:

Ladies and Gentlemen:

RE: Budget Represents Philosophy and Values

Today I transmit to Rochester City Council the 2011-12 budget for the City of Rochester prepared in accordance with City Charter requirements. This proposed budget continues our priorities of public safety, education, neighborhood and business development, and customer service.

The 2011-12 budget estimate of $467,098,100 is $5,302,600 less than the 2010-11 amended City budget of $472,400,700. While the budget is effectively flat, this small decrease reflects an accounting change made possible by our new financial system.

I submit this budget to you just thirty-five days after being sworn in as the Mayor of Rochester by Lieutenant Governor, Robert J. Duffy. Our nation, state and city are struggling to bring our financial capacities in line with the ever-escalating demands on government resources. The federal government's focus has recently turned to cost cutting, which will have an immediate impact on us. Just two weeks ago, we learned that Rochester will lose $1.7 million in Community Development Block Grant revenues that would have supported neighborhood revitalization.

Our new Governor is also focused on getting the State's fiscal house in order and returning New York State to a place that attracts people and businesses. Rochester is fortunate to have its former Mayor as the Lieutenant Governor of New York State. I believe that over time, Rochester will benefit greatly from having a friend in Albany who knows our city.

As you know, a budget is more than a book full of numbers. A city budget should reflect its community's values and needs. This is our guiding philosophy. We must find ways to continue services that feed the soul of the community in the face of skyrocketing costs. As tough as times are, we are better served to make the tough decisions ourselves instead of asking for a state control board to manage our affairs.

Rochester is poised for growth and its future holds great promise. Many were stunned that the 2010 Census showed that Rochester is faring better than other upstate cities. More and more people are viewing Rochester as a great place to live and work. We are beginning to turn decline into growth and it is more important than ever before that we manage our way through these difficult fiscal times in a fashion that positions us for future prosperity.

The Challenge

Simply stated, our projected revenues for 2011-12 did not match our projected expenses. Our projections showed a $50 million gap that needed to be closed. The gap between revenue and expenses is being driven by:

- The use of $12 million from reserves last year to balance the budget;
- Skyrocketing increases (29%) in pension costs that are not expected to come down for years;
- An increased demand for capital expenditures due to prior year capital deferrals and reductions;
- A $2.2 million reduction in state aid;
- A 14% increase in the cost of health insurance;
- Anticipated wage increases for union and non-union employees.

The City's Senior Management Team presented a wide variety of options for me to consider in closing the $50 million gap, ranging from facility closures to reductions in the public safety workforce. However, input from city residents and stakeholders were just as important to consider before decisions would be made. To that end, four Voice of the Customer (VOC) forums were held, one in each quadrant of the city. It was encouraging to see that so many people in our community got involved, with more than 600 people attending the sessions. In addition, we received hundreds of emails and calls to 311 with suggestions on how to close the budget gap. There were many suggestions that have been combined in a report available on the City website. Prominent among them were not to close neighborhood libraries, not to close the Lyell Avenue Fire Station, and not to close the South Avenue Community Center. VOC participants preferred the deferment of capital projects, wage freezes and a reduction in highly paid positions. There was also evident a willingness to accept citywide reductions in service hours and other reductions without complete facility closures that would impact specific neighborhoods. In some cases, people were willing to pay directly for things they particularly valued. I believe that the VOC process was extremely valuable because participants came away with a better understanding of our financial issues and the difficult choices we are faced with, while having the opportunity to provide their input to us.

There are many difficult decisions included in this budget proposal, but I am **not** proposing to close a library, firehouse or a recreation center. Here, in some detail, is what I am proposing to do.

Closing the Gap

In summary, the $50 million gap was closed by:

Actions Previously Announced:

$15.9 million	--	Reduction in planned capital spending;
$2.8 million	--	Midyear budget reductions enable creation of a Tax Relief Fund;
$1.3 million	--	Federal revenue received as part of national health care reform.

Further Actions Proposed:

$16.2 million	–	Departmental reductions and efficiencies;
$5.5 million	–	Revenue from proposed tax and fee increases;
$4.4 million	–	APT wage freeze for 2011-12, performance incentives eliminated and anticipated police and fire wage agreement;
$3.9 million	–	Use of reserves.

To address dramatic increases in pension and health insurance costs and a reduction in revenue, the City must restructure its workforce. This needs to be a permanent structural change while preserving the City's capacity to function, and as such it must be approached strategically. Unlike in the past, there must be a balanced impact on all departments and positions, both senior and junior, if we are to maintain a balance of services. Even with this balanced approach, simply laying off people under the mandatory last in-first out rule will disproportionately impact the newest employees, many of whom, particularly in our public safety workforce, are minorities. To address this issue, I am proposing for the first time in the City's history to offer a retirement incentive to the most senior City employees. It is my desire to use the incentive to enable us to reduce layoffs in all Departments, allow us to bring in new police and fire recruit classes and improve workforce diversity. The cost of the incentive is anticipated to be approximately $7.4 million, will be funded primarily by the City's retirement reserve and is not included in this budget proposal. I intend to submit a budget amendment to Council in November once we know the number of employees taking advantage of the incentive.

We cannot minimize layoffs or avoid closing some of our libraries, recreation centers and firehouses without assistance from our employee unions. We need to work together and they need to moderate their demands in order to address our common financial challenges. This challenge is first presented by our police and firefighter unions that have been without a contract for three years. I am pleased to report that we have reached agreement with both unions to settle the past years on reasonable terms and agreed to terms for a 1% wage increase in 2011-12 and in 2012-2013. We have also settled a number of outstanding grievances with the police union and several other outstanding issues with the firefighters' union. The payment of the lump sum representing the three past years of the contract (8.7% compounded total increase), along with the retirement incentive will help to motivate more senior people to retire and assist in maintaining the balance in our workforce discussed above.

At a time when it seems fashionable to attack public employee unions for causing and failing to recognize their role in addressing the financial problems of government, it is gratifying to see the City police and firefighters' unions have stepped up to take their share of the responsibility. Their cooperation has not only helped to mitigate the employment impact on their members, but also to preserve the services we provide across the City. I look forward to this development as a new beginning where we all recognize that our individual success depends on the overall success of the City.

Our non-union, APT employees have also been without a cost-of-living pay adjustment for 3 years. Now that all of the union contracts have been resolved, I believe fairness requires that some adjustment be made. I am proposing that we grant a single 4% increase effective July, 2010, that the performance incentive be eliminated, and that wages not be increased this year. This will save $1.8 million, and when combined with the impact from the police and firefighter union agreements, we will further reduce the need for layoffs and facility closings.

Employment Impacts

You will see in this budget the elimination of 196 full-time positions including the 52 overhire positions in police and fire that were designed to maintain staffing levels. 56 new positions were added to the budget, 41 of which are funded by grants and other non-City sources. Existing vacancies will reduce the number of layoffs required to 79. The proposed total full-time workforce of 2,719 would be the lowest in the City's history. All Departments and many management positions are affected. We anticipate that through the combination of the existing hiring freeze and the retirement incentive, we will substantially reduce the currently estimated 79 layoffs throughout all Departments.

The Police Department will be decreased by 51 officers, including 36 overhire positions. Considering the current vacancies, this could result in 26 layoffs. The authorized complement will be 726, which is equal to the complement in 2006-07, and is higher than any year prior to that. The Fire Department's complement will be decreased by 28 positions including the overhire of 16 positions, for a total complement of 476. This could result in 12 layoffs. The combination of the wage settlement and retirement incentive is expected to substantially reduce, if not eliminate, the need for layoffs in these Departments by mid-October, when they would become effective.

Property Taxes and Burden

In order to maintain core City services, this budget proposes to increase the property tax levy by 2%. This would be within the tax cap proposed by Governor Cuomo, were it to be in effect. Our VOC feedback indicated that many people agreed to modest tax increases if it meant saving programs and services they care about. A state mandated adjustment between the homestead and non-homestead classes further increases the burden on the homeowner by 0.8%, resulting in a combined 2.8% increase in the homestead tax rate. The typical homeowner's tax burden increases by $36.28. The non-homestead tax rate increases by 1.3%. Also, the state-mandated Maintenance of Effort (MOE) removes my ability to reduce the City School tax levy which accounts for 71% of the total tax levy. The City is left to fund such vital government services as police, fire, libraries, recreation centers, and city infrastructure with just the remaining 29% of the total tax levy.

New Fees

In addition to raising revenues through property taxes, I am proposing to raise fees in certain areas to protect the services our community cares about. This budget includes the implementation of a $3 charge for parking at Durand Beach and a $2 charge for admittance to the Party in the Park concerts downtown. Voice of the Customer input indicated these fees would be acceptable to the users of these services. I also propose to raise the maximum fee for special event parking from $4 to $5.

Self-Supporting Enterprise Funds

To pay for federally mandated improvements to our water reservoir system, I am proposing a 4% water rate increase. This translates into an extra $12.67 per year for the typical homeowner. The full impact of debt services associated with these improvements may result in even further rate increases in the future. The Water Bureau was able to implement $500,000 in new efficiencies to limit the impact on rate-payers.

We are also proposing to increase the local works rate to pay for increased pension and health care costs. This will cost the typical homeowner an additional $10.64 annually.

No changes are proposed in residential refuse fees, while a 3% increase in commercial refuse collection rates is included.

The overall financial impact to a typical city homeowner of the proposed tax and fee increases is $59.59 per year, or $4.97 per month. We believe this is a fair balance between the tax burden and the level of City services provided, including the continued operation of City recreation centers and libraries.

Now let me share more details of my budget proposal in each of our four priority areas:

PUBLIC SAFETY

Enhancements:

- The final phase of the preferred fire response method (quint/engine) is implemented:
  – One Quint/Midi station converts to Engine 2-N. Clinton Avenue;
  – One Quint/Midi station converts to Engine 9-N. Goodman Street;
  – Truck 6 is added at the Hudson Avenue Fire Station.

- The installation of 30 new overt police surveillance cameras are funded in this budget at a cost of $579,000. We anticipate at least 150 cameras will be operational by the end of June 2012.

- A new police recruit class is anticipated during the year made possible from savings created by the early retirement incentive.

Reductions/Deferrals:

- 51 police officers positions are being eliminated by mid-October 2011-- hopefully through attrition -- as senior officers take advantage of the early retirement incentive. This reduction will save $3.7 million.

- 28 sworn firefighter positions are eliminated due to budget constraints, saving $1.9 million. This includes the elimination of an overhire of 12 firefighter positions, saving $991,200 and the elimination of 4 Battalion Chiefs and 1 Deputy Chief position, saving $700,000.

Efficiencies:

- Security in City-owned parking garages transitions from City personnel to contract services, saving $175,000.

NEIGHBORHOOD AND BUSINESS DEVELOPMENT

Enhancements:

- Capital funds are provided for necessary public infrastructure improvements at the Midtown Rising Project, enabling PAETEC to build its new corporate headquarters downtown.

- Capital improvements continue to be funded in Focused Investment Strategy (FIS) neighborhoods to stabilize and strengthen the city.

- $3 million in demolition funding is provided to remove vacant structures from city neighborhoods.

- An increased capital investment of $500,000 for improvements to the Gantt Community Center will be combined with an existing $1,350,000 already raised through state, private grants and City funds.

- A 311 bilingual service representative is transferred to the Northwest Neighborhood Service Center to enhance customer service.

- A new Geographic Information System (GIS) position is funded to help drive future efficiencies and improve customer service at a cost of $68,000.

NEIGHBORHOOD AND BUSINESS DEVELOPMENT (cont.)

Efficiencies:

- The City's Planning and Zoning Unit is restructured, saving $228,300.
- The Northeast Neighborhood Service Center will be listed for sale and staff will be consolidated into a City-owned facility to drive future efficiencies. Anticipated revenue from the sale is $226,000.
- Late in the fiscal year, the Southeast Neighborhood Service Center will be listed for sale and staff will be consolidated into a yet-to-be-determined City facility. The anticipated revenue from sale will be received in 2012-13 fiscal year.

Reductions:

- Deferral of major Bulls Head demolition and a new police station until 2016-17 saves $7 million.
- Deferral of planned improvements to Manhattan Square Park until 2013-14 saves $2.8 million.
- Deferral of Seneca Avenue reconstruction until 2013-14 saves $2.6 million.
- Deferral of the Broad Street aqueduct redevelopment project due to lack of federal funds saves the City $1 million.
- 5 full-time positions are eliminated in the Business and Housing Division saving $279,800, but reduce our ability to attract investment in some measure.
- 6.7 full-time equivalent code enforcement positions are eliminated. This will save $330,500, but result in longer response times for code complaints.
- Less sponsorship will be provided for local development events, saving $29,800.

EDUCATION

We provide the City School District with $119.1 million per year, which is approximately $50 million more than the City of Buffalo provides its larger district. Far too few of our children are being properly educated in Rochester's public schools today. I will seek to build community support to place the educational achievement of our children first.

Given our generous support to the school district and our difficult fiscal situation, this budget cannot afford to fund new enhancements that support education. However, most of our infrastructure to support children remains in place. Again, I am not proposing to close a branch library or a recreation center. This budget maintains the literacy enhancement initiated in prior years' budgets. Our libraries are experiencing a renewed energy that is being driven by our staff and literacy aides working in the communities in which they live, and families who desire to learn and improve their well-being.

Enhancements:

- A fee-based After School in the Parks program is initiated at Norton Village at a cost of $63,800.

EDUCATION (cont.)

Reductions:

- Downtown Central Library hours are reduced from 61 hours to 51hours per week due to state aid to the library system and Monroe County funding constraints. Library personnel are reduced as well. The total savings is $461,800.

- Funding for the Hillside Work Scholarship Program is reduced by 75%, saving $300,000.

- Enhanced library service hours at the Sully Branch are reduced from 70 to 40 hours per week, saving $41,600.

- The planned restart of the bookmobile is not funded, saving $50,000.

CUSTOMER SERVICE

Enhancements:

- Increase the number of sidewalk snow plow runs by 8 on arterial routes to improve safety of pedestrians at a cost of $198,100.

- A $250,000 state grant for Summer of Opportunity creates new summer youth jobs.

- An Office of Energy and Environmental Sustainability is established with existing staff to monitor the City's energy usage, greenhouse gas emission, City's Climate Action Plan and energy and sustainability grant applications.

Consolidation Budget Highlights:

- The Parks and Forestry Divisions in Environmental Services are consolidated into the Special Services Division resulting in personnel savings of $285,900.

- The 311 Call Center is consolidated into the management structure at 911 and an automatic voice response system is implemented for initial screening of 311 calls, enabling personnel reductions for a net savings of $471,700.

Efficiency Budget Highlights:

- The hiring freeze enabled benefit reduction from the elimination of vacant positions, $680,900.

- A new City financial, purchasing and contract management system will be launched in the first quarter of the fiscal year, enabling personnel savings in the Finance Department and Budget Office in the amount of $344,200.

- A new energy supplier agreement and energy efficiencies will save the City $185,100.

- Roadway snow inspectors will be responsible for both roadway and sidewalk inspections enabling a reduction in overtime of $20,000.

- The subsidy for the Riverside Convention Center is reduced by $106,000.

- Personnel and energy efficiencies in the Water Bureau, combined with a lowered exchange rate

with the Monroe County Water Authority, enables a $549,100 savings.

- New printer and copier standardization and consolidation will reduce costs by $260,000.

Reductions:

- Reduction in workforce reduces benefit cost by $1.4 million.
- Reduce the Mayor's Office staff and expenses by 20%, saving $439,100.
- Deferral of new payroll system reduces professional fees saves $300,000.
- The older, portable stage called the show wagon will be auctioned off this fall eliminating its availability for community groups. One City show wagon will remain to support City-sponsored events. This action saves $200,000 in capital replacement costs.
- Reduction in the Pathways to Peace staff and program saves $169,100.
- Increasing the level of new snowfall from 3" to 4" before there is a sidewalk snow plow run response will save $135,400.
- Funding for the Omnium bike race is eliminated, saving $110,000.

Conclusion

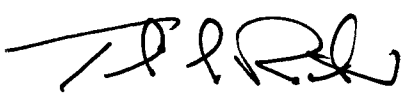
As far-reaching as all of these changes are, they are still only a start in the way we will restructure our financial circumstances and the way in which we render services. This task can no longer be only an annual budget exercise. It must be an on-going process throughout the year and I intend to start immediately after this budget is approved. The changes cannot only be internal, as we must find ways to collaborate with other governments to consolidate and make our services more efficient. For some issues, such as high mandated payments to the school district, low state aid and high state mandated pension payments, we must look to the State for action.

As I begin my first year in office, I look forward to working together with City Council to develop a multi-year plan for the future that is shaped by a fine balance between our desires and our resources. We have done our part to put Rochester on solid financial footing, but we desperately need major pension reform, mandate relief and our fair share of state aid.

Despite our enormous fiscal challenges, I envision a growing and successful, albeit different economy emerging for our region and our city. We must continue to make investments that will position the city for future growth while at the same time make structural financial changes.

I look forward to your review of the 2011-12 proposed City budget and I commit to being responsive to your questions and concerns.

Respectfully submitted,



Mayor Thomas S. Richards

This section will be provided in the Approved Budget.

Increases

Revenue:

- Sales tax revenue increases by $4,872,200
- An increase of 2% in the tax levy is proposed to balance the budget
- Fees for parking at Durand Eastman Beach increases revenue $179,800
- Transfer from Tax Relief Fund increases revenue $2,800,000
- Fees for Party in the Park increases revenue $50,000
- A water rate increase is proposed to balance the fund
- A commercial refuse rate increase is proposed to balance the fund
- A Local Works rate increase is proposed to balance the fund

Expense:

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

Decreases

Revenue:

- The transfer from Premium and Interest Fund necessary to balance the budget decreases by $8,098,900
- The enacted New York State Budget results in a net decrease of $2.2 million for Aid and Incentives for Municipalities and State aid supporting libraries

Expense:

- Program eliminations or reductions in departmental sections
- Departmental efficiencies

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

General Fund 2011-12 revenue estimates are $350,730,100 or 1.8% less than the 2010-11 Budget. The 2% reduction in state aid ($2,137,000) is budgeted. The amount transferred from Premium and Interest required to balance the budget is $8.1 million less than the amount used in 2010-11. A 1% growth in taxable sales is assumed for 2011-12 partially offset by a reduction resulting from the 2010 Census. A 2% increase in the tax levy is proposed to generate $3.1 million in revenue. A transfer of $2.8 million from the Tax Relief Fund is planned for 2011-12. This was enabled by savings during 2010-11.

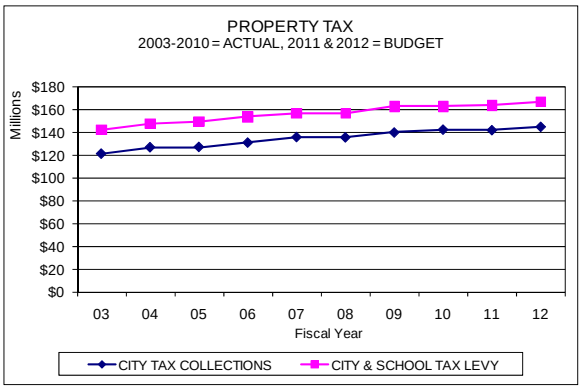
Special Fund 2011-12 revenue estimates are $17,115,900 or 1.2% less than the 2010-11 Budget. On-going support from Monroe County for the Central Library remains constant at the 2011 level. A one-time appropriation of Library Fund Balance in the amount of $200,000 does not recur.

Enterprise Fund 2011-12 revenue estimates are $99,252,100 or 1.5% more than the 2010-11 Budget. Rate increases are budgeted for the Water and Local Works Funds. A commercial rate increase is proposed for the Refuse Fund.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

	Amended 2010-11	Proposed 2011-12	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	134,093,200	136,615,000	2,521,800	1.9%
Delinquent & Supplemental Taxes	4,175,800	5,200,000	1,024,200	24.5%
In-Lieu-of-Tax Payments	9,600,000	9,962,700	362,700	3.8%
Interest & Penalties	2,075,000	2,645,000	570,000	27.5%
Sales Tax	123,400,000	128,272,200	4,872,200	3.9%
Utilities Gross Receipts Tax	7,500,000	7,500,000	0	0.0%
Mortgage Tax	1,500,000	1,500,000	0	0.0%
Taxes Total	282,344,000	291,694,900	9,350,900	3.3%
Departmental Income	7,349,600	7,410,900	61,300	0.8%
Use of Money & Property	842,300	665,600	-176,700	-21.0%
Fines & Forfeitures	2,721,300	2,329,200	-392,100	-14.4%
Licenses & Permits	2,459,900	2,699,100	239,200	9.7%
Sale of Property & Compensation for Loss	2,156,600	1,460,000	-696,600	-32.3%
Miscellaneous	6,891,000	7,602,300	711,300	10.3%
Intergovernmental – New York State	111,290,200	107,782,400	-3,507,800	-3.2%
Intergovernmental – Federal	8,484,800	7,223,100	-1,261,700	-14.9%
Intergovernmental – Other	18,254,100	18,917,500	663,400	3.6%
Interfund Revenue & Transfers	-85,535,500	-97,054,900	-11,519,400	13.5%
General Total	357,258,300	350,730,100	-6,528,200	-1.8%
Animal	1,519,200	1,552,600	33,400	2.2%
Library	15,805,200	15,563,300	-241,900	-1.5%
Water	37,518,600	38,126,600	608,000	1.6%
War Memorial	2,989,400	2,985,200	-4,200	-0.1%
Parking	10,518,200	10,520,000	1,800	0.0%
Cemetery	2,207,400	2,119,900	-87,500	-4.0%
Public Market	1,689,200	1,646,100	-43,100	-2.6%
Refuse	25,429,800	25,255,200	-174,600	-0.7%
Local Works	17,465,400	18,599,100	1,133,700	6.5%
Grand Total	472,400,700	467,098,100	-5,302,600	

Property Tax



New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first $6,200 owed on each parcel. Responsibility for collecting property taxes is vested in the Department of Finance, Bureau of Treasury. Property taxes are allocated to various funds as necessary to balance them. Beginning in 1994-95 City and School property tax collections are accounted for within the City Budget. Funding for the City School District is provided within the Interfund revenue section. Prior to 1994-95 the School District received property tax collections outside of the City Budget. Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 annual increase in STAR is capped at 2%. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary Section.

Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation increases by $5,781,612, from the 2010-11 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 2010-11 budget:

	2010-11	2011-12	Change
Expenses	472,400,700	467,098,100	-5,302,600
Non-Property Tax Revenue	330,274,400	321,980,500	-8,293,900
Property Tax Required (City & School)	142,126,300	145,117,600	2,991,300

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

3. The Collection Rate – It is anticipated that 93.5 percent of the tax levy will be collected during 2011-12. In addition, anticipated collections for the first sixty days following the current year are accrued as 2010-11 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.0 percent. A Tax Reserve of 5.0 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2011-12 and an amount for the settlement of assessment review proceedings. In accordance with Generally Accepted Accounting Principles, the tax reserve is not reflected in the budget.

4. STAR Program – In 1998-99 New York State enacted the School Tax Relief (STAR) Program, which provides two types of exemption for owner-occupied primary residences. The “Enhanced” program is for property owners 65 years of age or older, with incomes of less than $79,050. Approximately 4,700 property owners will benefit from this program in 2011-12. All other owner-occupied property owners are eligible for the “Basic” STAR program. Approximately 26,600 property owners will take advantage of the “Basic”

program in 2011-12. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Year-to-Year Comparison

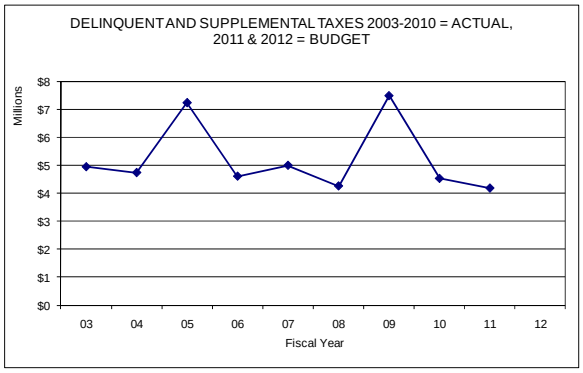
All Funds

2010-11	2011-12	Change
142,126,300	145,117,600	2,991,300

General Fund

2010-11	2011-12	Change
134,093,200	136,615,000	2,521,800

Delinquent & Supplemental Taxes



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

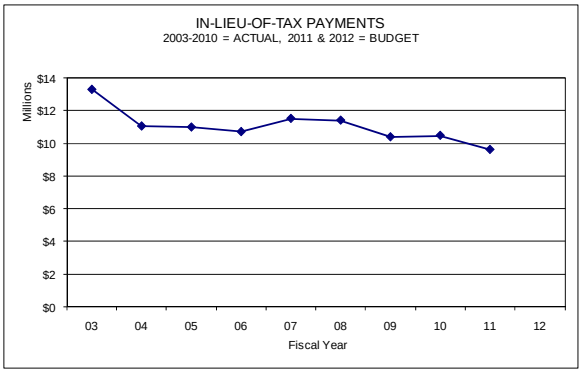
When properties lose their tax exempt status through transfer of ownership, property owners receive a supplemental tax bill that includes both current and delinquent payments.

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

Year-to-Year Comparison

2010-11	2011-12	Change
4,175,800	5,200,000	1,024,200

In Lieu Of Tax Payments



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

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

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

3. The Urban Development Act provides tax exemptions for properties owned by the Urban Development Corporation (UDC). When such properties are leased, payments in lieu of taxes are negotiated. For housing projects, the sheltered rent formula is generally applied, while economic development projects pay based on the percent of floor space occupied or percent of operating revenues.
4. The General Municipal Law authorizes the County of Monroe Industrial Development Agency (COMIDA) to receive tax exemptions on properties owned. In lieu of tax payments are negotiated when such properties are leased. Generally, the payments are equal to the amount that would have been paid if the property were not owned by COMIDA.

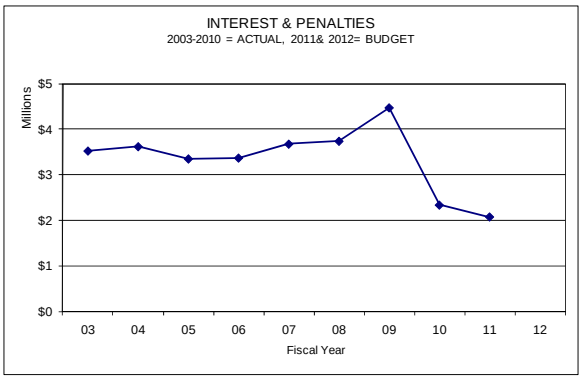
Currently sixty-seven COMIDA projects make payments in lieu of taxes. Sixty housing projects make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

Year-to-Year Comparison

2010-11	2011-12	Change
9,600,000	9,962,700	362,700

Interest & Penalties

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



Major Change

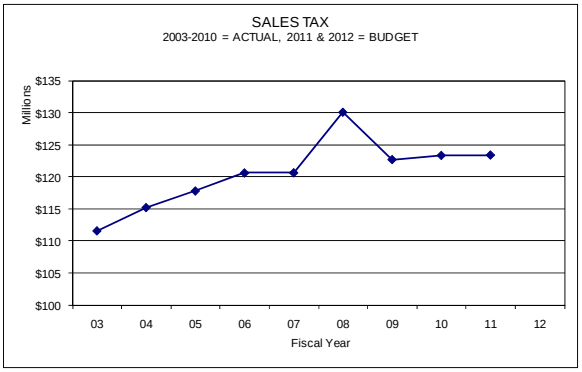
Interest and penalties increase due to the tax lien sale.

Year-to-Year Comparison

2010-11	2011-12	Change
2,075,000	2,645,000	570,000

Sales Tax

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



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

Major Change

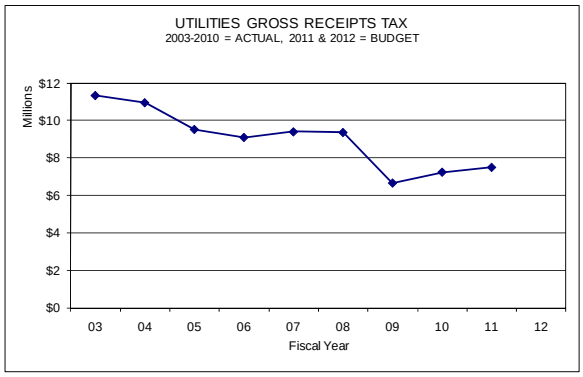
Taxable sales are anticipated to increase by 1% which is partially offset by a reduction ($340,000) resulting from the 2010 Census.

Year-to-Year Comparison

2010-11	2011-12	Change
123,400,000	128,272,200	4,872,200

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.

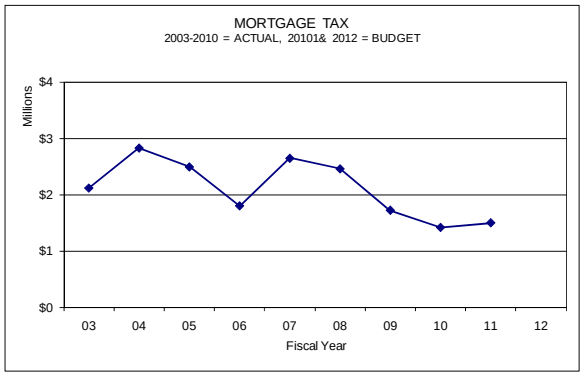


Year-to-Year Comparison

2010-11	2011-12	Change
7,500,000	7,500,000	0

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.

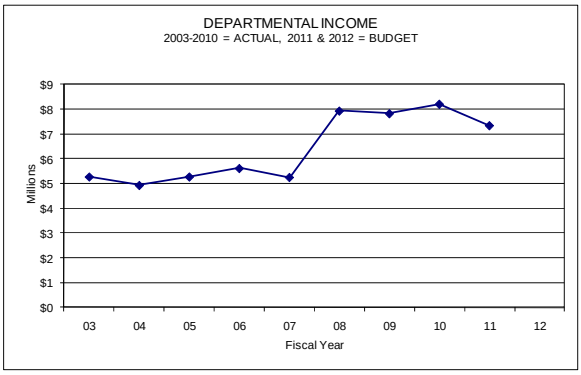


Year-to-Year Comparison

2010-11	2011-12	Change
1,500,000	1,500,000	0

Departmental Income

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



Major Change

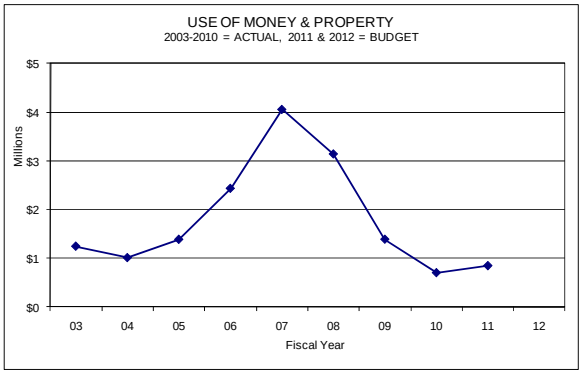
Parking fees are implemented at Durand Eastman Beach $179,800; Greater Rochester Health Foundation grant expires $116,000; towing fees decrease $100,000; revenue increases for demolition charges $100,000; civil service exam fees increase $86,500 primarily due to the entry-level firefighter exam; revenue for alarm permits fees decrease $85,200; Genesee Transportation Council grant expires $60,000; net revenue for After School Program in Parks (ASIPP) increases $54,200; revenue for Party in the Park partially offsets a decrease in corporate sponsorship $40,300; net increase in recreation fees $45,600; revenue for rehabilitation charges decreases $40,000 due to fewer blighted properties; reduction in Rochester Housing Authority fleet reduces fuel and fleet charges $25,000; revenue for fire prevention permits decreases $23,000. Net of other changes is a decrease of $15,300.

Year-to-Year Comparison

2010-11	2011-12	Change
7,349,600	7,410,900	61,300

Use Of Money & Property

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



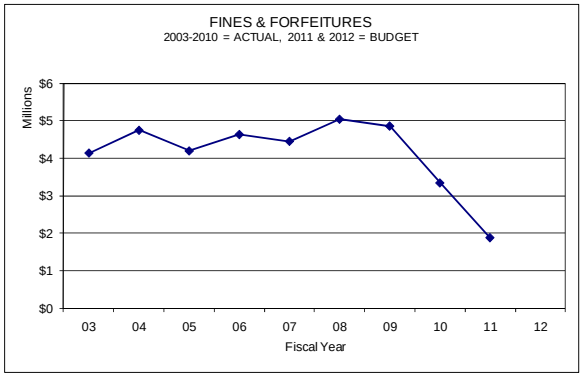
Major Change

Interest earnings are expected to decrease by $174,100. Decrease in rental of real property of $2,600.

Year-to-Year Comparison

2010-11	2011-12	Change
842,300	665,600	-176,700

Fines & Forfeitures



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

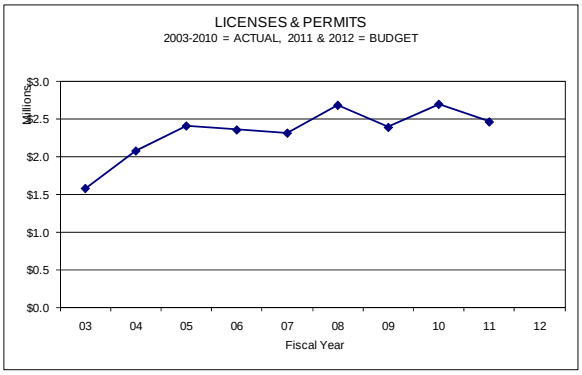
Major Change

Municipal code fines decrease $414,000. Ambulance contract fines increase $53,900. City Court fines decrease $23,100 as less bail is forfeited. Net of other changes is a decrease of $8,000.

Year-to-Year Comparison

2010-11	2011-12	Change
2,721,300	2,329,200	-392,100

Licenses & Permits



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

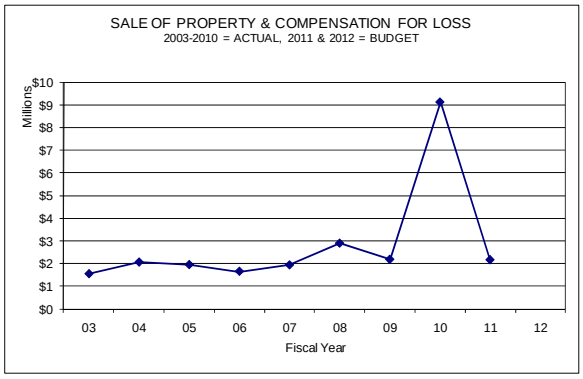
Major Change

Professional licenses increase $212,600 due to the biannual schedule of renewal. Street opening permits increase $20,000. Business and occupational licenses increase $8,700. Net of other changes is a decrease of $2,100.

Year-to-Year Comparison

2010-11	2011-12	Change
2,459,900	2,699,100	239,200

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.

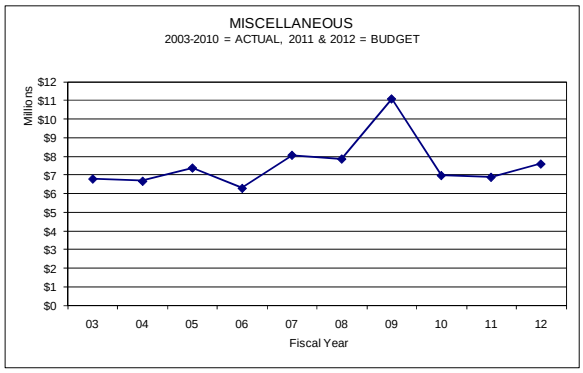
Major Change

Sale of real property decreases $674,000 as a result in changes in inventory. Sale of scrap decreases $21,600. Net of other changes is a decrease of $1,000.

Year-to-Year Comparison

2010-11	2011-12	Change
2,156,600	1,460,000	-696,600

Miscellaneous



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

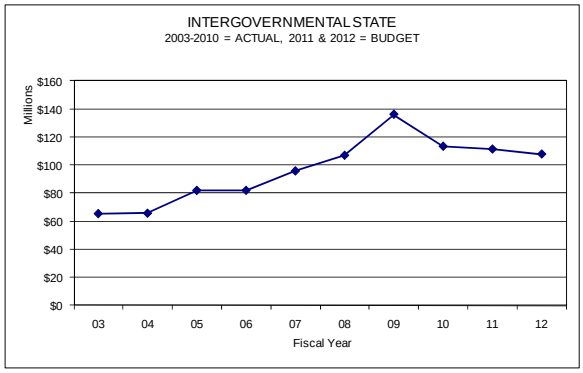
Major Change

The appropriation of general fund surplus increases $605,000. Revenue for Cancellations of prior year's encumbrances increase $100,000. Revenue from cable franchise fees increases $4,300. Net of other changes is an increase of $2,000.

Year-to-Year Comparison

2010-11	2011-12	Change
6,891,000	7,602,300	711,300

Intergovernmental – New York State



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

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

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

3. Miscellaneous aid includes reimbursements for various services.

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

Major Change

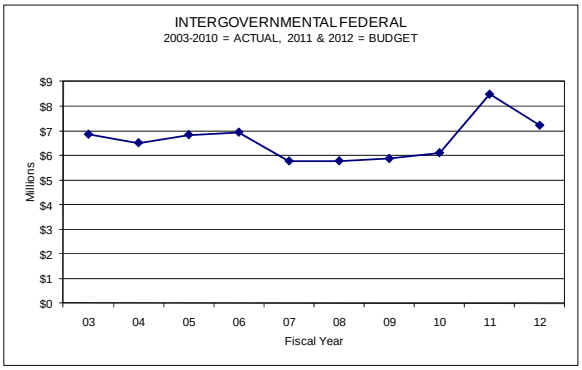
AIM Aid decreases by 2010-11 mid-year reduction of $336,200 and approved 2011-12 State budget reduction of $1,800,700. Consolidated Highway Improvement revenue increases $249,900. STAR revenue increases as a result of the increased homestead tax rate $122,300. Assessment Aid decreases $36,000. Youth aid increases $4,000. Miscellaneous state grants decrease $1,747,000 which is largely attributable to the following grants not recurring: Project Impact $499,100; Anti-Violence Targeted Initiative $150,000; Homeland Security $110,000; Pregnancy Prevention Grant – APPS $85,000; New York State Dept. of Education Records Grant $74,200; STOP VAWA Recovery Grant $60,000; APPS II Grant $58,200, Arch Services Grant $41,000; Project IMPACT Warrant Initiatives $31,000; and NYS Archives Grant $9,700. Urban Area Security Initiative funds decrease $295,300. Delay in the start of SNUG grant causes revenue to decrease $263,200. Summer of Opportunity funds increase $174,000. New York Historical Preservation Grant funds decrease $121,200. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) funds decrease $51,400. Reimbursement for Auto Theft Prevention decreases $20,900. Decrease in revenue for STEP Program $17,900. Net of other changes is an increase of $3,000.

Year-to-Year Comparison

2010-11	2011-12	Change
111,290,200	107,782,400	-3,507,800

Intergovernmental – Federal

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



Major Change

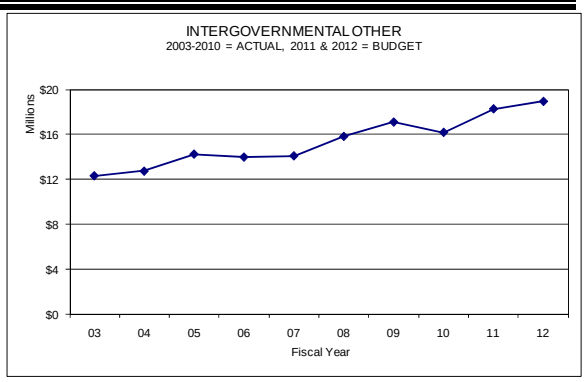
Revenue from Housing and Urban Development (HUD) including CDBG program, HOME, Emergency Shelter Grant (ESG), Housing Opportunities for Persons with AIDS (HOPWA) and HPRP decreases $701,800. Metropolitan Medical Response System grant funds increase $340,500. Reimbursement for the Federal Nutrition Summer Lunch Program decreases $221,200 as fewer meals are served. Revenue for the PRIME Program decreases $188,600. Rochester Safe & Sound Grant expires $140,500. Pavement Management & Rating Project decreases $128,700. COPS Methamphetamine Grant decreases $124,400. Law Enforcement Block Grant increases $58,300. Justice Assistance Grant ends $58,300. Traffic Safety Grant decreases $40,000. Lead Hazards Program increases $17,600. Pregnancy Prevention Grant decreases $32,800 due to late start of the program. Domestic Abuse Response Team decreases $28,700. Violent Crime Task Force Grant decreases $20,000. Net of other changes is an increase of $6,900.

Year-to-Year Comparison

2010-11	2011-12	Change
8,484,800	7,223,100	-1,261,700

Intergovernmental – Other

Revenues received from governmental agencies other than the Federal and New York State levels constitute this category. Reimbursements for 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

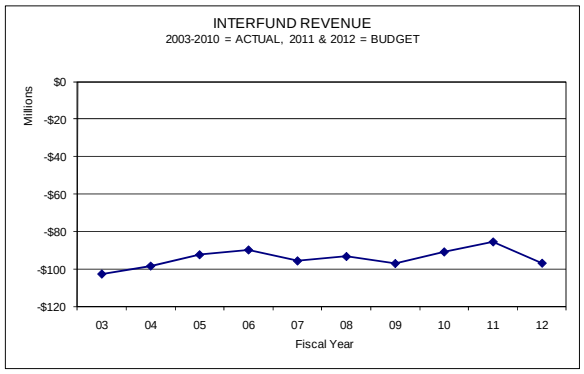
Expected County reimbursement for Emergency Communications increases $1,323,700. The following decreases occur: reimbursement for downtown public safety $300,000; reimbursement for Traffic Shares $171,000; reimbursement for Pure Waters Sewer debt $119,900; reimbursement for election inspectors $31,000; reimbursement for Stop-DWI $20,500; and reimbursement for Underage Tobacco Enforcement $17,900.

Year-to-Year Comparison

2010-11	2011-12	Change
18,254,100	18,917,500	663,400

Interfund Revenues & Transfers

Interfund transfers consist of three categories:



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

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

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

Major Change

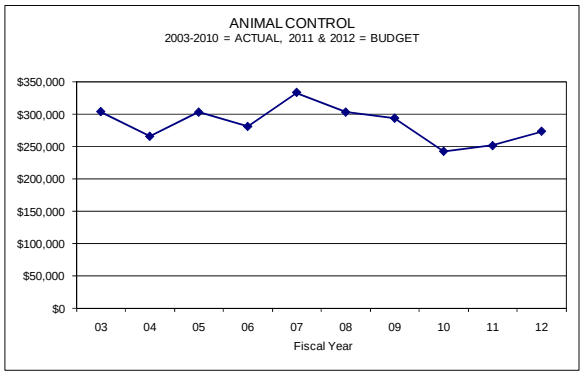
The transfer from Premium and Interest needed to balance the budget decreases $8,098,900. Transfer from Special and Enterprise funds decreases $4,871,700 as new financial system requires direct interfund billing for certain departmental services. A transfer from the Tax Relief Fund is planned $2,800,000. A transfer from the Tax Repayment Fund is not planned as the Hurd Waldert settlement is concluded $1,202,600. Revenue from the new Early Retiree Reinsurance Program is expected $928,000. Transfer from the Insurance Reserve Fund is eliminated $610,500. One time appropriation of seized property funds do not recur $443,700. Water Fund return on investment to the General Fund is reduced by $219,500 as water abandonment fee for demolitions is no longer required. Transfer from Downtown Enhancement District increases by $94,700. Transfer from Cultural Center Commission is planned $70,000. Net of other changes is an increase of $34,800.

Year-to-Year Comparison

2010-11	2011-12	Change
-85,535,500	-97,054,900	-11,519,400

Animal Control Fund

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



Major Change

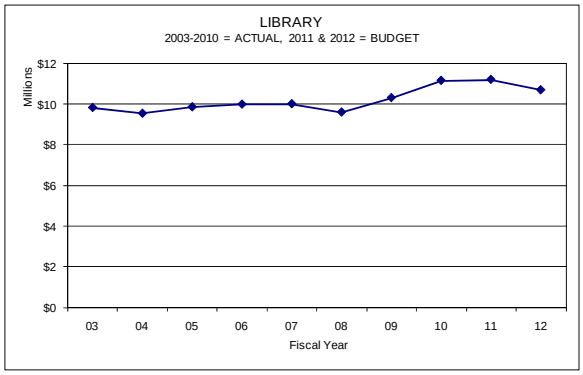
Revenue from dog licenses increases $12,400. The new Early Retiree Reinsurance Program increases revenue by $8,700. Animal control center fees increase $7,600. Animal fines decrease $6,500. Interest earnings decrease $100. Property tax support increases $11,300 to balance the budget.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	250,800	272,900	22,100
Property Tax	1,268,400	1,279,700	11,300
Total	1,519,200	1,552,600	33,400

Library Fund

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



Major Change

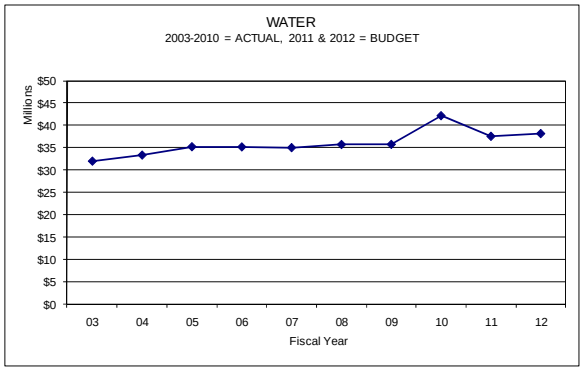
Reimbursements from Monroe County Library System remain flat at the 2010-11 level. Gates Foundation revenue decreases $142,000. Service charges for the Central Library decrease $116,300. SUNY Center at the Central Library is eliminated $100,500. Net reduction in State aid and grants decreases revenue $93,900. Central Library and Community Library use charges increase $63,600. Central Library Erate Program decreases $22,200 due to new equipment maintenance funding regulations. Community Erate Program increases $12,200. Early Retiree Reinsurance Program increases revenue $87,300. Appropriation of City fund balance does not recur $200,000, requiring property tax support needed to balance the budget to increase $269,900.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	11,182,500	10,670,700	-511,800
Property Tax	4,622,700	4,892,600	269,900
Total	15,805,200	15,563,300	-241,900

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

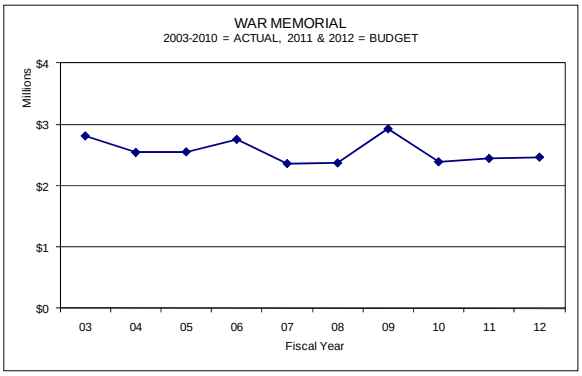
Water levy increases $1,180,000 with proposed rate increase. Appropriation of fund balance decreases $1,160,100. A transfer from premium and interest is planned $1,000,000 to partially offset debt service. Sale of water to MCWA and other municipalities decrease $812,100 due to a reduction in exchange rate. Delinquent tax collections resulting from the tax lien sale increase $340,000. Decrease in revenue for water service charges as water abandonment fees for demolitions are no longer required $219,500. Interest and penalties increase $100,000. The Early Retiree Reinsurance Program increases revenue $97,600. Interest on investments increases $38,000. Revenue from sale of scrap increases $36,000. Net of other changes is an increase of $8,000.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	37,518,600	38,126,600	608,000

War Memorial Fund

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



Major Change

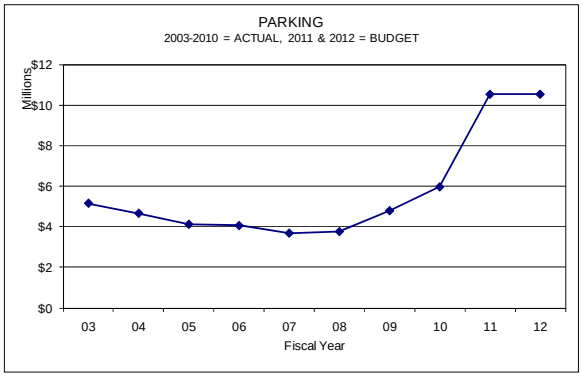
Operating revenues from the Blue Cross Arena increase $95,700. Appropriation of fund balance does not recur $75,000. Property tax support needed to balance the budget decreases $24,900.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	2,447,300	2,468,000	20,700
Property Tax	542,100	517,200	-24,900
Total	2,989,400	2,985,200	-4,200

Parking Fund

Revenues in this fund are generated from eight downtown parking garages, six City owned surface lots, and on street parking meters. Parking management functions for all garages were consolidated into the Finance Department in 2010-11 eliminating the tax subsidy.



Major Change

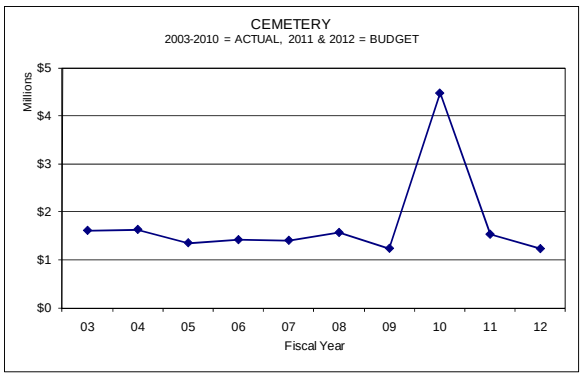
On-street parking meters decrease $125,900. Parking garages and lots increase $117,400. A transfer from premium and interest is planned $61,100. Parking lease reimbursements decrease $57,200. Early Retiree Reinsurance Program increases revenue $10,000. Interest earnings decrease $9,500. Net of other changes is an increase of $5,900. Property tax support needed to balance the budget remains at $0.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	10,518,200	10,520,000	1,800
Property Tax	0	0	0
Total	10,518,200	10,520,000	1,800

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.



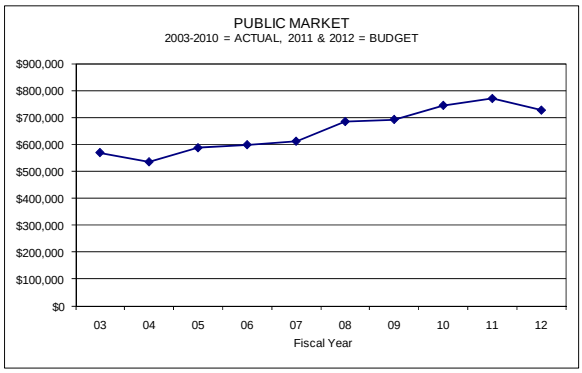
Major Change

One time development funds for cemetery improvements does not recur $60,000. Interest earnings decrease $31,500. Sales for Graves, Mausoleums Crypts, and Niches at Mt. Hope & Riverside decrease $61,300. Cemetery service charges increase $15,100. Early Retiree Reinsurance Program increases revenue $4,000. Net of other changes decrease revenue $17,000. An appropriation of fund balance does not recur $150,000, requiring property tax support needed to balance the budget to increase $213,200.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	1,527,500	1,226,800	-300,700
Property Tax	679,900	893,100	213,200
Total	2,207,400	2,119,900	-87,500

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

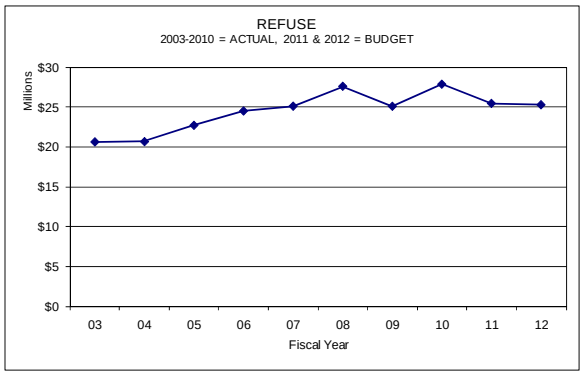


Major Change
Public Market revenue decreases $43,300. Early Retiree Reinsurance Program increases revenue $500. Interest earnings decrease $300. Property tax support needed to balance the budget remains the same as 2010-11.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	769,200	726,100	-43,100
Property Tax	920,000	920,000	0
Total	1,689,200	1,646,100	-43,100

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



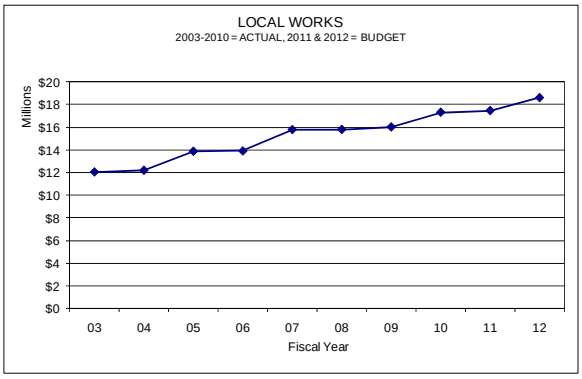
Major Change
Loss of a large commercial customer is partially offset by increase in commercial refuse rates $312,000. Appropriation of fund balance does not recur $200,000. Recycling revenue increases $120,000. Sale of scrap decreases $77,500. Delinquent tax collection increases $270,000. Early Retiree Reinsurance Program increases revenue $36,800. Interest earnings decrease $11,600. Miscellaneous revenue decreases $300.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	25,429,800	25,255,200	-174,600

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

Local works levy increases $886,900 with proposed rate increase. Appropriation of fund balance increases $194,500. Delinquent tax collection increases $77,900. Interest earnings decrease $28,800. Early Retiree Reinsurance Program increases revenue $27,100. Reimbursement by Monroe County decreases $25,500. Snow & Ice Removal State Grant funding increases $1,600.

Year-to-Year Comparison

	2010-11	2011-12	Change
Operating Revenue	17,465,400	18,599,100	1,133,700

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
General				
Taxes				
Property Tax (City & School)	130,722,977	134,978,000	134,093,200	136,615,000
Delinquent & Supplemental Taxes	4,519,725	3,823,000	4,175,800	5,200,000
In-Lieu-of-Tax Payments	10,466,378	9,790,200	9,600,000	9,962,700
Interest & Penalties	2,335,843	2,334,400	2,075,000	2,645,000
Sales Tax	123,338,183	127,000,000	123,400,000	128,272,200
Utilities Gross Receipts Tax	7,240,923	7,500,000	7,500,000	7,500,000
Mortgage Tax	1,416,418	1,482,000	1,500,000	1,500,000
Taxes Total	280,040,447	286,907,600	282,344,000	291,694,900
Departmental Income				
Police Fees	1,275,913	1,307,800	1,423,800	1,292,600
Fire Fees	600,593	574,300	724,500	573,800
Finance Fees	109,165	103,000	114,100	105,000
Repairs & Clean-up Fees	380,973	210,000	250,000	310,000
Recreation Fees	982,638	956,600	963,700	1,283,600
Zoning Fees	81,970	85,000	80,000	80,000
Charges for Service	3,106,649	2,125,500	2,385,100	2,406,100
Other Dept. Income	1,677,510	1,621,200	1,408,400	1,359,800
Departmental Income Total	8,215,411	6,983,400	7,349,600	7,410,900
Use of Money & Property				
Interest Earnings	447,076	410,000	575,500	401,400
Rental of Real Property	250,642	226,400	266,800	264,200
Use of Money & Property Total	697,718	636,400	842,300	665,600
Fines & Forfeitures				
City Court Fines	30,317	30,000	50,000	26,900
Moving Violations	833,520	750,000	750,000	742,000
Parking Violations	1,758,581	127,400	127,400	127,400
Municipal Code Fines	647,968	560,000	919,900	505,000
Miscellaneous	64,139	119,100	24,000	77,900
Red Light Cameras	0	350,000	850,000	850,000
Fines & Forfeitures Total	3,334,525	1,936,500	2,721,300	2,329,200
Licenses & Permits				
Business & Occupational Licenses	387,240	354,000	370,100	378,800
Bingo Licenses	12,705	10,000	13,400	10,500
Professional Licenses	251,863	17,000	17,000	241,000
Other Licenses	62,680	54,300	57,700	60,600
Building Permits	1,676,245	1,631,500	1,731,700	1,718,200
Street Opening Permits	303,268	284,400	270,000	290,000
Licenses & Permits Total	2,694,001	2,351,200	2,459,900	2,699,100
Sale of Property & Compensation for Loss				
Sale of Scrap	529,464	180,000	145,500	123,900
Sale of Real Property	8,023,214	650,000	1,500,000	826,000
Sale of Unclaimed Property	281,633	307,600	311,100	310,100
Other Compensation for Loss	301,732	265,000	200,000	200,000
Sale of Property & Compensation for Loss Total	9,136,043	1,402,600	2,156,600	1,460,000

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Miscellaneous				
General Fund Surplus	3,757,000	4,343,000	4,343,000	4,948,000
Cable TV Franchise Revenue	2,083,750	2,000,000	2,000,000	2,004,300
Miscellaneous	716,114	648,000	548,000	650,000
Miscellaneous Total	6,556,864	6,991,000	6,891,000	7,602,300
Intergovernmental – New York State				
Aid & Incentives to Municipalities	91,012,002	90,035,200	90,371,400	88,234,400
STAR	13,738,711	13,390,800	13,552,000	13,674,300
Youth Aid	179,183	170,600	133,600	137,600
Consolidated Highway Improvements	3,127,883	3,064,900	2,815,000	3,064,900
Miscellaneous	5,209,113	2,821,800	4,418,200	2,671,200
Intergovernmental – New York State Total	113,266,892	109,483,300	111,290,200	107,782,400
Intergovernmental – Federal				
Community Development Block Grant	3,991,058	4,096,100	4,055,100	3,394,300
Crime Bill	153,881	1,736,200	2,165,000	2,058,900
Transportation Grants	461,114	300,900	333,700	205,000
Federal Nutrition	394,291	264,400	485,600	264,400
Lead Programs	152,100	110,400	110,400	128,000
HUD-Emergency Shelter Grant	21,200	0	21,200	0
Metro. Medical Response	183,400	217,400	128,500	469,000
Substance Abuse Grant	97,765	118,000	118,000	125,000
Miscellaneous	650,233	858,300	1,067,300	578,500
Intergovernmental – Federal Total	6,105,042	7,701,700	8,484,800	7,223,100
Intergovernmental – Other				
Off Track Betting	250,000	222,300	230,000	230,000
Pure Waters Agency Sewer Debt	420,418	240,000	240,000	120,100
Emergency Communications	13,344,996	15,063,200	15,024,700	16,348,400
Police Services-Firearms Instruction	55,675	55,700	55,700	55,700
Election Inspectors	210,490	387,200	392,300	361,300
Downtown Public Safety	150,000	150,000	300,000	0
STOP-DWI	83,857	107,500	107,500	87,000
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Transportation Grants	27,484	209,000	429,000	258,000
Miscellaneous	837,322	679,900	679,900	662,000
Intergovernmental – Other Total	16,175,242	17,909,800	18,254,100	18,917,500

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Interfund Revenue & Transfers				
City School District	-119,100,000	-119,100,000	-119,100,000	-119,100,000
Water Fund	4,593,100	5,593,100	5,593,100	5,373,600
Special & Enterprise Funds	10,564,800	11,379,500	11,416,000	6,544,300
Street Lighting Districts	34,708	38,600	29,800	30,500
Premium & Interest Fund	4,000,000	12,000,000	12,000,000	3,901,100
Cultural District	67,638	0	0	70,000
Downtown Enhancement District	649,200	557,500	557,500	652,200
Downtown Special Services District	495,907	523,000	523,000	528,200
Seized Property Fund	180,176	184,700	543,700	100,000
Care & Embellishment Fund	38,274	38,300	38,300	40,200
Tax Repayment Fund	1,787,900	1,202,600	1,202,600	0
Tax Relief Fund	2,000,000	0	0	2,800,000
Property Management Fund	13,723	0	0	5,000
Capital Funds	350,000	350,000	350,000	372,000
Trans. Insurance Reserve	3,378,400	610,500	610,500	0
Trans. Foreign Insurance	0	0	700,000	700,000
Trans. ERRP Fund	0	0	0	928,000
Interfund Revenue & Transfers Total	-90,946,174	-86,622,200	-85,535,500	-97,054,900
General Total	355,276,011	355,681,300	357,258,300	350,730,100
Animal				
Animal Control Center Fees	163,508	171,600	178,600	186,200
Dog Licenses	45,240	37,600	32,600	45,000
Animal Fines	36,785	35,000	39,500	33,000
Interest Earnings	-3,431	-500	100	0
Trans. ERRP Fund	0	0	0	8,700
Property Tax	1,158,500	1,268,400	1,268,400	1,279,700
Animal Total	1,400,602	1,512,100	1,519,200	1,552,600
Library				
Library Charges	2,805,772	2,690,800	2,748,900	2,585,700
County Reimbursement	6,621,000	6,827,000	6,827,000	6,827,000
State Aid	1,703,568	984,000	1,264,600	1,170,700
Miscellaneous	17,778	0	142,000	0
Interest Earnings	-71,820	0	0	0
Trans. Premium & Interest	58,400	0	0	0
Appropriation of Fund Balance	0	200,000	200,000	0
Trans. ERRP Fund	0	0	0	87,300
Property Tax	5,218,100	4,925,500	4,622,700	4,892,600
Library Total	16,352,798	15,627,300	15,805,200	15,563,300

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Water				
Metered Water Sales	28,365,488	29,300,000	29,500,000	30,680,000
Upland Sales/MCWA	2,624,730	2,980,000	3,000,000	2,200,000
Other Municipalities	422,129	437,200	464,100	452,000
Delinquent Collections	935,107	1,130,000	750,000	1,090,000
Service Charges	291,731	265,000	265,000	45,500
Interest & Penalties	1,478,993	1,320,000	1,250,000	1,350,000
Miscellaneous	294,254	288,200	275,700	319,800
Interest Earnings	87,004	75,000	48,800	86,800
Sale of Property & Compensation for Loss	6,848,600	0	0	0
Trans. Premium & Interest	193,400	0	0	1,000,000
Appropriation of Fund Balance	576,600	1,965,000	1,965,000	804,900
Trans. ERRP Fund	0	0	0	97,600
Water Total	42,118,036	37,760,400	37,518,600	38,126,600
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	1,452,396	1,467,300	1,467,300	1,563,000
Interest Earnings	-1,535	0	0	0
Trans. Premium & Interest	36,200	0	0	0
Appropriation of Fund Balance	0	75,000	75,000	0
Property Tax	411,100	565,100	542,100	517,200
War Memorial Total	2,803,161	3,012,400	2,989,400	2,985,200
Parking				
Parking Ramps	2,111,828	5,212,700	4,399,600	4,649,100
Parking Lots	382,106	437,200	422,900	350,500
Meters	625,727	807,000	1,491,000	1,355,600
East End Garage	0	59,700	59,700	0
Miscellaneous	70,704	79,600	137,300	86,000
Parking Fines	1,252,600	3,065,000	4,007,700	4,007,700
Trans. Premium & Interest	65,700	0	0	61,100
Appropriation of Fund Balance	1,451,900	0	0	0
Trans. ERRP Fund	0	0	0	10,000
Property Tax	1,921,900	0	0	0
Parking Total	7,882,465	9,661,200	10,518,200	10,520,000

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Cemetery				
Sale of Cemetery Lots	255,034	248,100	308,000	282,000
Service Charges	656,224	741,000	784,500	797,600
Miscellaneous	17,340	15,000	15,000	0
Mausoleum Sales	83,699	56,300	98,900	82,200
Sale of Foundations, Markers & Urns	51,098	61,400	69,600	51,000
Interest Earnings	31,484	20,000	41,500	10,000
Trans. Premium & Interest	20,600	0	0	0
Appropriation of Fund Balance	3,366,000	150,000	150,000	0
Trans. ERRP Fund	0	0	0	4,000
Trans. Development Funds	0	60,000	60,000	0
Property Tax	2,406,800	892,000	679,900	893,100
Cemetery Total	6,888,279	2,243,800	2,207,400	2,119,900
Public Market				
Market Fees	667,491	675,000	732,400	689,100
Embellishment Fees	37,800	36,200	36,200	36,200
Interest Earnings	28	0	600	300
Trans. Premium & Interest	38,700	0	0	0
Trans. ERRP Fund	0	0	0	500
Property Tax	817,600	947,000	920,000	920,000
Public Market Total	1,561,619	1,658,200	1,689,200	1,646,100
Refuse				
Current Collections	19,231,901	19,852,100	20,134,500	20,134,500
Commercial Charges	3,570,505	3,600,000	3,600,000	3,288,000
Delinquent Collections	1,430,730	1,660,000	1,300,000	1,570,000
Miscellaneous	151,144	143,500	27,000	146,700
Interest Earnings	31,304	35,000	52,800	41,200
Sale of Scrap	113,465	100,000	115,500	38,000
Appropriation of Fund Balance	3,289,200	200,000	200,000	0
Trans. ERRP Fund	0	0	0	36,800
Refuse Total	27,818,249	25,590,600	25,429,800	25,255,200
Local Works				
Current Collections	15,129,907	16,700,100	16,938,600	17,903,400
Miscellaneous	31,475	16,500	40,000	14,500
Interest Earnings	47,623	45,000	70,500	41,700
State Reimbursement-Snow & Ice Control	53,000	54,400	54,000	55,600
Appropriation of Fund Balance	2,059,800	362,300	362,300	556,800
Trans. ERRP Fund	0	0	0	27,100
Local Works Total	17,321,805	17,178,300	17,465,400	18,599,100
Total All Funds	479,423,025	469,925,600	472,400,700	467,098,100

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

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

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

The 2011-12 STAR revenue of $13,674,300 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) is $67,200 in 2011-12. The assessed value for a typical commercial property (Non-Homestead) is $262,100 in 2011-12.

	2010-11	2011-12	Change	Percent Change
TAX RATE (per $1,000)				
Homestead Class				
- City	5.39	5.82	0.43	7.98%
- School	14.11	14.22	0.11	0.78%
Total	19.50	20.04	0.54	2.77%
Non-Homestead Class				
- City	11.54	12.30	0.76	6.59%
- School	30.69	30.49	-0.20	-0.65%
Total	42.23	42.79	0.56	1.33%
TAX BURDEN				
Single Family Residence				
- City	$362.21	$391.10	$28.89	7.98%
- School	$948.19	$955.58	$7.39	0.78%
Total	$1,310.40	$1,346.68	$36.28	2.77%
Commercial Property				
- City	$3,024.63	$3,223.83	$199.20	6.59%
- School	$8,043.85	$7,991.43	-$52.42	-0.65%
Total	$11,068.48	$11,215.26	$146.78	1.33%

Computation Of City 2011-12 Property Tax Levy

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	402,097,400			402,097,400
Cash Capital		32,924,000		32,924,000
Debt Service			32,076,700	32,076,700
Tax Reserve	630,017	919,800	852,653	2,402,470
Total	402,727,417	33,843,800	32,929,353	469,500,570
REVENUE				
Operating	390,127,070			390,127,070
Cash Capital		15,447,800		15,447,800
Debt Service			15,876,300	15,876,300
Total	390,127,070	15,447,800	15,876,300	421,451,170
TOTAL TAX LEVY	12,600,347	18,396,000	17,053,053	48,049,400
Homestead (41.92487%)**				20,144,648
Non-Homestead (58.07513%)**				27,904,752
ASSESSED VALUE				5,728,938,264
Homestead				3,460,812,261
Non-Homestead				2,268,126,003
TAX RATE				
Homestead	1.53	2.22	2.07	5.82
Non-Homestead	3.22	4.71	4.37	12.30

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2011-12 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2010-11 Homestead and Non-Homestead apportionment was 41.58845% and 58.41155%

Computation Of School 2011-12 Property Tax Levy

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

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	77,649,380			77,649,380
Cash Capital		10,815,756		10,815,756
Debt Service			26,909,629	26,909,629
Tax Reserve	4,086,810	569,250	1,298,940	5,955,000
Total	81,736,190	11,385,006	28,208,569	121,329,765
REVENUE				
Operating	0	0	0	0
Cash Capital				0
Debt Service*	0	0	2,229,765	2,229,765
Total	0	0	2,229,765	2,229,765
TOTAL TAX LEVY	81,736,190	11,385,006	25,978,804	119,100,000
Homestead (41.92487%)**				49,932,520
Non-Homestead (58.07513%)**				69,167,480
ASSESSED VALUE				5,779,580,440
Homestead				3,510,994,129
Non-Homestead				2,268,586,311
TAX RATE				
Homestead	9.76	1.36	3.10	14.22
Non-Homestead	20.92	2.92	6.65	30.49

*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 2011-12 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2010-11 Homestead and Non-Homestead apportionment was 41.58845% and 58.41155% respectively.

Computation Of Property Tax Revenue For The General Fund

City Property Tax Levy	48,049,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	167,149,400
Less: Allowance for Uncollectables (Tax Reserve)	8,357,470
Less: STAR Revenue	13,674,300
Combined City and School Property Tax Revenue	145,117,600
Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:	
Animal Control Fund	1,279,700
Library Fund	4,892,600
War Memorial Fund	517,200
Cemetery Fund	893,100
Public Market Fund	920,000
Net General Fund Property Tax Revenue	136,615,000

STAR

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of less than $79,050. The second, called Basic STAR, is for all other home owners regardless of age with incomes less than $500,000.

Eligible property owners for the 2011-12 program receive up to a $40,270 and $20,100 assessment exemption for the Enhanced program and Basic program, respectively which was similar to 2010-11. 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 2010-11 for the Enhanced and Basic programs were $785 and $392 respectively, therefore limiting the 2011-12 maximum STAR savings to $801 for the Enhanced program and $400 for the Basic program.

The Board of Real Property Services may establish special equalization rates that may result in revised STAR exemption amounts if the determined STAR exemption is 5% or more different than the previous year's exemptions. Approximately 4,700 property owners will benefit from the Enhanced STAR program and 26,600 property owners for the Basic STAR program in 2011-12.

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 2011-12 STAR revenue estimate to be reimbursed from the state is as follows:

	Assessed Value Exemption	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	673,644,318	5.82	3,920,610	3,703,562
Non-Homestead	6,294,881	12.30	77,427	74,096
	679,939,199		3,998,037	3,777,658
School:				
Homestead	682,251,657	14.22	9,701,619	9,701,619
Non-Homestead	6,394,820	30.49	194,978	194,978
	688,646,477		9,896,597	9,896,597
Total	N/A	N/A	13,894,635	13,674,255

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Value – Changes

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

2011-12 Assessed Value	5,728,938,264
2010-11 Assessed Value	5,723,156,652
Change	5,781,612
Percent Change	0.10%

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

Non-Homestead Assessment:	
82 Edwards Deming Drive (from COMIDA)	1,725,000
525 Lee Road (from COMIDA)	1,650,000
192 Mill Street (from COMIDA)	1,500,000
Declining BIE Schedules	1,000,000
Declining EDZ Schedules	1,000,000
185 North Winton Road - CVS	914,000
MCI Metro Access (Special Franchise)	764,000
Railroad	658,319
Frontier Telephone (Special Franchise)	619,873
Rochester Gas & Electric (Special Franchise)	-5,716,384
Eastman Kodak	-3,482,000
U.S. Aiports	-900,000
121 Lincoln Avenue	-483,000
Non-Homestead Net other changes	2,519,651
Subtotal	1,769,459
Homestead Assessment :	
Decrease in Veterans Exemption	3,575,583
Homestead Net of other changes	436,570
Subtotal	4,012,153
Total Assessment Change	5,781,612

Assessed Valuation – Historic

Fiscal Year	General Municipal Purposes	Veterans Exemption*	Total School Purposes	Change from Prior Year
2011-12	5,728,938,264	50,642,176	5,779,580,440	2,206,029
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2008-09	5,716,799,275	55,887,191	5,772,686,466	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	558,144,061
2007-08	5,135,078,243	54,377,249	5,189,455,492	37,975,473
2006-07	5,094,593,315	56,886,704	5,151,480,019	33,815,713
2005-06	5,057,647,759	60,016,547	5,117,664,306	11,857,246
2004-05	5,042,827,983	62,979,077	5,105,807,060	370,473,195
2002-03	4,717,404,474	64,713,913	4,782,118,387	-7,369,451
2002-03	4,717,404,474	64,713,913	4,782,118,387	-7,369,451

*Subject to School Purposes but not General Municipal Purposes.

Tax Collection Experience

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

A. Current Taxes

Fiscal Year	Tax Billed July 1	Current Collections	Percent of Levy	Tax Balances June 30*
2010-11	201,211,222	187,309,755	93.09	14,354,317
2009-10	197,218,680	182,280,504	92.43	14,354,317
2008-09	196,088,229	181,217,589	92.42	13,496,524
2007-08	190,297,840	174,901,972	91.91	14,634,571
2006-07	189,822,199	174,245,337	91.79	14,248,723
2005-06	184,085,987	168,296,701	91.42	14,037,418
2004-05	178,379,701	163,292,548	91.54	13,349,242
2003-04	173,144,803	158,479,093	91.53	13,284,880
2002-03	166,991,400	152,269,774	91.18	13,387,076
2001-02	160,731,647	146,154,747	90.93	13,123,245

B. Delinquent Taxes

Fiscal Year	Delinquent Tax Balances July 1	Delinquent Tax Collections	Percent of Delinquent Tax Balances	DelinquentTax Balances June 30*	Total Tax Balances June 30**
2010-11	21,084,138	9,271,665	43.97	11,812,473	26,166,790
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138
2008-09	28,448,291	12,409,403	43.62	7,393,287	20,889,811
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291
2006-07	24,102,157	10,328,437	42.85	11,633,085	25,881,807
2005-06	23,003,806	9,682,226	42.09	10,064,739	24,102,157
2004-05	22,968,443	10,310,008	44.89	9,654,564	23,003,806
2003-04	23,506,991	9,739,205	41.43	9,683,582	22,968,462
2002-03	22,905,693	9,949,243	43.44	10,119,915	23,506,991
2001-02	21,911,683	9,813,662	44.79	9,782,447	22,905,692

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

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

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

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

Fiscal Year	Assessed Value	Equalization Ratio	Full Assessed Valuation
2011-12	5,779,580,440	94.70	6,103,041,647
2010-11	5,777,374,411	96.78	5,969,595,382
2009-10	5,772,686,466	98.90	5,836,892,281
2008-09	5,747,599,553	99.17	5,795,703,895
2007-08	5,189,455,492	89.67	5,787,281,691
	Five Year Total		29,492,514,896
	Five Year Average		5,898,502,979
	Constitutional Percentage		2%
	Constitutional Limit		117,970,060

Constitutional Tax Limit & Margin – Historic

The following table contains the historical tend of the City's tax limit for operating purposes and the amount of the limit used. The amount of limit used is calculated by adding City and School operating levies and then subtracting Water Fund debt service. The tax margin is calculated by subtracting the amount used from the limit.

Constitutional Operating Tax Limit 2002-03 to 2011-12

Fiscal Year	Limit	Amount Used	Tax Margin
2011-12	117,970,060	88,313,937	29,656,123
2010-11	117,705,892	83,918,841	33,787,051
2009-10	116,174,350	84,494,562	31,679,788
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043
2006-07	102,594,091	78,369,414	24,224,677
2005-06	100,062,845	87,548,500	12,514,345
2004-05	95,786,706	81,033,103	14,753,603
2003-04	93,374,182	81,679,387	11,694,795
2002-03	95,244,442	84,533,287	10,711,155

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

RP-495 (9/08)

NEW YORK STATE DEPARTMENT OF TAXATION & FINANCE

OFFICE OF REAL PROPERTY TAX SERVICES

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: May 5, 2011

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2010

Total equalized value in taxing jurisdiction: $ 8,119,974,787

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Total Equalized Value (Column E)	Percentage of Value Exempted (Column F)
13100	COUNTY OWNED (GENERALLY)	RPTL 406(1)	43	169,433,050	2.09%
13350	CITY OWNED (GENERALLY)	RPTL 406(1)	3,503	479,519,650	5.91%
18020	MUNICIPAL IND DEV AGENCY	RPTL 412-a	103	261,633,900	3.22%
25110	NONPROFIT ORGNZTN-RELIGIOUS	RPTL 412-a	576	143,723,200	1.77%
25120	NONPROFIT ORGNZTN-EDUCATIONAL	RPTL 412-a	125	305,949,050	3.77%
25130	NONPROFIT ORGNZTN-CHARITABLE	RPTL 412-a	185	94,830,550	1.17%
25210	NONPROFIT ORGNZTN-HOSPITAL	RPTL 412-a	11	209,713,625	2.58%
41836	ENHANCED STAR	RPTL 425	4,776	145,279,345	1.79%
41856	BASIC STAR	RPTL 426	26,468	530,255,468	6.53%
All Other	ALL OTHER	VARIOUS	7,483	733,174,786	9.03%
		Totals	43,273	$3,073,512,624.00	37.85%

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

Amount, if any, attributed to payments in lieu of taxes: $6,160,713.83
(details contained on RP-495-PILOT)

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

RP-495 PILOT (9/08)

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: May 5, 2011

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2010

Total equalized value in taxing jurisdiction: $ 8,119,974,787

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Payments in Lieu of Taxes (PILOTs) (Column E)
18020	MUNICIPAL INDUST DEVEL AGNCY	RPTL 412-a	103	$6,160,713.83
		Totals	103	$6,160,713.83

REVENUE SUMMARY
APPLICATION OF REVENUE BY UNIT

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

REVENUE SUMMARY
APPLICATION OF REVENUE

Applied Revenue	City Council & Clerk	Admini-stration	Law	Finance	Neigh, & Bus. Dev.	Environ-mental Services	Emergency Communi-cations	Police	Fire	Rec. & Human Services	Library	Undistri-buted	Total Applied
General													
Other Taxes						1,032,800							1,032,800
Departmental Income	20,600	169,000		143,000	252,800	949,600	200	2,392,600	964,500	1,323,600		320,000	6,535,900
Use of Money & Property				401,400	154,000					35,200			590,600
Fines & Forfeitures				126,300	378,700			1,746,300	75,200				2,326,500
Licenses & Permits	56,300			17,900	2,334,900	290,000							2,699,100
Sale of Property & Comp.			80,000	126,900	826,100	120,000		307,000	0				1,460,000
Miscellaneous		300,000	200,400									210,000	710,400
Intergovernmental State				156,000	0	3,064,900		1,220,500	48,600	1,383,700			5,873,700
Intergovernmental Federal		343,300	195,600	109,900	2,873,500	272,300		2,170,100	469,000	789,400			7,223,100
Intergovernmental Other	361,300				662,000	378,100	16,348,400	142,700		795,000			18,687,500
Interfund Revenue	0	5,613,400		0	75,000	2,134,400	379,400	100,000	700,000	40,200		928,000	9,970,400
General Total	**438,200**	**6,425,700**	**476,000**	**1,081,400**	**7,557,000**	**8,242,100**	**16,728,000**	**8,079,200**	**2,257,300**	**4,367,100**		**1,458,000**	**57,110,000**
Animal													
Departmental Income								231,200					231,200
Fines & Forfeitures								33,000					33,000
Trans. ERRP Fund								8,700					8,700
Animal Total								**272,900**					**272,900**
Library													
Departmental Income											2,390,700		2,390,700
Intergovernmental State											1,170,700		1,170,700
Intergovernmental Other											7,022,000		7,022,000
Trans. ERRP Fund											87,300		87,300
Library Total											**10,670,700**		**10,670,700**
Local Works													
Departmental Income						17,903,400							17,903,400
Use of Money & Property						41,700							41,700
Miscellaneous						14,500							14,500
Intergovernmental State						55,600							55,600
Appropriation of Fund Balance						556,800							556,800
Trans. ERRP Fund						27,100							27,100
Local Works Total						**18,599,100**							**18,599,100**
Water													
Departmental Income		232,500				35,817,500							36,050,000
Use of Money & Property						86,800							86,800
Miscellaneous						87,300							87,300
Trans. Premium & Interest						1,000,000							1,000,000
Appropriation of Fund Balance					804,900								804,900
Trans. ERRP Fund						97,600							97,600
Water Total		**232,500**			**804,900**	**37,089,200**							**38,126,600**
War Memorial													
Departmental Income					1,218,000	345,000							1,563,000
Intergovernmental Other					905,000								905,000
War Memorial Total					**2,123,000**	**345,000**							**2,468,000**
Parking													
Departmental Income				6,355,200									6,355,200
Fines & Forfeitures				4,007,700									4,007,700
Miscellaneous				86,000									86,000
Trans. Premium & Interest				61,100									61,100
Trans. ERRP Fund				10,000									10,000
Parking Total				**10,520,000**									**10,520,000**
Cemetery													
Departmental Income						1,212,800							1,212,800
Use of Money & Property						10,000							10,000
Trans. ERRP Fund						4,000							4,000
Cemetery Total						**1,226,800**							**1,226,800**
Public Market													
Departmental Income				36,200						689,100			725,300
Use of Money & Property										300			300
Trans. ERRP Fund										500			500
Public Market Total				**36,200**						**689,900**			**726,100**
Refuse													
Departmental Income		1,570,000				23,460,500							25,030,500
Use of Money & Property						41,200							41,200
Miscellaneous						146,700							146,700
Trans. ERRP Fund						36,800							36,800
Refuse Total		**1,570,000**				**23,685,200**							**25,255,200**
Total Applied	**438,200**	**8,228,200**	**476,000**	**11,637,600**	**10,484,900**	**89,187,400**	**16,728,000**	**8,352,100**	**2,257,300**	**5,057,000**	**10,670,700**	**1,458,000**	**164,975,400**

Expense Changes – Highlights

The Mayor's Proposed Budget of $467,098,100 decreases expenditures by $5,302,600 or 1.1% less than the 2010-11 Budget. Highlights of the changes that produce this variance are noted in the following display. Details of these and other expense changes are found in Tabs #4 through #17 of this document.

MAJOR PROPOSED INCREASES

- Payments to the New York State Retirement System due to higher required contributions
- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Medical coverage for current and retired employees in accordance with rates provided by third party insurers
- Rising costs of oil raises the City's fuel expense
- Program enhancements

MAJOR PROPOSED DECREASES

- Program eliminations or reductions in departmental sections.
- A net of 196 full-time positions are eliminated as detailed in the proposed budget
- Departmental efficiencies
- Department reductions

Change Detail

Salary & Wage Adjustment	Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
2,013,200	1,632,200	2,089,600	182,000	36,000	-11,255,600	-5,302,600

Year-to-Year Comparison

	Budget 2010-11	Budget 2011-12	Variance	Percent
City Council and Clerk	1,927,300	1,777,900	-149,400	-7.8
Administration:				
Mayor's Office	2,243,000	1,801,900	-441,100	-19.7
Management & Budget	2,167,400	702,400	-1,465,000	-67.6
Human Resource Management	2,310,700	2,134,700	-176,000	-7.6
Communications	2,552,300	2,409,200	-143,100	-5.6
Law	1,810,100	1,782,100	-28,000	-1.5
Information Technology	4,685,600	5,077,200	391,600	8.4
Finance	9,054,600	9,015,600	-39,000	-0.4
Neighborhood & Business Development	13,625,600	13,321,900	-303,700	-2.2
Environmental Services	85,650,500	78,179,700	-7,470,800	-8.7
Emergency Communications	11,435,400	13,268,800	1,833,400	16.0
Police	78,490,400	76,201,100	-2,289,300	-2.9
Fire	41,408,100	40,113,300	-1,294,800	-3.1
Library	11,413,600	10,712,600	-701,000	-6.1
Recreation & Youth Services	12,905,100	10,916,600	-1,988,500	-15.4
Undistributed Expense	110,489,700	116,969,000	6,479,300	5.9
Contingency	12,526,500	17,713,400	5,186,900	41.4
Cash Capital	35,538,100	32,924,000	-2,614,100	-7.4
Debt Service	32,166,700	32,076,700	-90,000	-0.3
TOTAL	472,400,700	467,098,100	-5,302,600	-1.1

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
City Council and Clerk	1,756,985	1,927,200	1,927,300	1,777,900
Administration				
Mayor's Office	2,220,538	2,071,800	2,243,000	1,801,900
Management & Budget	2,081,378	2,109,400	2,167,400	702,400
Human Resource Management	2,287,432	2,265,600	2,310,700	2,134,700
Communications	2,846,885	2,455,100	2,552,300	2,409,200
Law Department	1,806,485	1,755,600	1,810,100	1,782,100
	11,242,718	10,657,500	11,083,500	8,830,300
Information Technology	4,693,757	5,198,300	5,345,100	6,023,600
Interfund Credit	0	0	0	-98,800
Intrafund Credit	-657,100	-659,500	-659,500	-847,600
	4,036,657	4,538,800	4,685,600	5,077,200
Finance				
Director's Office	320,837	290,000	291,300	297,400
Accounting	965,201	989,900	990,100	985,400
Treasury	1,653,867	1,795,900	1,795,900	1,614,200
Assessment	892,604	931,500	931,500	991,800
Parking & Municipal Violations	2,155,954	4,157,000	4,870,600	4,992,800
Purchasing	937,437	907,700	907,700	838,700
	6,925,900	9,072,000	9,787,100	9,720,300
Interfund Credit	0	0	0	-213,800
Intrafund Credit	-643,500	-627,600	-732,500	-490,900
	6,282,400	8,444,400	9,054,600	9,015,600
Neighborhood & Business Development				
Commissioner	838,866	825,700	837,500	760,100
Business & Housing Development	5,605,451	5,972,000	6,034,200	6,453,300
Planning & Zoning	1,784,405	1,670,000	1,800,600	1,602,300
Neighborhood Preservation	1,271,391	1,405,400	1,431,100	1,332,000
Inspection & Compliance	3,298,087	3,455,400	3,522,200	3,174,200
Total	12,798,200	13,328,500	13,625,600	13,321,900
Environmental Services				
Office of the Commissioner	1,114,129	2,438,300	2,423,900	2,309,000
Architecture & Engineering	8,142,196	7,827,000	7,646,200	7,697,300
Operations & Parks	49,063,138	52,224,300	56,022,800	57,268,600
Water	20,772,350	22,898,900	25,284,700	23,518,100
	79,091,813	85,388,500	91,377,600	90,793,000
Interfund Credit	0	0	0	-6,000,600
Intrafund Credit	-4,939,600	-5,472,800	-5,727,100	-6,612,700
	74,152,213	79,915,700	85,650,500	78,179,700

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Emergency Communications	10,570,261	11,478,800	11,435,400	13,268,800
Police	79,814,525	77,276,600	78,490,400	76,201,100
Fire	42,744,239	40,345,000	41,408,100	40,113,300
Library				
Central Library	7,943,512	7,816,000	7,903,100	7,264,100
Community Library	3,121,464	3,395,300	3,510,500	3,448,500
	11,064,976	11,211,300	11,413,600	10,712,600
Recreation & Youth Services				
Office of the Commissioner	1,007,350	457,900	460,500	481,200
Recreation	8,642,536	7,740,800	7,658,400	7,602,100
Employment Opportunities	0	1,717,600	1,898,400	1,345,800
Youth Services	3,361,297	2,353,900	2,887,800	1,487,500
	13,011,183	12,270,200	12,905,100	10,916,600
Undistributed	98,614,938	107,171,000	110,597,200	117,319,800
Interfund Credit	0	0	0	-213,000
Intrafund Credit	-107,500	-113,100	-107,500	-137,800
	98,507,438	107,057,900	110,489,700	116,969,000
Contingency	0	12,226,500	12,526,500	17,713,400
Capital				
Cash Capital	64,525,000	35,538,100	35,538,100	32,924,000
Debt Service	33,517,119	32,166,700	32,166,700	32,076,700
	98,042,119	67,704,800	67,704,800	65,000,700
TOTAL	464,023,914	458,383,200	472,400,700	467,098,100

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
PERSONNEL EXPENSES				
City Council and Clerk	1,524,083	1,705,800	1,701,600	1,552,400
Administration	8,525,841	8,112,500	8,411,800	6,433,900
Information Technology	3,056,182	3,398,400	3,401,500	3,344,200
Finance	5,192,713	5,463,900	5,489,300	5,184,500
Neighborhood & Business Development	9,073,075	9,085,700	9,349,100	8,543,100
Environmental Services	32,717,259	33,807,500	34,845,300	34,104,100
Emergency Communications	9,524,421	10,054,000	9,879,100	11,959,600
Police	70,083,359	66,667,000	66,919,700	64,178,500
Fire	39,960,544	37,108,100	38,031,900	36,549,600
Library	8,330,265	8,450,700	8,532,400	8,000,600
Recreation & Youth Services	6,776,236	6,800,100	6,645,200	5,861,500
Undistributed	72,512,413	79,843,600	83,343,500	89,458,300
	267,276,391	270,497,300	276,550,400	275,170,300
MATERIALS AND SUPPLIES				
City Council and Clerk	7,738	8,900	9,100	6,000
Administration	137,934	102,600	105,500	91,200
Information Technology	64,416	38,000	37,500	38,000
Finance	122,452	166,000	230,900	244,900
Neighborhood & Business Development	113,872	105,000	113,600	98,100
Environmental Services	8,746,127	10,422,200	11,226,600	12,233,600
Emergency Communications	154,483	411,100	414,000	150,700
Police	1,560,214	1,617,600	1,752,500	1,578,700
Fire	638,131	634,100	717,400	701,700
Library	972,966	761,700	887,200	743,100
Recreation & Youth Services	428,647	345,200	402,700	348,300
	12,946,980	14,612,400	15,897,000	16,234,300

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
SERVICES				
City Council and Clerk	225,164	212,500	216,600	219,500
Administration	2,578,942	2,442,400	2,566,200	2,305,200
Information Technology	1,573,159	1,761,900	1,906,100	2,641,400
Finance	1,610,735	3,442,100	4,066,900	4,290,900
Neighborhood & Business Development	3,544,205	4,062,000	4,087,100	4,495,400
Environmental Services	29,660,374	31,958,900	32,994,000	34,829,400
Emergency Communications	891,357	1,013,700	1,142,300	1,158,500
Police	8,170,952	8,992,000	9,818,200	10,443,900
Fire	2,145,564	2,602,800	2,658,800	2,862,000
Library	1,761,745	1,963,700	1,924,000	1,898,900
Recreation & Youth Services	5,789,600	4,800,900	5,397,300	4,333,700
Capital & Debt	39,400	39,400	39,400	39,400
	57,991,197	63,292,300	66,816,900	69,518,200
OTHER				
Neighborhood & Business Development	67,048	75,800	75,800	185,300
Environmental Services	7,968,053	9,199,900	12,311,700	9,625,900
Library	0	35,200	70,000	70,000
Recreation & Youth Services	16,700	324,000	459,900	373,100
Undistributed	26,102,525	27,327,400	27,253,700	27,861,500
Contingency	0	12,226,500	12,526,500	17,713,400
Capital & Debt	98,002,719	67,665,400	67,665,400	64,961,300
	132,157,045	116,854,200	120,363,000	120,790,500
INTERFUND & INTRAFUND CREDITS	-6,347,700	-6,873,000	-7,226,600	-14,615,200
Total	464,023,914	458,383,200	472,400,700	467,098,100

EXPENDITURE SUMMARY
SUMMARY OF 2010-11 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. 2010-11 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

EXPENDITURE SUMMARY
SUMMARY OF 2010-11 BUDGET AMENDMENTS

Department	Approved Budget	Amended Budget	Variance	Ordinances
City Council & Clerk	1,817,800	1,927,300	109,500	2011-52, 2011-91
Administration:				
- Mayor's Office	2,286,700	2,243,000	-43,700	2010-291, 2011-52
- Management & Budget	2,288,700	2,167,400	-121,300	2011-52
- Human Resource Management	2,400,700	2,310,700	-90,000	2011-52
- Communications	2,637,300	2,552,300	-85,000	2010-421, 2011-52
- Law	1,879,200	1,810,100	-69,100	2010-416, 2011-52
Information Technology	4,675,900	4,685,600	9,700	2011-18
Finance	9,204,500	9,054,600	-149,900	2011-52
Neighborhood & Business Development	13,814,500	13,625,600	-188,900	2010-322, 2010-360, 2011-52
Environmental Services	85,821,500	85,650,500	-171,000	2010-325, 2011-52
Emergency Communications	11,210,700	11,435,400	224,700	2011-47
Police	78,504,700	78,490,400	-14,300	2010-279, 2010-280, 2010-281, 2010-313, 2010-342, 2010-344, 2010-371, 2010-372, 2010-441, 2011-13, 2011-52, 2011-79, 2011-86
Fire	41,910,500	41,408,100	-502,400	2010-276, 2010-313, 2011-52
Library	11,416,700	11,413,600	-3,100	2011-52
Recreation & Youth Services	11,979,700	12,905,100	925,400	2010-269, 2010-275, 2010-283, 2010-312, 2010-375, 2010-376, 2010-408, 2010-410, 2010-443, 2010-444, 2011-52, 2011-78
Undistributed	107,685,000	110,489,700	2,804,700	2010-279, 2011-52
Contingency	13,664,500	12,526,500	-1,138,000	2010-279, 2010-283, 2010-291, 2010-416, 2010-421, 2011-12, 2011-52, 2011-82, 2011-89, 2011-91
Cash Capital	30,008,000	35,538,100	5,530,100	2010-256, 2010-259, 2010-264, 2010-276, 2010-313, 2010-410, 2010-435, 2011-12, 2011-36, 2011-47, 2011-52, 2011-63, 2011-79, 2011-82, 2011-89, 2011-91
Debt Service	32,166,700	32,166,700	0	
TOTAL EXPENSE	465,373,300	472,400,700	7,027,400	

EXPENDITURE SUMMARY
SUMMARY OF 2010-11 BUDGET AMENDMENTS

Ordinance	Purpose	Amount	Department
2010-256	Ash Tree Removal	150,000 *	Capital
2010-259	Drainage Repairs At Riverside Cemetery	150,000 *	Capital
2010-264	High Falls District Improvement Project	320,000 *	Capital
2010-269	Summer of Opportunity Program	76,000 *	Recreation & Youth Services
2010-275	Recreation Programs	14,300 *	Recreation & Youth Services
2010-276	Urban Area Security Initiative	536,000	Capital
		7,000	Fire
		543,000 *	
2010-279	Anti-Violence Targeted Initiative	100,000	Police
		16,000	Undistributed
		-16,000	Contingency
		100,000 *	
2010-280	Project IMPACT VII	499,100 *	Police
2010-281	Operation Impact Warrant Initiative	16,000 *	Police
2010-283	Pathways to Peace	34,000	Recreation & Youth Services
		-34,000	Contingency
		0	
2010-291	After-School Program	50,000	Mayor's Office
		-50,000	Contingency
		0	
2010-312	Youth Voice, One Vision	35,000	Recreation & Youth Services
2010-313	Urban Area Security Initiative	251,400	Capital
		6,300	Fire
		6,200	Police
		263,900	
2010-322	Homelessness Prevention And Rapid Re-Housing Program	12,900 *	Neighborhood & Business Development
2010-325	Restoration of Riverside Cemetery Veteran's Section	60,000 *	Environmental Services
2010-342	Rochester Police Department Initiatives	65,000 *	Police
2010-344	Appropriating Forfeiture Funds To Fund GRANET Operations	80,700 *	Police
2010-360	Pedestrian Wayfinding Plan	60,000 *	Neighborhood & Business

EXPENDITURE SUMMARY
SUMMARY OF 2010-11 BUDGET AMENDMENTS

Ordinance	Purpose	Amount	Department Development
2010-371	Appropriating Forfeiture Funds For Drug And Violence Prevention Programs	8,000 *	Police
2010-372	Tobacco Sales Enforcement Program	18,000 *	Police
2010-375	Teenage Pregnancy Prevention Program	432,800 *	Recreation & Youth Services
2010-376	PRIME 2 Program	199,900 *	Recreation & Youth Services
2010-408	Substance Abuse Prevention Program	18,000 *	Recreation & Youth Services
2010-410	Recreation On The Move	35,000 11,000 46,000 *	Capital Recreation & Youth Services
2010-416	Professional Services Agreements For Legal Services	25,000 -25,000 0	Administration/Law Contingency
2010-421	Laser Show Decommission	25,000 -25,000 0	Administration/Communications Contingency
2010-435	Ash Tree Removal	460,500 *	Capital
2010-441	Selective Traffic Enforcement Program	23,600 *	Police
2010-443	Youth Services Programs	10,000 *	Recreation & Youth Services
2010-444	Comprehensive Adolescent Pregnancy Prevention Program	157,700 *	Recreation & Youth Services
2011-12	Traffic Flow Conversion Study	5,000 -5,000 0	Capital Contingency
2011-13	Motor Vehicle Theft And Insurance Fraud Prevention Program	22,000 *	Police
2011-18	Disaster Management Plan For Municipal Archives	9,700 *	Information Technology
2011-36	Green Fueling Station	300,000 *	Capital
2001-47	Rush Reservoir Liner And Floating Cover Improvement Project	1,965,000 *	Capital
2011-50	Recorder System	224,700 *	Emergency Communications
2011-52	Amending The 2010-11 Budget, As Amended	2,788,700	Undistributed

EXPENDITURE SUMMARY
SUMMARY OF 2010-11 BUDGET AMENDMENTS

Ordinance	Purpose	Amount	Department
	(Mid-Year Amendment)	384,000	Capital
		-942,900	Police
		-515,700	Fire
		-364,000	Contingency
		-261,800	Neighborhood & Business Development
		-231,000	Environmental Services
		-149,900	Finance
		-121,300	Administration/Management & Budget
		-114,700	Recreation & Youth Services
		-110,000	Administration/Communications
		-94,100	Administration/Law
		-93,700	Administration/Mayor's Office
		-90,000	Administration/Human Resource Management
		-3,100	Library
		-5,500	City Council & Clerk
		75,000 *	
2011-63	Mt. Hope Cemetery Grant	15,000 *	Capital
2011-78	Comprehensive Adolescent Pregnancy Prevention Program	51,400 *	Recreation & Youth Services
2011-79	Appropriating Forfeiture Funds	265,000	Capital
		55,000	Police
		320,000 *	
2011-82	University Avenue And ARTWalk Extension Improvement Project	244,000	Capital
		-244,000	Contingency
		0	
2011-86	Appropriating Forfeiture Funds	35,000 *	Police
2011-89	Records Management Grant	149,200	Capital
		-75,000	Contingency
		74,200 *	
2011-91	Demolition Of City Properties, Reimbursement	300,000	Capital
	For Cost Of Election Inspectors	-300,000	Contingency
		115,000	City Council & Clerk
		115,000 *	

*Appropriation of additional revenue

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY
APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current Expense Budget	Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and
City Council and Clerk	1,777,900	933,000	0	0	2,710,900	438,200	2,272,700
Administration	8,830,300	5,160,000	80,000	0	14,070,300	8,704,200	5,366,100
Information Technology	5,077,200	1,985,300	4,597,000	0	11,659,500	0	11,659,500
Finance	9,015,600	3,468,800	560,000	5,173,300	18,217,700	11,637,600	6,580,100
Neighborhood & Business Development	13,321,900	5,569,700	3,416,000	2,404,400	24,712,000	10,484,900	14,227,100
Environmental Services	78,179,700	23,369,000	16,881,000	20,074,700	138,504,400	89,187,400	49,317,000
Emergency Communication	13,268,800	5,765,900	30,000	71,000	19,135,700	16,728,000	2,407,700
Police	76,201,100	39,312,300	3,683,000	0	119,196,400	8,352,100	110,844,300
Fire	40,113,300	22,413,800	1,147,000	1,078,900	64,753,000	2,257,300	62,495,700
Library	10,712,600	3,536,000	800,000	505,100	15,553,700	5,057,000	10,496,700
Recreation & Youth Services	10,916,600	3,487,100	1,730,000	1,566,700	17,700,400	10,670,700	7,029,700
Undistributed*	1,968,100	0	0	0	1,968,100	1,458,000	510,100
Contingency	17,713,400	0	0	0	17,713,400	0	17,713,400
Cash Capital	N/A	0	0	0	0	0	0
Debt Service**	N/A	0	0	1,202,600	1,202,600	0	1,202,600
Total		115,000,900	32,924,000	32,076,700	467,098,100	164,975,400	302,122,700

*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 2011-12.

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

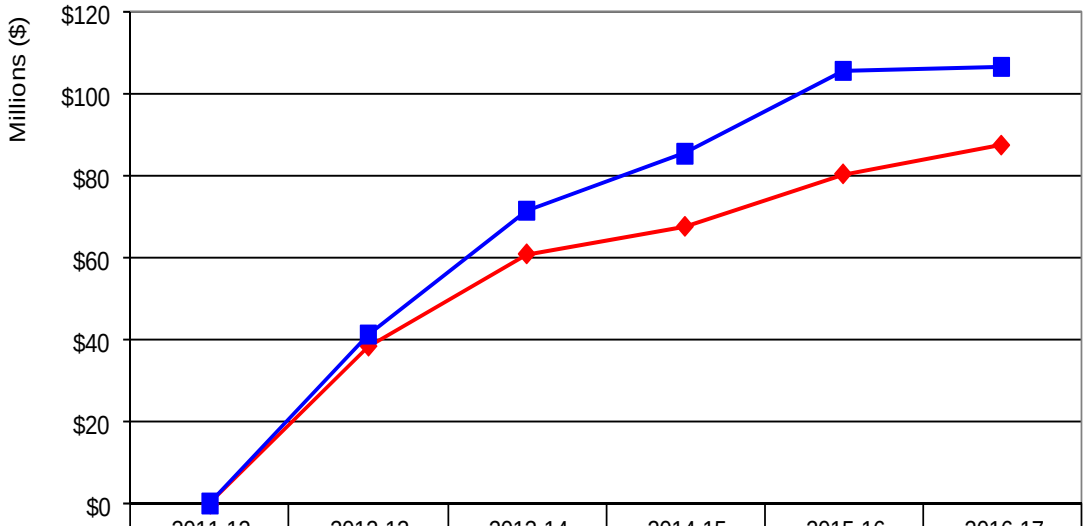
Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk	1,777,900										1,777,900
Administration:											
Mayor's Office	1,801,900										1,801,900
Management & Budget	702,400										702,400
Human Resource Management	2,134,700										2,134,700
Communications	2,409,200										2,409,200
Law	1,782,100										1,782,100
Information Technology	5,077,200										5,077,200
Finance	4,022,800						4,992,800				9,015,600
Neighborhood & Business Development	12,381,400					940,500					13,321,900
Environmental Services	22,686,800			11,422,500	23,657,600			1,281,500		19,131,300	78,179,700
Emergency Communications	13,268,800										13,268,800
Police	75,046,700	1,154,400									76,201,100
Fire	40,113,300										40,113,300
Library			10,712,600								10,712,600
Recreation & Youth Services.	10,343,300								573,300		10,916,600
Undistributed Expense	98,178,800	395,100	3,487,100	3,517,700	4,525,900	13,400	1,259,600	336,700	66,900	5,187,800	116,969,000
Contingency	17,513,500	3,100	58,300	19,900	64,500		20,900	5,000	1,100	27,100	17,713,400
Cash Capital	21,333,000		800,000	3,639,000	3,856,000	311,000	853,000	464,000	759,000	909,000	32,924,000
Debt Service	20,156,300		505,300		6,022,600	1,720,300	3,393,700	32,700	245,800		32,076,700
	350,730,100	1,552,600	15,563,300	18,599,100	38,126,600	2,985,200	10,520,000	2,119,900	1,646,100	25,255,200	467,098,100
Revenue											
Property Tax (City & School)	136,615,000	1,279,700	4,892,600			517,200		893,100	920,000		145,117,600
Other Taxes	155,079,900										155,079,900
Departmental Income	7,410,900	231,200	2,585,700	17,903,400	36,050,000	1,563,000	6,355,200	1,212,800	725,300	24,992,500	99,030,000
Use of Money & Property	665,600			41,700	86,800			10,000	300	41,200	845,600
Fines & Forfeitures	2,329,200	33,000					4,007,700				6,369,900
Licenses & Permits	2,699,100										2,699,100
Sale of Property & Comp.	1,460,000									38,000	1,498,000
Miscellaneous	7,602,300			14,500	87,300		86,000			146,700	7,936,800
Intergovernmental State	107,782,400		1,170,700	55,600							109,008,700
Intergovernmental Federal	7,223,100										7,223,100
Intergovernmental Other	18,917,500		6,827,000			905,000					26,649,500
Interfund Revenue	-97,054,900										-97,054,900
Trans. Premium & Interest					1,000,000		61,100				1,061,100
Appropriation of Fund Balance				556,800	804,900						1,361,700
Trans. ERRP Fund		8,700	87,300	27,100	97,600		10,000	4,000	500	36,800	272,000
	350,730,100	1,552,600	15,563,300	18,599,100	38,126,600	2,985,200	10,520,000	2,119,900	1,646,100	25,255,200	467,098,100

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 $41.4 million is expected for 2012-13. This gap accumulates to $106.7 million in 2016-17.

PROJECTED CITY GAPS



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
GENERAL FUND	0.0	38.5	61.0	67.7	80.5	87.5
ALL FUNDS	0.0	41.4	71.4	85.5	105.8	106.7

Revenue

Property Tax

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

Sales Tax

A sales tax rate of 8.0% is assumed, with distributions according to current distribution formulas. The taxable sales growth rate assumed is 2.0% per year for 2012-13 through 2016-17.

City School District

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

Intergovernmental

The following actions are assumed of the Federal Government:

- Continuation of the Community Development Block Grant at 2011-12 funding levels.

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

- Aid and Incentives to Municipalities (AIM) total program funding is assumed to be constant for 2012-13 to 2016-17.
- Continuation at current levels of categorical and miscellaneous aid programs that was included in the New York State 2011-12 budget (e.g., Consolidated Highway Improvement Program funds).

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

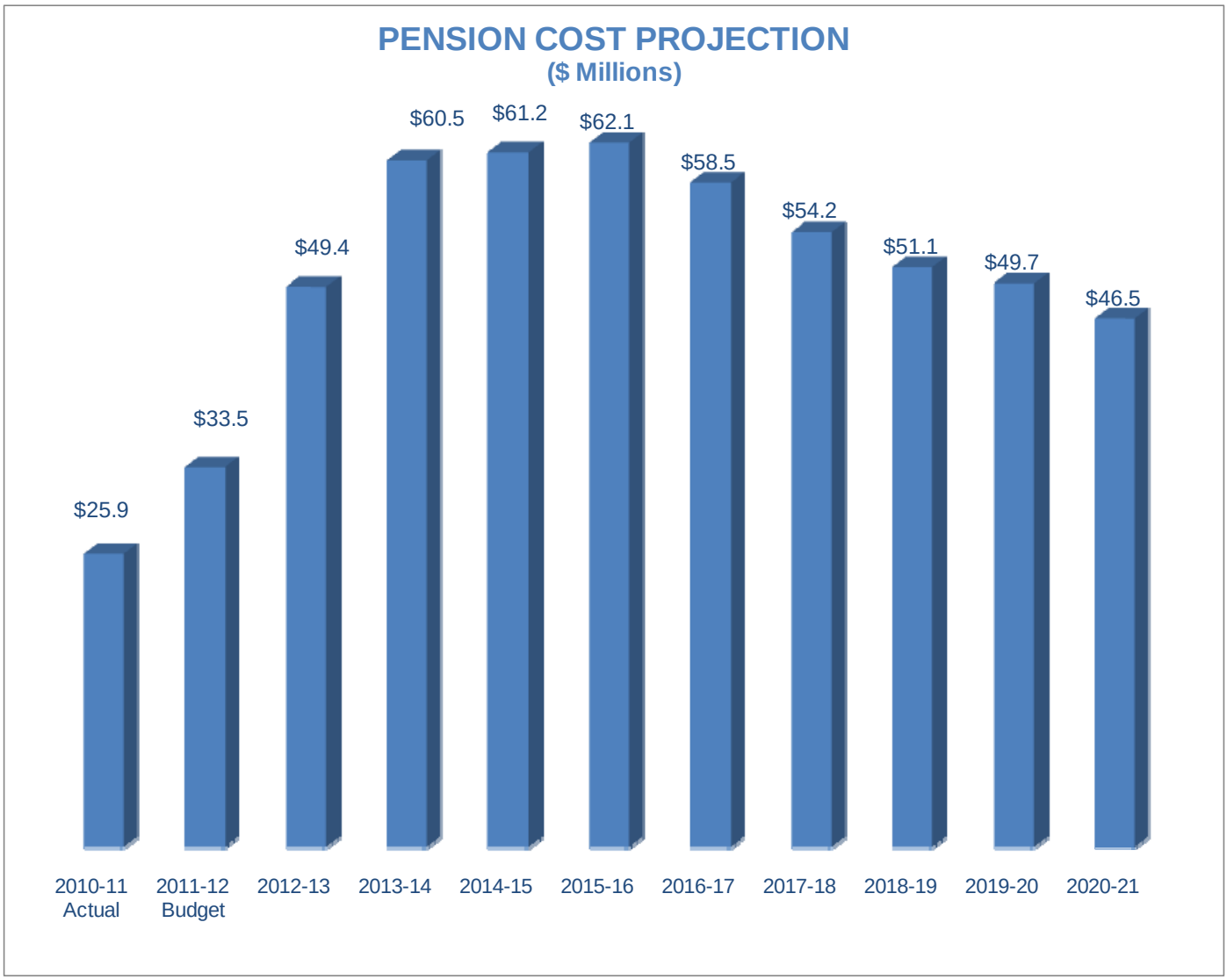
The multi-year projection assumes no change in all major service charges (water, refuse collection, front foot assessment). No parking rate increase is assumed.

Other Revenues

The multi-year projection assumes the appropriation of $4.6 million General Fund surplus in 2012-13, and assumes zero thereafter.

Expense

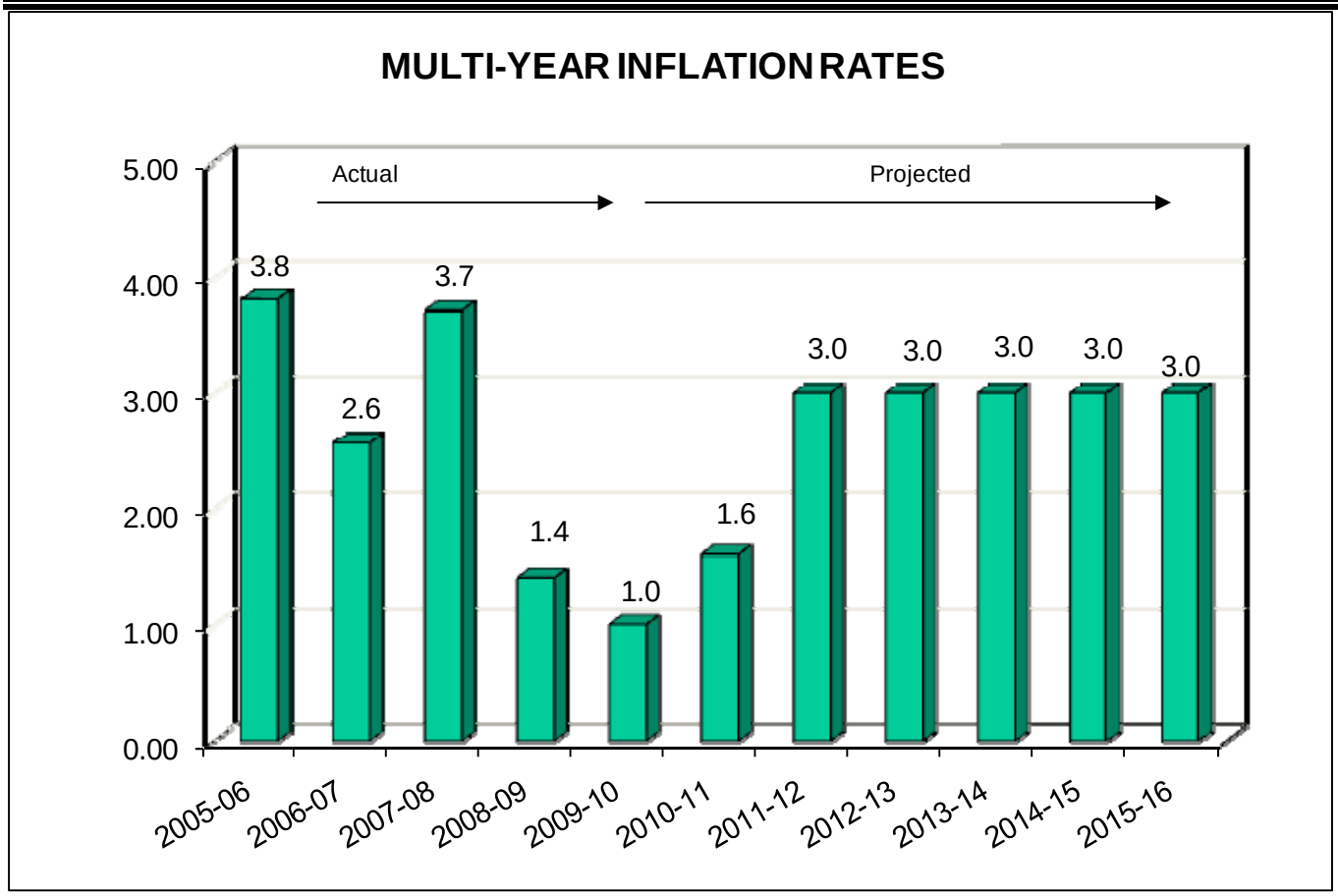
The most intense pressure on the projected expenditures is the mandated contribution to the New York State Retirement System. Retirement expense reflects projections based on the most recent information from the New York State Retirement System and increases from $33,500,000 in 2011-12 to $62,100,000 in 2015-16.



Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 3.0% in 2012-13 and each year thereafter. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, construction projects, materials, and other services. Cost increases based on expected inflation rates and current labor agreements are reflected in the multi-year expense projection.

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

Expenditure forecasts for Cash Capital and Debt Service are based on the City's 2012-2016 Capital Improvement Program.



Projections for active employee hospitalization and medical insurance assume a 14% increase in 2012-13 and each year thereafter. After the Memorandum Of Understanding on medical insurance coverage expires in 2012-13 no successor agreements are assumed. This means the City and current employees would equally split any premium increase in health insurance. Projections for retiree hospitalization and medical insurance assume a 14% increase in 2012-13 and each year thereafter. A contribution of $1,000,000 to the insurance reserve is projected in 2012-13 and each year thereafter with an inflationary adjustment. The projected debt service reflects projects in the Capital Improvement Program.

Closing The Gap

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

Revenue Options

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

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

Expenditure Options

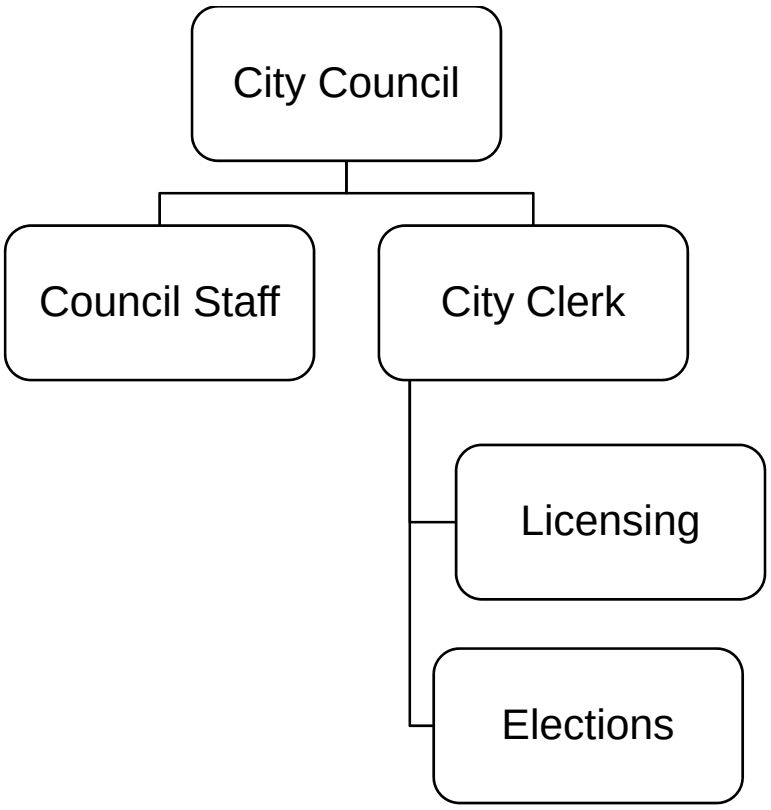
Major expenditure options to eliminate the gap are to:

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

Purpose

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

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



Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Licenses processed:				
● Dog	4,269	4,365	4,324	4,392
● Marriage	1,448	1,409	1,355	1,408
● Duplicate Marriage	1,672	1,523	1,418	1,541
● Commissioner of Deeds	149	135	161	148
● Business	1,495	1,521	1,583	1,543
● Hack Plates	332	315	308	300
● Taxicab drivers	517	517	528	518
● Other taxicab	353	336	341	341
Domestic Partnerships	140	138	142	140
Alarm permits	8,424	8,399	8,339	8,492
Handicapped parking	4,677	4,662	3,904	4,663
Marriage ceremonies	509	515	480	515
Passports	299	276	269	296

Year-To-Year Comparison

Activity	Budget 2010-11	Budget 2011-12	Change	Percent Change
City Council	973,800	949,500	-24,300	-2.5%
Office of the City Clerk	370,800	358,400	-12,400	-3.3%
Licensing	181,900	186,900	5,000	2.7%
Elections	400,800	283,100	-117,700	-29.4%
Total	1,927,300	1,777,900	-149,400	-7.8%
Employee Years	26.7	25.7	-1.0	-3.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
31,800	3,000	-1,800	0	0	-182,400	-149,400

Major Change Highlights

One time cost of election inspectors for 2011 Special Election completed	-115,000
Legislative Communication position eliminated due to budget constraints	-66,000
Productivity improvements reduce expense	-21,700
One time transfer to support Ryan Center funding complete	20,000
Contract funding increases	10,300
Performance award eliminated due to budget constraints	-10,000

Organization

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

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

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

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

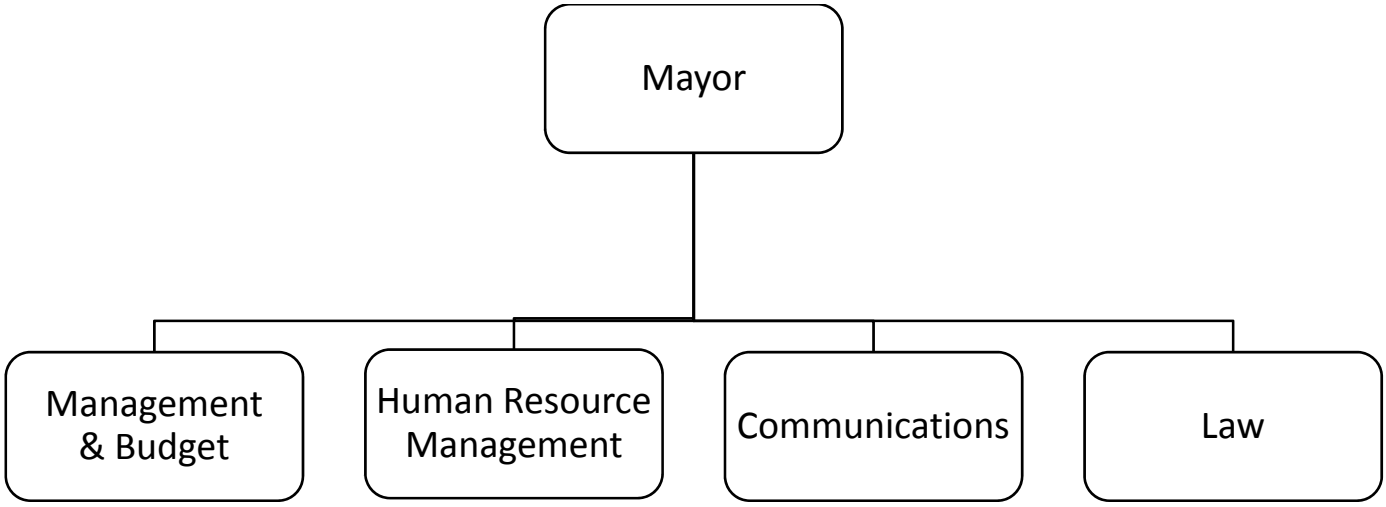
CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,524,083	1,705,800	1,701,600	1,552,400
Materials & Supplies	7,738	8,900	9,100	6,000
Services	225,164	212,500	216,600	219,500
Other	0	0	0	0
Total	1,756,985	1,927,200	1,927,300	1,777,900
Appropriation by Activity				
City Council	1,012,582	983,000	973,800	949,500
Office of the City Clerk	359,986	375,800	370,800	358,400
Licensing	173,917	181,200	181,900	186,900
Elections	210,500	387,200	400,800	283,100
Total	1,756,985	1,927,200	1,927,300	1,777,900
Employee Years by Activity				
City Council	8.2	8.2	8.2	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	10.0	10.0	10.0	10.0
Total	26.7	26.7	26.7	25.7

FULL TIME POSITIONS				City Council	Office of the City Clerk	Licensing	Elections
Br.	Title	Budget 2009-10	Approved 2010-11				
36	Chief of Staff	1.0	1.0	1.0			
31	City Clerk	1.0	1.0		1.0		
28	Deputy City Clerk	1.0	1.0		1.0		
26	Associate Legislative Analyst	1.0	1.0	1.0			
24	Principal Legislative Communication Assistant	1.0	0.0				
20	Senior Legislative Assistant	2.0	2.0	0.3	0.5	1.2	
18	Secretary to Council	1.0	1.0	1.0			
16	Legislative Assistant	1.0	1.0		1.0		
11	Receptionist to City Council	1.0	1.0	0.5	0.5		
9	Senior Legislative Clerk	1.0	1.0			1.0	
7	Legislative Clerk	2.0	2.0			2.0	
FX	President-City Council	(1)	(1)	(1)			
FX	Vice President-City Council	(1)	(1)	(1)			
FX	Council Member	(7)	(7)	(7)			
	( ) = not in totals						
EMPLOYEE YEARS							
Full Time		13.0	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		15.2	15.2	3.6	0.5	0.0	11.1
Less: Vacancy Allowance		1.5	1.5	0.2	0.1	0.1	1.1
Total		26.7	25.7	7.2	4.4	4.1	10.0

Purpose

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



Year-To-Year Comparison

Main Functions	Budget 2010-11	Budget 2011-12	Change	Percent Change
Mayor's Office	2,243,000	1,801,900	-441,100	-19.7%
Management & Budget	2,167,400	702,400	-1,465,000	-67.6%
Human Resource Management	2,310,700	2,134,700	-176,000	-7.6%
Communications	2,552,300	2,409,200	-143,100	-5.6%
Law Department	1,810,100	1,782,100	-28,000	-1.5%
Total	11,083,500	8,830,300	-2,253,200	-20.3%
Employee Years	136.1	92.5	-43.6	-32.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
155,600	9,800	-12,200	0	-7,300	-2,399,100	-2,253,200

Major Change Highlights

311/One Call to City Hall Call transfers to Emergency Communications	-1,337,200
Net impact of department personnel transactions	-975,400
Performance award eliminated due to budget constraints	-138,800
Funding for Omnium eliminated	-110,000

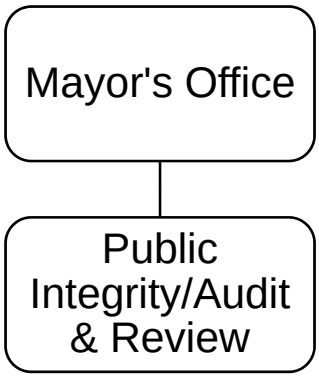
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2008-09	Estimated 2009-10	Amended 2009-10	Proposed 2010-11
Appropriation by Major Object				
Personnel Expenses	8,525,841	8,112,500	8,411,800	6,433,900
Materials & Supplies	137,934	102,600	105,500	91,200
Services	2,578,942	2,442,400	2,566,200	2,305,200
Other	0	0	0	0
Total	11,242,718	10,657,500	11,083,500	8,830,300
Appropriation by Activity				
Mayor's Office	2,220,538	2,071,800	2,243,000	1,801,900
Management & Budget	2,081,378	2,109,400	2,167,400	702,400
Human Resource Management	2,287,432	2,265,600	2,310,700	2,134,700
Communications	2,846,885	2,455,100	2,552,300	2,409,200
Law Department	1,806,485	1,755,600	1,810,100	1,782,100
Total	11,242,718	10,657,500	11,083,500	8,830,300
Employee Years by Activity				
Mayor's Office	19.0	20.5	23.5	17.5
Management & Budget	37.2	39.3	39.3	9.8
Human Resource Management	35.7	33.2	36.2	29.9
Communications	18.1	17.1	17.1	15.3
Law Department	19.9	18.0	20.0	20.0
Total	129.9	128.1	136.1	92.5

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

Mission Statement

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

Vital Customers

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

Critical Processes

Office of Public Integrity (OPI):
- ❑ Investigations — administrative and criminal
- ❑ Internal audits
- ❑ External audits if a relationship exists with the City
- ❑ Education of employees and constituents

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Obtain community consensus on plan to collaborate with City School District and increase student achievement	Education	First Quarter
Partner with State and Union partners to resolve 2% Fund (Out of State Insurance Tax issue)	Public Safety	First Quarter
Oversee the redevelopment of the Midtown Site	Customer Service	First Quarter
Complete evaluation of relocating OPI to a city owned facility	Education	First Quarter
Work with Federal Lobbyist to secure federal aid in 2011-12	Neighborhood & Business Development	On-going
Identify and pursue cost savings collaborative opportunities with Monroe County and RCSD	Customer Service	On-going
Oversee next phase of Port Development	Customer Service	Ongoing
Oversee implementation of public safety diversity effort	Customer Service	On-going
Conduct departmental audits and investigate allegations of impropriety among employees and vendors	Customer Service	On-going
Work with local state delegation to obtain mandate relief regarding pension reform, MOE and the collection of utility gross receipts tax revenue	Customer Service	On-going
Oversee implementation of Process and System Integration Program (PSI)	Customer Service	On-going

Key Performance Indicators	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Office of Public Integrity (OPI)				
Audits completed	19	14	20	14
Reviews and consultations completed	20	15	23	15
Payroll field checks completed	15	15	15	15
FINANCIAL/COST	20	20	20	20
Investigations conducted by OPI involving financial loss				

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,243,000	1,801,900	-441,100
Employee Years	23.5	17.5	-6.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
20,100	2,200	-13,200	0	600	-450,800	-441,100

Major Changes

Eliminate four senior staff positions and a senior auditor due to budget constraints	-346,100
One time expense for Coping Power Initiative is complete	-50,000
A Service Representative Bilingual position is transferred to 311	-37,800
Performance awards are eliminated due to budget constraints	-32,500
A junior staff assistant position is partially funded	32,400
Contract services for investigative support is reduced due to budget constraints	-8,700
Funding for State Lobbyist is reduced as an efficiency measure	-8,100

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,807,154	1,585,800	1,736,400	1,363,700
Materials & Supplies	12,533	11,800	13,800	13,900
Services	400,851	474,200	492,800	424,300
Other	0	0	0	0
Total	2,220,538	2,071,800	2,243,000	1,801,900
Appropriation by Activity				
Mayor's Office	1,658,588	1,588,200	1,684,900	1,288,700
Public Integrity/Audit & Review	561,950	483,600	558,100	513,200
Total	2,220,538	2,071,800	2,243,000	1,801,900
Employee Years by Activity				
Mayor's Office	14.0	14.0	16.0	11.0
Public Integrity/Audit & Review	5.0	6.5	7.5	6.5
Total	19.0	20.5	23.5	17.5

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office	Public Integrity/ Internal Audit
Br.	Title	Budget 2010-11	Proposed 2011-12		
FX	Mayor	1	1	1	
FX	Deputy Mayor	1	1	1	
36	Assistant to Mayor	1	1	1	
36	Director, Office of Public Integrity	1	1		1
35	Director of Special Projects	1	1	1	
32	Manager, Internal Audit	1	1		1
31	Chief/Performance Accountability & Customer Satisfaction	1	1	1	
29	Executive Staff Assistant IV	2	0		
28	Principal Field Auditor	1	0		
26	Associate Field Auditor	1	1		1
26	Executive Staff Assistant III	2	0		
24	Sr. Administrative Analyst	1	1	1	
23	Executive Staff Assistant II	1	1	1	
23	Secretary to Mayor	1	1	1	
22	Secretary to Deputy Mayor	1	1	1	
20	Executive Assistant	1	1		1
18	Secretary to Assistant to Mayor	1	1	1	
18	Senior Field Auditor	1	1		1
12	Service Representative Bilingual	1	0		
11	Receptionist to the Mayor	1	1	1	
EMPLOYEE YEARS					
Full Time		22.0	16.0	11.0	5.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.5	1.5	0.0	1.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		23.5	17.5	11.0	6.5

Mission Statement

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Refine chargeback methodology	Customer Service	First Quarter
Work with Department of Environmental Services to complete a study of municipal and private contractor refuse rates	Customer Service	First Quarter
Assist in identifying city-owned space for use by OPI, Youth Services, Office of Employment, Northeast NSC and Southeast NSC	Customer Service	First Quarter
Assist Library Director in partnering with the Towns of Greece and Brighton to evaluate a different business model for the Charlotte, Highland, and Winton branch libraries	Education	Second Quarter
Partner with operating departments to evaluate alternative service delivery models	Customer Service	Second Quarter
Partner with IT and Human Resources Management to identify and obtain savings from PSI	Customer Service	Third Quarter
Complete fee study	Customer Service	Third Quarter
Support Mayor's effort for State mandate relief and for fair share of State AIM aid	Customer Service	Third Quarter
Focus organizational leaders on six key fiscal factors	Customer Service	On-going
Support labor negotiations	Customer Service	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
FINANCIAL/COST				
Management & Budget:				
Total Property Tax levy ($000)	163,872	163,872	163,872	167,149
General Fund surplus ($000)	4,183	4,343	4,343	4,948
Budget growth (%)	-6.0	-3.1	-3.1	-1.1

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,167,400	702,400	-1,465,000
Employee Years	39.3	9.8	-29.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-4,500	0	0	0	-1,400	-1,459,100	-1,465,000

Major Change

311/One Call to City Hall Call transfers to Emergency Communications	-1,337,200
Revised staff plan results in personnel expense savings as an efficiency measure associated with the City Process and System Integration (PSI) Program	-100,000
Performance award eliminated due to budget constraints	-16,300
Productivity improvement results in duplicating chargeback savings	-5,600
A one-time budget reduction in 2010-11 does not recur	3,700
Funding for training and meetings reduced due to budget constraints	-2,800
Funding for office supplies reduced due to budget constraints	-900

Program Change

The 311 Call Center and related duties and activities transfers from OMB to the Emergency Communications Department.

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,937,854	2,009,700	2,074,200	680,500
Materials & Supplies	32,417	16,200	16,500	2,600
Services	111,106	83,500	76,700	19,300
Other	0	0	0	0
Total	2,081,378	2,109,400	2,167,400	702,400
Appropriation by Activity				
Management & Budget Analysis	947,785	789,200	830,200	702,400
311/One Call To City Hall	1,133,593	1,320,200	1,337,200	0
Total	2,081,378	2,109,400	2,167,400	702,400
Employee Years by Activity				
Management & Budget Analysis	12.6	10.8	11.3	9.8
311/One Call To City Hall	24.6	28.5	28.0	0.0
Total	37.2	39.3	39.3	9.8

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

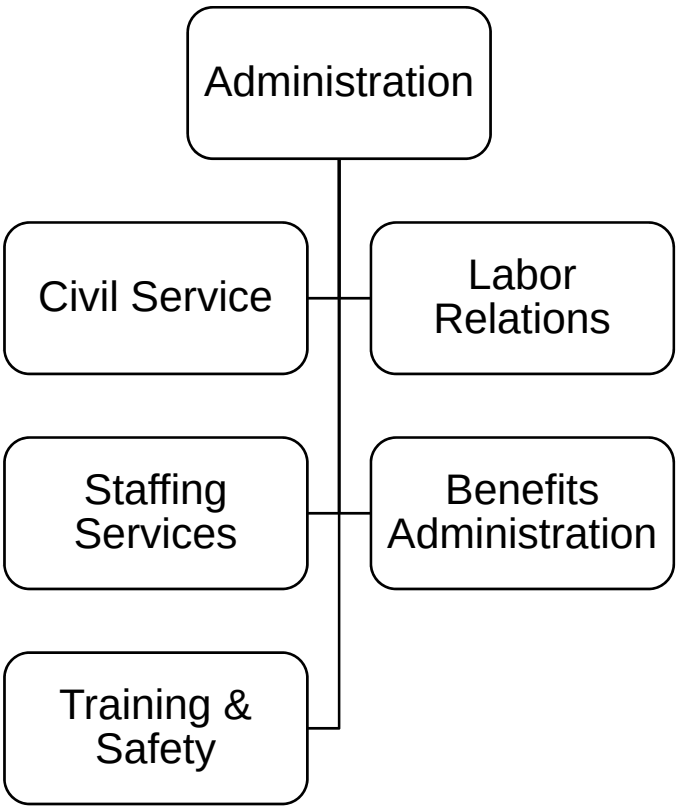
FULL TIME POSITIONS

Br.	Title	Budget 2010-11	Proposed 2011-12
36	Director	1.0	1.0
29	311 Call Center Manager	1.0	0.0
29	Principal Staff Assistant	0.5	0.5
26	Associate Administrative Analyst	2.0	2.0
26	Process Improvement Specialist	1.0	1.0
25	Assistant 311 Center Manager Bilingual	1.0	0.0
24	Operations Analyst	1.0	1.0
24	Senior Administrative Analyst	1.0	1.0
22	Knowledge Base Coordinator	1.0	0.0
20	Administrative Analyst	1.0	0.0
20	Supervising Service Representative	1.0	0.0
18	Municipal Assistant	2.0	1.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
17	Accountant	1.0	0.0
16	Sr. Service Representative	2.0	0.0
16	Sr. Service Representative Bilingual	1.0	0.0
12	Service Representative	10.0	0.0
12	Service Representative Bilingual	3.0	0.0
16	Research Assistant	0.0	1.0
7	Clerk III with Typing	1.0	0.0
	EMPLOYEE YEARS		
	Full Time	32.5	9.5
	Overtime	0.5	0.1
	Part Time, Temporary, Seasonal	6.3	0.2
	Less: Vacancy Allowance	0.0	0.0
	Total	39.3	9.8

Mission Statement

Human Resource professionals who support the City of Rochester's *vision, values, and 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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and implement comprehensive Strategic Plan for Human Resource	Customer Service	First Quarter
Develop and implement Balanced Scorecard to include key performance indicators, goals, milestones and benchmarks	Customer Service	First Quarter
Develop and implement system for Project Portfolio Management that focuses on improvements to four (4) critical process	Customer Service	First Quarter
Develop and deploy basic supervisory training program for 75 first and second line supervisors	Education	Second Quarter
Restructure labor management team in order to improve effectiveness	Customer Service	First Quarter
Continue to partner with Labor Unions to identify cost containment measures as part of the Labor Management Health Care Committee	Customer Service	Third Quarter
Continue to work with Information Technology to design and implement a new payroll/personnel system as part of Process and System Integration	Customer Service	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Grievances filed	46	103	60	70
Provisional Positions at end of fiscal year	157	175	150	170
# Days for hiring Process	56	58	0	55
Examinations administered	82	90	0	100
CUSTOMER PERSPECTIVE				
Employment applications received	11,586	11,300	11,700	11,000
Employees participating in Wellness initiatives*	300	325	0	350
*Average number of participants				
FINANCIAL/COSTS				
Full time employee Turnover	146	175	200	150
Full time equivalent positions filled (on payroll)*	3,357	3,231	0	3,000
*Includes part time employees				

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Personal injury accidents	253	259	277	259
Average hours of sick leave per full time employee	80	70	0	65

LEARNING & INNOVATION

New Hires - % females	36	36	40	36
New Hires - % minority	23	28	38	26
Employees - % females	25	26	28	26
Employees - % minority	28	28	30	28
Training hours per employee	17.24	16.19	25	20

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,310,700	2,134,700	-176,000
Employee Years	36.2	29.9	-6.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
125,500	2,400	-3,800	0	-5,600	-294,500	-176,000

Major Change	
Five full time and one part time position are eliminated due to budget constraints	-328,000
No consolidation of Civil Service Unit with county of Monroe results in increased expense	136,000
A full time Senior Personnel Analyst position is eliminated as an efficiency measure	-55,300
Professional services decreases as fingerprinting for non-full time employees are eliminated	-50,000
Performance awards eliminated due to budget constraints	-37,500
Funds transferred from Fire Department for recruitment efforts	20,000
Funds transferred from Police Department for recruitment efforts	20,000
Funds included for Emergency Communications recruitment efforts	5,000
Contract services for out training facilitators and food expense is reduced due to budget constraints	-2,700
Funding for maintenance and repairs is reduced due to budget constraints	-2,000

Program Change

The department will retain Affirmative Action administration reporting and oversight, City departments will resolve day to day issues. Administration of a Firefighter exam is proposed for 2011-12.

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	2,049,753	1,913,700	1,905,500	1,728,500
Materials & Supplies	14,255	16,600	16,900	16,000
Services	223,424	335,300	388,300	390,200
Other	0	0	0	0
Total	2,287,432	2,265,600	2,310,700	2,134,700
Appropriation by Activity				
Administration	767,615	823,400	919,000	758,900
Civil Service	432,824	485,700	368,500	498,300
Staffing Services	365,926	258,300	285,100	267,300
Labor Relations	235,802	186,000	228,900	206,700
Benefits Administration	221,804	221,100	219,200	157,600
Training	263,461	291,100	290,000	245,900
Total	2,287,432	2,265,600	2,310,700	2,134,700
Employee Years by Activity				
Administration	9.0	9.5	10.5	8.2
Civil Service	9.2	8.2	8.2	8.2
Staffing Services	6.0	5.0	6.0	5.0
Labor Relations	3.5	2.5	3.5	2.5
Benefits Administration	3.0	4.0	4.0	3.0
Training	5.0	4.0	4.0	3.0
Total	35.7	33.2	36.2	29.9

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit
Br.	Title	Budget 2010-11	Proposed 2011-12						
36	Director of Human Resource Management	1	1	1					
32	Deputy Director of Human Resource Management	1	0						
32	Manager of Labor Relations	1	1				1		
29	Senior Labor Relations Specialist	0	1				1		
26	Human Resource Coordinator	1	1		1				
26	Labor Relations Specialist	2	0						
26	Training & Safety Coordinator	1	1						1
25	Employee Safety Coordinator	1	1						1
24	Affirmative Action Officer	1	0						
24	Senior Administrative Analyst	2	2	2					
24	Senior Human Resource Consultant	4	4	1	1	1		1	
21	Human Resource Consultant II	1	1		1				
20	Senior Personnel Analyst	1	0						
18	Human Resource Consultant I	4	3	1		2			
18	Secretary to Director of Human Resource Management	1	1	1					
16	Human Resource Assistant	2	2			1			1
12	Human Resource Associate	2	2		1			1	
9	Clerk II with Typing	2	2			1		1	
9	Clerk II with Typing Bilingual	1	1		1				
7	Clerk III with Typing	4	3	1	2				
6	Receptionist Typist	1	1	1					
EMPLOYEE YEARS									
Full Time		34.0	28.0	8.0	7.0	5.0	2.0	3.0	3.0
Overtime		0.7	0.7	0.0	0.7	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.5	2.2	0.2	1.5	0.0	0.5	0.0	0.0
Less: Vacancy Allowance		1.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0
Total		36.2	29.9	8.2	8.2	5.0	2.5	3.0	3.0

Mission Statement

Communications:

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

Special Events:

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

Vital Customers

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

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

Critical Processes

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

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Establish guidelines for Special Events funding	Customer Service	Second Quarter
Study FOIL processes for efficiencies	Customer Service	Third Quarter
Expand outreach activities	Customer Service	Fourth Quarter
Continue website enhancements	Customer Service	On-going
Grow the Rochester Events Network Trust Fund	Customer Service	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Communications:				
Advertising/marketing/promotions	1,050	995	1,150	896
Photography/AV productions	689	650	425	650
Television/video program productions	425	375	500	400
Web site visitors	1,888,208	2,800,000	1,644,000	2,800,000
CUSTOMER PERSPECTIVE				
Communications:				
Major promotional campaigns produced	58	54	40	48
FOIL applications processed	2,793	2,800	2,800	2,800
News releases written and distributed	682	510	550	550
News conferences conducted	133	110	150	125
Speeches and talking points prepared	281	210	300	250
Proclamations issued	75	75	100	75
Special Events:				
Total Special Events permit applications processed	464	470	440	470
Total City produced events	42	37	26	37
Coordinated major events with City sponsorship	107	90	44	90
Attendance at City produced events	130,700	128,800	110,000	130,000
Attendance at City supported events	432,025	488,250	N/A	475,000
Attendance at all events in City	1,312,000	1,269,000	N/A	1,250,000

FINANCIAL/COST				
Special Events:				
Professional services agreements	121	110	110	110
City support services for City events	162,707	153,000	150,000	157,000
Revenue generated for trust fund	0	0	75,000	125,000

LEARNING & INNOVATION				
Communications:				
Average number training hours per employee	**	**	25	25
Special Events:				
Average number training hours per employee	**	**	25	25
CRM training hours	0	0	70	0
Web site training hours	0	25	30	0
Management training	50	30	40	8
Sponsorship workshops	0	10	50	20

N/A – Not Applicable

** - Not Available

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,552,300	2,409,200	-143,100
Employee Years	17.1	15.3	-1.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
9,600	1,600	-1,800	0	1,100	-153,600	-143,100

Major Change

A one-time budget reduction in 2010-11 does not recur	110,000
Funding for Omnium eliminated	-110,000
Revised staff plan results in personnel expense savings as an efficiency measure	-62,900
Funding for the Customer Relationship Management Program is transferred from Undistributed to Communications to improve accountability	60,000
On call positions for photography and writing services are funded as an efficiency measure	50,000
Funding for professional services agreements for photography and writing services does not recur	-50,000
City's contribution for the Jazz Festival is reduced 12.5% due to budget constraints	-25,000
City's contribution for the MusicFest is reduced 12.5% due to budget constraints	-25,000

Major Change	
A one-time budget increase for decommission of laser show does not recur	-25,000
Support costs for show wagon transfers from DES to Communications	22,200
Funding for production of the Mayor's State of The City Address is reduced due to budget constraints	-20,000
Performance award eliminated due to budget constraints	-20,000
Television productions, equipment repair, motor equipment charges and other miscellaneous expenses decrease as an efficiency measure	-14,300
Funding for website enhancements and related training is reduced due to budget constraints	-11,600
Funding for the Puerto Rican Festival is reduced 25% due to budget constraints	-10,000
Funding for the 360/365 Film Festival is reduced 50% due to budget constraints	-8,000
One-time budget amendment does not recur	-7,500
Funding for the Image Out Festival is reduced 50% due to budget constraints	-6,500

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,085,349	1,102,000	1,139,900	1,116,600
Materials & Supplies	46,314	19,000	19,300	19,700
Services	1,715,222	1,334,100	1,393,100	1,272,900
Other	0	0	0	0
Total	2,846,885	2,455,100	2,552,300	2,409,200
Appropriation by Activity				
Communications	2,846,885	2,455,100	2,552,300	2,409,200
Employee Years by Activity				
Communications	18.1	17.1	17.1	15.3

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2010-11	Proposed 2011-12
36	Director, Communications	1	1
32	Deputy Director of Communications	1	1
28	Communications Creative Coordinator	1	1
27	Assistant to Director - Communications	1	1
27	Special Events Operations Manager	1	1
25	Communications Producer	1	1
25	Communications Relationship Analyst	1	0
25	New Media Editor	1	1
23	Digital Media Specialist	1	1
22	Special Events Coordinator	1	1
21	Sr. Graphic Designer	1	1
18	Graphic Designer	1	0
18	Secretary to Director - Communications	1	1
18	Special Events Program Assistant Bilingual	1	1
16	Communications Aide	1	1
EMPLOYEE YEARS			
Full Time		15.0	13.0
Overtime		1.0	0.0
Part Time, Temporary, Seasonal		1.1	2.3
Less: Vacancy Allowance		0.0	0.0
Total		17.1	15.3

Mission Statement

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and implement City Court Housing Court	Public Safety	First Quarter
Review collection cases for further action	Neighborhood & Business Development	First Quarter
Progress Midtown project including site planning and PAETEC Development	Neighborhood & Business Development	On-going
Assist with public safety disability cases	Public Safety	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Claims filed against City	386	375	375	375
Real estate closings	514	400	525	425
Contracts drafted	189	200	225	200
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	440	400	400	400
LEARNING & INNOVATION				
Avg. # of training hours per employee	8	7	7	8

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,810,100	1,782,100	-28,000
Employee Years	20.0	20.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,900	3,600	6,600	0	-2,000	-41,100	-28,000

Major Change

A one-time budget reduction in 2010-11 does not recur	94,100
Employee turnover results in personnel savings	-77,700
Performance award eliminated due to budget constraints	-32,500
A one-time budget amendment for Legal Service does not recur	-25,000

Program Change

Department of Housing and Urban Development decreases the number of properties in City available for sale.

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,645,731	1,501,300	1,555,800	1,544,600
Materials & Supplies	32,415	39,000	39,000	39,000
Services	128,339	215,300	215,300	198,500
Other	0	0	0	0
Total	1,806,485	1,755,600	1,810,100	1,782,100
Appropriation by Activity				
Legal Services	1,806,485	1,755,600	1,810,100	1,782,100
Employee Years by Activity				
Legal Services	19.9	18.0	20.0	20.0

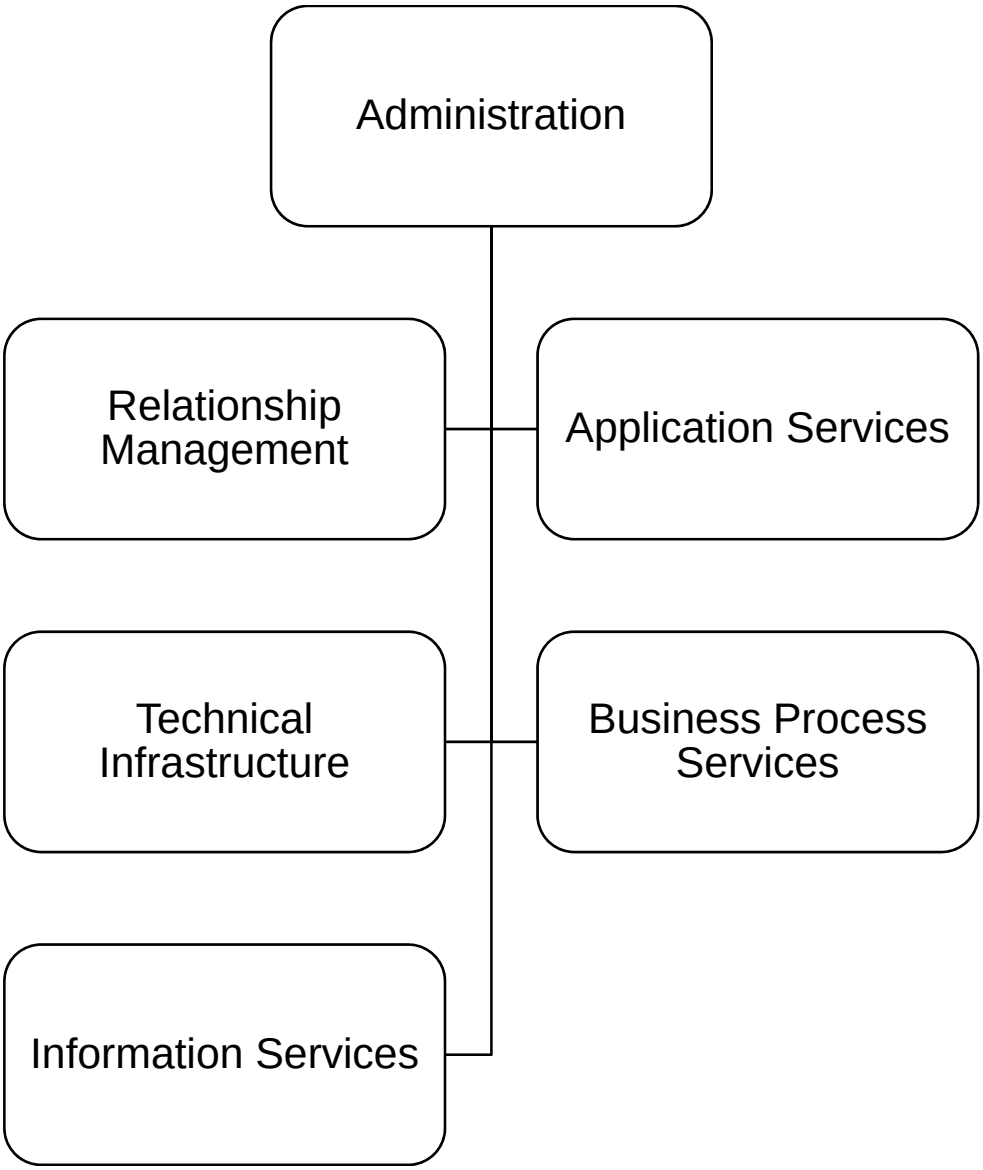
ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2010-11	Proposed 2011-12
36	Corporation Counsel	1	1
34	Municipal Attorney IV	1	1
32	Municipal Attorney III	8	8
29	Municipal Attorney II	3	3
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	1
20	Legal Assistant/Real Estate	2	2
11	Senior Legal Secretary	2	1
9	Legal Secretary	1	1
7	Clerk III with Typing	0	1
EMPLOYEE YEARS			
Full Time		20.0	20.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		20.0	20.0

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

Relationship Management Services Bureau:

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

Business Process Services Bureau:

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

Applications Services Bureau:

- Applications Planning, Analysis and Configuration, and Deployment
- Applications Forms Design
- Training & Conversion
- Applications Development & Systems Integration
- Web Applications Development and ecommerce
- Content Management
- Applications Security
- Applications Services Support
- Mainframe Operation
- Records Management
- Disaster Recovery Planning

Information Services Bureau:

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

Technical Infrastructure Services Bureau:

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

2011-12 Strategic Goals & Objectives

Bureau	Highlights	Priorities Supported	Projected Completion
Business Process Services	PSI - Current State Assessment & Vendor Selection for RFD Processes (RFD RMS Phase I)	Public Safety	First Quarter
Business Process Services	PSI – Re-engineer & Automate additional Financial processes (Phase 2)	Customer Service	First – Fourth Quarter
Business Process Services	PSI – Re-engineer & Automate Water Asset Management & Work Order Processes	Customer Service	Fourth Quarter
Relationship Management\Technical Infrastructure\Information Services\Application Services	PSI – Reorganization of Parking Servers	Customer Service	First Quarter
Relationship Management\Technical Infrastructure\Information Services\Application Services	Assessment – Revaluation Project	Customer Service	Third Quarter
Relationship Management\Technical Infrastructure\Information Services\Application Services	PSI –Deploy Water Asset Management and Work Order system	Customer Service	Fourth Quarter
Relationship Management\Technical Infrastructure\Information Services\Application Services	Begin deployment of an Automated Vehicle Locator (AVL) system in DES	Customer Service	Ongoing
Technical Infrastructure	Network Revitalization – Update and upgrade essential network components – introduce network redundancy where required for stability and fault tolerance	Customer Service Public Safety	Fourth Quarter
Technical Infrastructure	Network Security – Improve network security to reduce loss, corruption, or exposure of protected data	Customer Service Public Safety	Fourth Quarter
Technical Infrastructure	PC Lifecycle Replacement – Support City Department productivity goals	Customer Service Public Safety	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Departmental archive record retrieval requests completed	940	1,000	1,002	1,000
Public record retrieval requests, including public access and Freedom of Information request (FOIL).	150	196	200	200
CUSTOMER PERSPECTIVE				
Percentage of calls resolved on the first call.	19%	25%	25%	25%
Average First call resolution per month	259	284	300	300
Total work order Received	16,536	13,555	18,000	15,000
Average Number of work order resolved per month	1,378	1,100	1,500	1,250
Percentage of calls resolved	97%	97%	98%	98%
Total Web EGOV Transactions received and processed	35,000	50,000	40,000	55,000
FINANCIAL/COSTS				
Administrative costs as a percent of total IT cost	14.50%	13%	15%	12%
Total IT Maintenance Cost versus IT Budget	25%	21%	25%	24%

Year-To-Year Comparison

Bureau	Budget 2010-11	Budget 2011-12	Change	Percent Change
Administration	223,500	203,900	-19,600	-8.8%
Application Services	1,258,600	1,237,800	-20,800	-1.7%
Technical Infrastructure	2,171,700	2,509,400	337,700	15.6%
Business Process Services	437,600	465,400	27,800	6.4%
Information Services	335,200	309,600	-25,600	-7.6%
Administration & Compliance Services	0	0	0	N/A
Relationship Management	918,500	1,297,500	379,000	41.3%
Public Safety Relationship	0	0	0	N/A
Public Services Relationship	0	0	0	N/A
Total	5,345,100	6,023,600	678,500	12.7%
Interfund Credit*	0	-98,800	-98,800	N/A
Intrafund Credit*	-659,500	-847,600	-188,100	28.5%
Total	4,685,600	5,077,200	391,600	8.4%
Employee Years	48.5	49.5	1.0	2.1%

*Reflects chargebacks for telephone service and office printers.

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-4,700	12,900	55,900	0	10,600	316,900	391,600

Major Change

Increased software maintenance for Process & System Integration (PSI)	337,400
Additional funding for Process & System Integration (PSI) Back and Front Office training	310,000
Reduce Professional Fees for Process & System Integration (PSI) Deployment due to deferral of new Payroll System	-300,000
Funds provided for Shot Spotter annual support & maintenance	125,000
Incremental software maintenance charges on disaster recovery systems	106,500
New financial system requires direct interfund billings for department services.	-98,800
Reduction in contract labor for technical infrastructure emergency repair	-85,000
Eliminate performance awards due to budget constraints	-75,000
Eliminate Secretary position in administration	-52,400
Add one process developer to support PSI	49,400
Secretary support for Process & System Integration PSI is added for half of a year	26,200
Efficiency savings due to personnel restructuring	-24,100
Additional IT support for legacy systems	16,000
One time records management grant ends	-9,700
Productivity improvements result in savings	-8,600

Telephone Chargebacks

Department/Bureau	2010-11	2011-12
CITY COUNCIL & CLERK	10,200	10,300
ADMINISTRATION		
Mayor's Office	16,400	16,500
Management & Budget	17,900	18,000
Human Resource Mgt.	17,600	17,700
Communications	11,500	11,600
Law	9,700	9,800
Total	73,100	73,600
INFORMATION TECHNOLOGY	34,100	35,200
FINANCE		
Director's Office	2,300	2,300
Accounting	7,300	7,300
Treasury	10,300	10,300
Assessment	8,200	8,200
Parking & Mun.Violations	12,200	12,200
Purchasing	4,100	4,100
Total	44,400	48600
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	93,700	94,500

Department/Bureau	2010-11	2011-12
ENVIRONMENTAL SERVICES		
Commissioner	6,100	12,900
Engineering	26,700	26,800
Operations & Parks	59,700	59,900
Water	33,200	33,400
Total	125,700	133,000
POLICE	211,700	213,000
FIRE	67,000	67,400
RECREATION & YOUTH SERVICES		
Commissioner	9,100	9,100
Recreation	28,700	28,800
Special Services	6,700	0
Youth Services	10,600	10700
Total	55,100	48,600
Total Interfund	55,500	64,000
Total Intrafund	659,500	656,000
CITY TOTAL	715,000	720,000

Office Printer Chargebacks

Department	2010-11	2011-12
City Council/ Clerk's Office	0	2,900
Administration	0	25,500
Information Technology	0	11,000
Finance	0	21,300
Neighborhood & Business Development	0	15,200
Environmental Services	0	82,600
Police	0	38,700
Fire	0	13,000
Recreation & Youth Services	0	16,200
Total	0	226,400
Total Interfund	0	34,800
Total Intrafund	0	191,600
Total	0	226,400

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	3,056,182	3,398,400	3,401,500	3,344,200
Materials & Supplies	64,416	38,000	37,500	38,000
Services	1,573,159	1,761,900	1,906,100	2,641,400
Other	0	0	0	0
Total	4,693,757	5,198,300	5,345,100	6,023,600
Interfund Credit*	0	0	0	-98,800
Intrafund Credit*	-657,100	-659,500	-659,500	-847,600
Total	4,036,657	4,538,800	4,685,600	5,077,200
Appropriation by Activity				
Administration	0	230,300	223,500	203,900
Relationship Management	0	791,300	918,500	1,297,500
Application Services	0	1,342,000	1,258,600	1,237,800
Technical Infrastructure	2,215,347	2,162,800	2,171,700	2,509,400
Business Process Services	0	427,400	437,600	465,400
Information Services	0	244,500	335,200	309,600
Administration & Compliance Services	1,323,791	0	0	0
Public Safety Relationship	462,270	0	0	0
Public Services Relationship	692,349	0	0	0
Total	4,693,757	5,198,300	5,345,100	6,023,600
Interfund Credit*	0	0	0	-98,800
Intrafund Credit*	-657,100	-659,500	-659,500	-847,600
Total	4,036,657	4,538,800	4,685,600	5,077,200
Employee Years by Activity				
Administration	0.0	2.0	2.0	1.2
Relationship Management	0.0	3.0	3.0	3.0
Application Services	0.0	18.0	18.0	18.8
Technical Infrastructure	13.5	14.5	14.5	14.5
Business Process Services	0.0	7.0	7.0	8.0
Information Services	0.0	4.0	4.0	4.0
Administration & Compliance Services	18.0	0.0	0.0	0.0
Public Safety Relationship	6.0	0.0	0.0	0.0
Public Services Relationship	10.0	0.0	0.0	0.0
Total	47.5	48.5	48.5	49.5

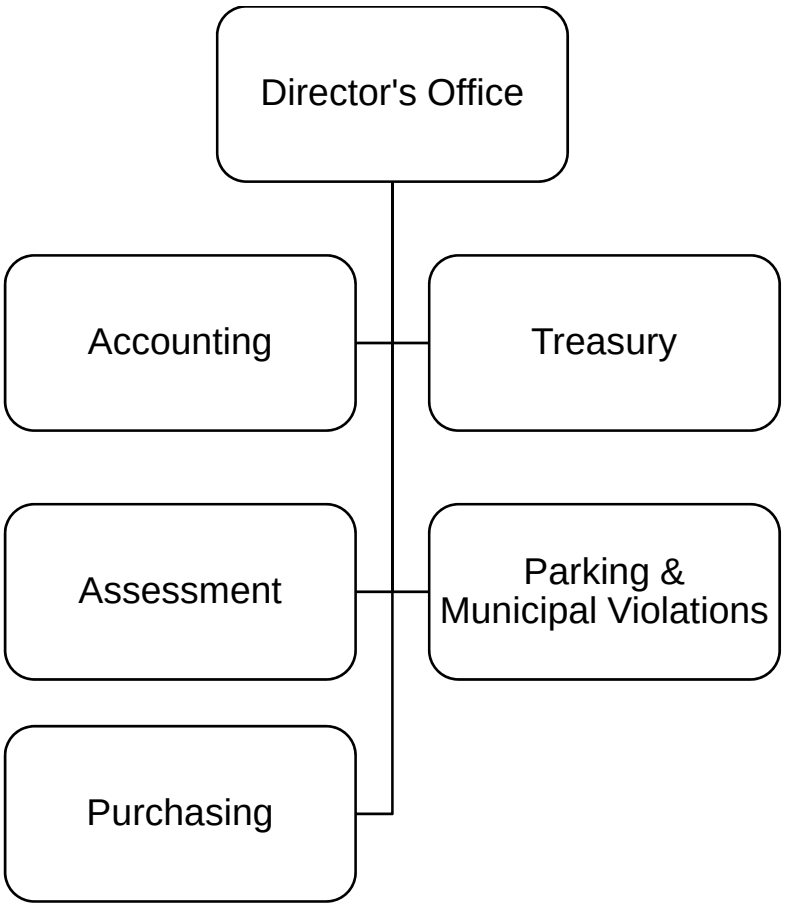
*Reflects chargebacks for telephone service and office printers.

INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Business Process Services	Information Services
Br.	Title	Budget 2010-11	Proposed 2011-12						
36	Chief Information Officer	1	1	1					
31	Application Services Manager	0	1			1			
31	IT Compliance & Info. Services Manager	1	0						
31	IT Relationship Manager	4	4		3				1
31	Technical Infrastructure Services Manager	0	1				1		
31	Technical Infrastructure Manager	1	0						
30	Information Services Analyst III	0	1						1
30	Information Engineer	1	0						
30	Systems Engineer IV	0	2			1	1		
30	Senior Network Analyst	1	0						
30	Senior Server Analyst	1	0						
29	Systems Engineer III	0	1				1		
29	Computer Systems Analyst	1	0						
29	Application Services Analyst III	0	1						1
29	Business Process Services Manager	0	1					1	
29	Senior Application Analyst	2	0						
27	Application Services Analyst II	0	3			3			
27	Application Analyst	3	0						
27	Systems Engineer II	0	2				2		
27	Server Analyst	2	0						
25	IT Transitions Analyst	1	1			1			
25	Application Services Analyst I	0	8			5	1	2	
25	Senior Application Developer	8	0						
25	Systems Engineer I	0	2				2		
25	Senior Client Support Analyst	2	0						
25	Webmaster	1	1			1			
25	Business Process Analyst I	0	1					1	
24	Records Management Coordinator	1	1			1			
23	Client Support Analyst	3	3				3		
23	Information Services Developer	0	1						1
23	Business Process Developer	0	4					4	
23	Process Developer	5	0						
19	Senior IT Call Center Analyst	2	2				2		
18	Secretary to CIO	1	0						
12	Computer Operator	3	3			3			
7	Data Entry Clerk	2	2			2			
Total									
EMPLOYEE YEARS									
Full Time		47.0	47.0	1.0	3.0	18.0	13.0	8.0	4.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.5	3.3	0.2	0.8	0.8	1.5	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		48.5	50.3	1.2	3.8	18.8	14.5	8.0	4.0

Mission Statement

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



Highlights of the Department's 2011-12 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Bureau	Highlights	Priorities Supported	Projected Completion
Director's Office	Conduct notes sale	Customer Service	First Quarter & Third Quarter
Accounting/Treasury/ Purchasing	Perform testing, verification, & training to ensure defined future state of new financial system is fully functional	Customer Service	Fourth Quarter
Treasury	Issue a Request for Proposal for merchant card services	Customer Service	Second Quarter
Assessment	Phase II of the 2012 Reassessment:		
	• Generate values & field Review	Customer Service	Second Quarter
	• Conduct informal Hearings For Reassessment	Customer Service	Third Quarter
	• Complete Board of Assessment Review	Customer Service	Third Quarter
	• Complete Special Board of Assessment Review	Customer Service	Fourth Quarter
	• Complete Final Roll Filing	Customer Service	Fourth Quarter
	• Complete Appraisal District Reassignment	Customer Service	Fourth Quarter
Parking	Complete RFP for Downtown Parking Study	Economic Development	Second Quarter

Year-To-Year Comparison

Bureau	Budget 2010-11	Budget 2011-12	Change	Percent Change
Director's Office	291,300	297,400	6,100	2.1%
Accounting	990,100	985,400	-4,700	-0.5%
Treasury	1,795,900	1,614,200	-181,700	-10.1%
Assessment	931,500	991,800	60,300	6.5%
Parking & Municipal Violations	4,870,600	4,992,800	122,200	2.5%
Purchasing	907,700	838,700	-69,000	-7.6%
Total	9,787,100	9,720,300	-66,800	-0.7%
Interfund Credit*	0	-213,800	-213,800	N/A
Intrafund Credit*	-732,500	-490,900	241,600	-33.0%
Total	9,054,600	9,015,600	-39,000	-0.4%
Employee Years	106.4	95.9	-10.5	-9.9%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
35,200	9,400	310,200	1,700	60,300	-455,800	-39,000

Major Change Highlights

Transfer of Parking garage security from Rochester Police Department	442,100
Parking management efficiencies anticipated during the year	-172,700
One time budget reduction in 2010-11 does not recur	-149,900
Funding added for the 2012 Reassessment	142,900
Lighting and HVAC upgrades to garages reduces energy costs	-130,000

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	5,192,713	5,463,900	5,489,300	5,184,500
Materials & Supplies	122,452	166,000	230,900	244,900
Services	1,610,735	3,442,100	4,066,900	4,290,900
Other	0	0	0	0
Total	6,925,900	9,072,000	9,787,100	9,720,300
Interfund Credit*	0	0	0	-213,800
Intrafund Credit*	-643,500	-627,600	-732,500	-490,900
Total	6,282,400	8,444,400	9,054,600	9,015,600
Appropriation by Activity				
Director's Office	320,837	290,000	291,300	297,400
Accounting	965,201	989,900	990,100	985,400
Treasury	1,653,867	1,795,900	1,795,900	1,614,200
Assessment	892,604	931,500	931,500	991,800
Parking & Municipal Violations	2,155,954	4,157,000	4,870,600	4,992,800
Purchasing	937,437	907,700	907,700	838,700
Total	6,925,900	9,072,000	9,787,100	9,720,300
Interfund Credit*	0	0	0	-213,800
Intrafund Credit*	-643,500	-627,600	-732,500	-490,900
Total	6,282,400	8,444,400	9,054,600	9,015,600
Employee Years by Activity				
Director's Office	3.6	3.2	3.2	2.9
Accounting	16.5	16.7	16.7	14.0
Treasury	22.1	21.0	21.0	17.1
Assessment	16.1	15.2	15.0	13.6
Parking & Municipal Violations	35.0	38.2	37.9	36.4
Purchasing	13.7	12.6	12.6	11.9
Total	107.0	106.9	106.4	95.9

*Reflects chargeback for postage and duplicating.

Mission Statement

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

Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conduct notes sale	Customer Service	First Quarter & Third Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
FINANCIAL/COST				
Total Entity General Obligation Debt ($000)	383,091	367,384	388,369	399,977
Bond and Notes Sale	3	2	2	2

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	291,300	297,400	6,100
Employee Years	3.2	2.9	-0.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-1,200	0	-800	1,700	900	5,500	6,100

Major Change

One time budget reduction in 2010-11 does not recur	89,200
Reduction in the net cost of issuing bonds	-46,700
Clerical support is restructured resulting in efficiency savings	-31,700
Performance awards eliminated due to budget constraints	-2,500
Productivity Improvements result in savings	-2,800

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	191,851	207,900	204,400	203,300
Materials & Supplies	1,018	1,500	2,000	1,500
Services	127,968	80,600	84,900	92,600
Other	0	0	0	0
Total	320,837	290,000	291,300	297,400
Appropriation by Activity				
Director's Office	320,837	290,000	291,300	297,400
Employee Years by Activity				
Director's Office	3.6	3.2	3.2	2.9

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
PERSONNEL SUMMARY

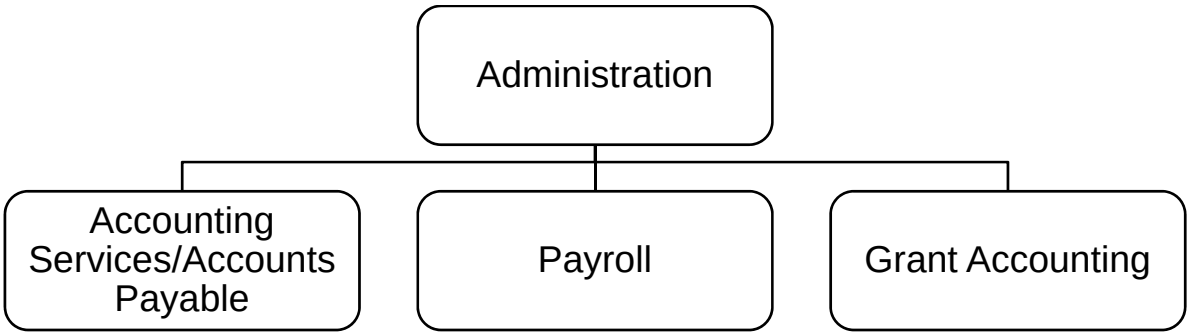
FULL TIME POSITIONS

Br.	Title	Budget 2010-11	Proposed 2011-12
36	Director of Finance	1	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1
	EMPLOYEE YEARS		
	Full	3.0	3.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.2	0.5
	Less: Vacancy Allowance	0.0	0.6
	Total	3.2	2.9

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Perform testing, verification, & training to ensure defined future state of new financial system is fully functional	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Federal and New York State grants processed	153	150	150	145
Residential property improvement loans serviced	192	189	175	180
Economic Development loans serviced	111	110	117	115
FINANCIAL/COST				
In lieu of tax agreements billed	125	123	123	127

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	990,100	985,400	-4,700
Employee Years	16.7	14.0	-2.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
19,400	100	1,600	0	3,000	-28,800	-4,700

Major Change

Eliminate two clerical positions as an efficiency due to Process & System Integration (PSI)	-85,400
Deputy Director Finance/Accounting position funded to support Phase II of Process & System Integration (PSI) implementation and provide for succession planning	79,200
Eliminate one Accountant as an efficiency due to Process & System Integration (PSI)	-44,600
Increase in professional fees for actuarial services	29,000
Performance awards eliminated due to budget constraints	-17,500
Increase in on-call funding to support base operations	10,800
Productivity Improvements result in savings	-300

Program Change

The Bureau of Accounting has reorganized to more efficiently and effectively provide essential accounting services while transitioning to new financial systems and processes. In 2011-12, the Accounting Bureau will merge sub-bureaus Accounts Payable and Accounting Services. This consolidation takes advantage of the anticipated benefits from PSI by replacing paper processing with electronic processing of transactions reducing the need for clerical staff and an accountant.

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	938,369	960,100	957,800	922,400
Materials & Supplies	3,055	3,000	4,700	4,700
Services	23,777	26,800	27,600	58,300
Other	0	0	0	0
Total	965,201	989,900	990,100	985,400
Appropriation by Activity				
Administration	204,888	225,000	221,500	326,600
Accounting Services/Accounts Payable	0	0	0	
Accounting Services	98,325	76,700	75,700	145,000
Accounts Payable/Data Input	104,766	133,100	94,500	0
Payroll	314,025	278,800	366,200	239,100
Grant Accounting	243,197	276,300	232,200	274,700
Total	965,201	989,900	990,100	985,400
Employee Years by Activity				
Administration	2.0	2.0	2.0	3.0
Accounting Services/Accounts Payable	0.0	0.0	0.0	
Accounting Services	2.3	2.3	2.3	3.0
Accounts Payable/Data Input	2.2	2.4	2.4	0.0
Payroll	4.0	4.0	6.0	3.5
Grant Accounting	6.0	6.0	4.0	4.5
Total	16.5	16.7	16.7	14.0

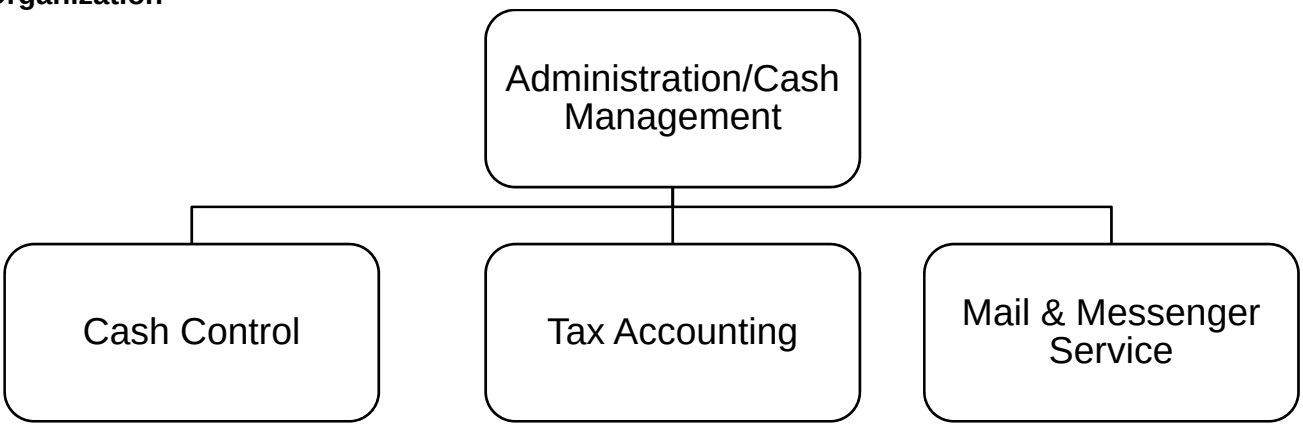
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Accounting Services/Accounts Payable	Payroll	Grant Accounting
Br.	Title	Budget 2010-11	Proposed 2011-12				
33	Director, Accounting	1	1	1			
33	Deputy Director, Finance & Accounting	0	1	1			
28	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Assistant Payroll Systems Supervisor	1	1			1	
26	Principal Finance Officer	1	1				1
24	Associate Accountant	2	1				1
20	Senior Accountant	2	3		1	0.5	1.5
18	Payroll Auditor	1	1			1	
17	Accountant	3	1				1
15	Principal Account Clerk	1	0				
9	Clerk II	1	1		1		
9	Clerk II with Typing	1	0				
EMPLOYEE YEARS							
Full Time		16.0	13.0	3.0	2.0	3.5	4.5
Overtime		0.4	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		0.3	1.0	0.0	1.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		16.7	14.0	3.0	3.0	3.5	4.5

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Issue a Request for Proposal for merchant card services	Customer Service	Second Quarter
Perform testing, verification, & training to ensure defined future state of new financial system is fully functional	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Foreclosure notices mailed	108	340	200	350
CUSTOMER PERSPECTIVE				
Tax accounts	62,934	62,934	63,000	63,000
Tax information calls	29,751	30,000	30,000	30,000
FINANCIAL/COSTS				
Delinquent tax accounts	9,329	9,668	9,400	9,400
Percent of adjusted property tax balances collected – Current (%)	92.72	92.50	93.00	92.20
Percent of adjusted property tax balances collected – Delinquent (%)	55.15	75.00	60.00	75.00
Liens sold	5,444	5,249	5,500	5,500
City initiated foreclosures	108	250	100	250
Properties redeemed before foreclosure	20	50	20	50
Average daily cash ledger balance ($000)	359,900	357,200	353,100	350,000
Average daily invested cash bank balance ($000)	357,300	353,300	351,300	347,000
Average investment rate (%)	.50	.25	.75	.25

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,338,300	1,047,000	-291,300
Employee Years	21.0	17.1	-3.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-35,100	0	98,500	0	11,700	-366,400	-291,300

Major Change

New financial system requires direct interfund billings for department services.	-210,900
Eliminate one Senior Resource Collector as an efficiency measure	-45,400
Eliminate two clerical positions as an efficiency due to Process & System Integration (PSI)	-73,000
Reduction in on call funding to support mail and messaging service	-25,400
Water Receivable function and maintenance transferred from Water Fund	13,500

Major Change

Productivity improvements reduces overtime resulting in savings	-12,900
Performance awards eliminated due to budget constraints	-10,000
Productivity Improvements result in savings	-2,300

Program Change

Efficiencies from Tax Lien sales continue to reduce the need for collections and staff. The anticipated efficiency savings from PSI reduces the need for paper processing and therefore clerical staffing. Additional efficiencies are gained as the mail service in City Hall to other facilities is eliminated.

Postage Chargebacks

Department/Bureau	2010-11	2011-12
CITY COUNCIL & CLERK	19,200	18,300
ADMINISTRATION		
Mayor’s Office	5,000	4,800
Management & Budget	1,200	1,200
Human Resource Mgt.	27,700	26,400
Communications	5,900	5,600
Law	7,400	7,100
Total	47,200	45,100
INFORMATION TECHNOLOGY	300	300
FINANCE		
Director's Office	1,000	1,000
Accounting	6,900	6,600
Treasury	93,000	88,600
Assessment	22,000	21,000
Parking & Mun.Viol.	83,700	79,900
Purchasing	13,700	13,100
Total	220,400	210,200
Neighborhood & Economic Dev.	76,300	72,800

Department/Bureau	2010-11	2011-12
ENVIRONMENTAL SERVICES		
Commissioner	1,000	1,800
Engineering	6,500	6,200
Operations & Parks	7,400	7,100
Water	127,300	121,300
Total	142,200	136,400
EMERGENCY COMMUNICATIONS	6,300	6,000
POLICE	65,600	62,500
FIRE	1,600	1,500
RECREATION & YOUTH SERVICES		
Commissioner	900	900
Recreation	11,500	11,000
Special Services	800	0
Youth Services	2,800	2,700
Total	16,000	14,600
Total Interfund	137,500	210,900
Total Intrafund	457,600	356,300
CITY TOTAL	595,100	567,200

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,078,159	1,071,200	1,067,400	877,000
Materials & Supplies	30,894	27,600	34,000	32,000
Services	544,814	697,100	694,500	705,200
Other	0	0	0	0
Total	1,653,867	1,795,900	1,795,900	1,614,200
Interfund Credit*	0	0	0	-210,900
Intrafund Credit*	-369,000	-457,600	-457,600	-356,300
Total	1,284,867	1,338,300	1,338,300	1,047,000
Appropriation by Activity				
Administration/Cash Management	595,610	652,500	653,100	656,000
Cash Control	247,856	257,700	242,500	181,900
Tax Accounting	325,419	295,800	305,200	209,100
Mail and Messenger Service	484,982	589,900	595,100	567,200
Total	1,653,867	1,795,900	1,795,900	1,614,200
Interfund Credit*	0	0	0	-210,900
Intrafund Credit*	-369,000	-457,600	-457,600	-356,300
Total	1,284,867	1,338,300	1,338,300	1,047,000
Employee Years by Activity				
Administration/Cash Management	6.0	6.0	6.0	6.0
Cash Control	6.1	6.2	6.2	4.1
Tax Accounting	8.0	7.1	7.1	6.0
Mail and Messenger Service	2.0	1.7	1.7	1.0
Total	22.1	21.0	21.0	17.1

*Reflects chargeback for postage

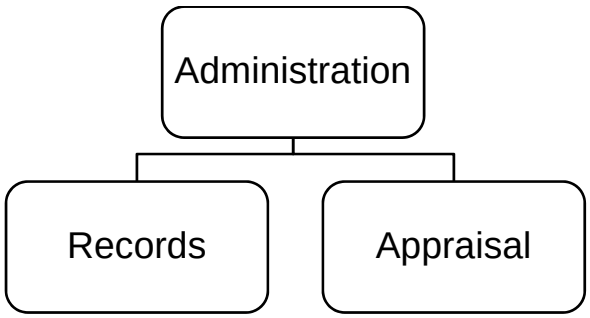
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2010-11	Proposed 2011-12				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Associate Administrative Analyst	1	1	1			
24	Sr. Administrative Analyst	1	2	1		1	
20	Senior Accountant	2	1	1			
18	Head Account Clerk	0	1			1	
18	Head Cashier	1	1		1		
16	Administrative Assistant	1	1	1			
15	Principal Account Clerk	1	1		1		
14	Junior Accountant	2	2			2	
14	Mailroom Coordinator	1	1				1
14	Senior Resource Collector	1	0				
13	Senior Cashier	1	1		1		
12	Resource Collector	1	0				
9	Clerk II with Typing	2	1		1		
7	Clerk III with Typing	2	2			2	
5	Account Clerk	1	0				
EMPLOYEE YEARS							
Full Time		20.0	17.0	6.0	4.0	6.0	1.0
Overtime		0.4	0.1	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		0.6	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		21.0	17.1	6.0	4.1	6.0	1.0

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Phase II of the 2012 Reassessment:		
• Generate Values & Field Review	Customer Service	Second Quarter
• Informal Hearings For Reassessment	Customer Service	Third Quarter
• Board of Assessment Review	Customer Service	Third Quarter
• Special Board of Assessment Review	Customer Service	Fourth Quarter
• Final Roll Filing	Customer Service	Fourth Quarter
• Appraisal District Reassignment	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Reviews performed:				
● Sales	1,431	2,200	2,000	750
● Inspection of building permits	2,710	2,725	3,000	2,700
● Exemptions (new and renewal)	11,077	11,000	12,000	11,000

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	931,500	991,800	60,300
Employee Years	15.0	13.6	-1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
28,500	100	8,200	0	4,300	19,200	60,300

Major Change

Eliminate two Real Property Appraisers due to budget constraints	-107,000
Funding added for the 2012 Reassessment	86,200
Temporary Staff added to support 2012 Reassessment	53,500
Performance awards eliminated due to budget constraints	-7,500
Productivity improvements results in savings	-6,000

Program Change

The Bureau has proposed to reduce their headcount by two Real Property Appraisers. The impact to both internal and external customers will be will be a reduction in response time after the 2011-2012 Reassessment. The Bureau will expand alternative methods for the delivery of customer service such as:

- The Internet, E-mail, & fax to enhance communicate with external and internal customers
- Use the 311 Center to schedule reassessment appointments

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	857,846	844,400	839,700	830,600
Materials & Supplies	1,466	1,200	3,300	12,600
Services	33,292	85,900	88,500	148,600
Other	0	0	0	0
Total	892,604	931,500	931,500	991,800
Appropriation by Activity				
Administration	194,813	191,300	200,100	264,200
Records	162,033	184,900	176,700	199,300
Appraisal	535,758	555,300	554,700	528,300
Total	892,604	931,500	931,500	991,800
Employee Years by Activity				
Administration	2.0	1.0	1.0	1.0
Records	5.1	5.2	5.0	5.4
Appraisal	9.0	9.0	9.0	7.2
Total	16.1	15.2	15.0	13.6

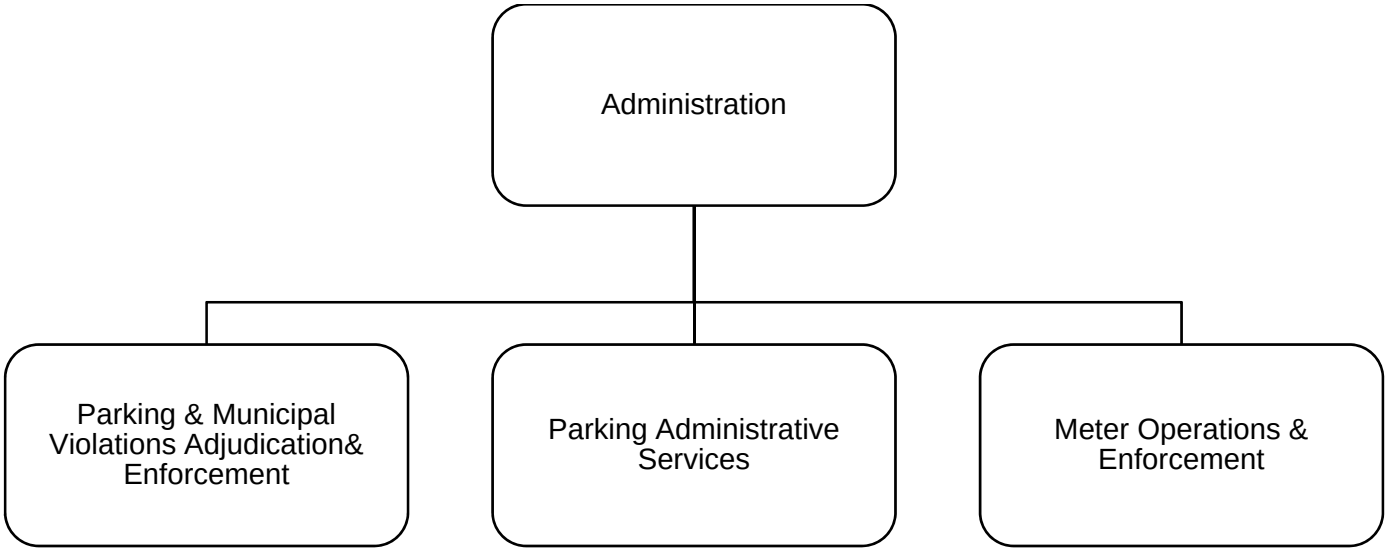
DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2010-11	Proposed 2011-12			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	7	5			5
11	Clerk I	1	1		1	
7	Clerk III with Typing	3	3		3	
EMPLOYEE YEARS						
Full Time		14.0	12.0	1.0	4.0	7.0
Overtime		0.1	0.5	0.0	0.3	0.2
Part Time, Temporary, Seasonal		0.9	1.1	0.0	1.1	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		15.0	13.6	1.0	5.4	7.2

Mission Statement

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

Organization



Vital Customers

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

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

Critical Processes

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

20011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete Request For Proposals for Downtown Parking Study	Economic Development	Second Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Percent of Immobilizations that pay vs. being towed	50%	93%	60%	93%
Number of security issues by facility	103	60	95	55
FINANCIAL/COST				
Percent of parking tickets issued vs. paid	85%	97%	85%	95%

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	4,870,600	4,992,800	122,200
Employee Years	37.9	36.4	-1.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
17,800	8,200	60,500	0	32,300	3,400	122,200

Major Change

Transfer of Parking garage security from Rochester Police Department	442,100
Management efficiencies anticipated during the year	-172,700
Lighting and HVAC upgrades to garages reduces energy costs	-130,000
Eliminate one vacant Municipal Assistant as an efficiency measure	-48,300
Productivity improvements results in savings	-47,800
Eliminate one Economic Development Specialist Part Time as an efficiency measure	-16,000
Reduction in Professional fees results in savings	-10,000
Performance awards eliminated due to budget constraints	-10,000
Productivity improvements reduces overtime resulting in savings	-3,900

Program Change

Administration and funding for parking garage security contract services transfers to Department of Finance - Bureau of Parking

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,431,178	1,658,700	1,714,600	1,667,100
Materials & Supplies	25,127	72,700	123,900	126,500
Services	699,649	2,425,600	3,032,100	3,199,200
Other	0	0	0	0
Total	2,155,954	4,157,000	4,870,600	4,992,800
Appropriation by Activity				
Administration	134,653	218,800	231,700	244,200
Parking/Municipal Violations Adjud. & Enforcement	719,977	801,700	808,700	776,200
Parking Administrative Services	744,066	2,384,700	2,933,900	3,160,400
Meter Operations/Parking Enforcement	557,258	751,800	896,300	812,000
Total	2,155,954	4,157,000	4,870,600	4,992,800
Employee Years by Activity				
Administration	1.5	1.5	1.5	1.5
Parking/Municipal Violations Adjud. & Enforcement	13.1	13.3	13.1	13.2
Parking Administrative Services	4.0	5.9	5.9	6.9
Meter Operations/Parking Enforcement	16.4	17.5	17.4	14.8
Total	35.0	38.2	37.9	36.4

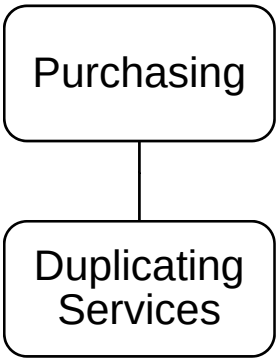
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2010-11	Proposed 2011-12				
33	Director, Parking Management	1	1	1			
31	Director, Adjudication & Enforcement	1	0				
26	Asst. Director, Parking Violations	1	2		1	1	
26	Supervisor, Administrative Services	0	1		1		
23	Municipal Parking Compliance Auditor	1	1			1	
22	Parking Facility Manager	1	1			1	
20	Administrative Analyst	1	0				
20	Executive Assistant	1	1		1		
18	Municipal Assistant	1	0				
15	Parking Enforcement Supervisors	2	2				2
15	Senior Parking Equipment Mechanic	0	1				1
14	Parking Compliance Monitor	2	2			2	
13	Senior Parking Equipment Mechanic	1	0				
11	Secretary	1	1		1		
10	Parking Enforcement Officer	7	7				7
10	Parking Equipment Mechanic	1	1				1
9	Clerk II	1	1		1		
9	Clerk II with Typing	1	1	0.5		0.5	
7	Clerk III	6	6		6		
7	Clerk III Typing Bilingual	1	1		1		
5	Account Clerk	1	1			1	
EMPLOYEE YEARS							
Full Time		32.0	31.0	1.5	12.0	6.5	11.0
Overtime		1.1	0.9	0.0	0.1	0.1	0.7
Part Time, Temporary, Seasonal		4.8	4.5	0.0	1.1	0.3	3.1
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		37.9	36.4	1.5	13.2	6.9	14.8

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

20011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Perform testing, verification, and training to ensure defined future state of new Purchasing System is fully functional	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Contracts awarded:				
● Construction ($000)	40,418	33,300	36,600	31,600
● Construction M/WBE ($000)	3,394,753	3,400	4,100	3,900
CUSTOMER PERSPECTIVE				
Supplies/services	783	750	700	800
Purchase order turnaround time (days)	7.04	6.87	7.5	7.15
FINANCIAL/COSTS				
Money recovered from sale of surplus property ($)	859,284	377,694	297,000	107,000

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	632,800	701,200	68,400
Employee Years	12.6	11.9	-0.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
5,800	1,000	142,200	0	8,100	-88,700	68,400

Major Change

Savings from printer consolidation	-112,700
One time budget reduction in 2010-11 does not recur	60,700
Eliminate one secretary as an efficiency measure due to Process & System Integration (PSI)	-41,200
Increased temporary staffing to support personnel restructuring and PSI	18,600
Performance awards eliminated due to budget constraints	-7,500
Productivity improvements results in savings	-3,700
New financial system requires direct interfund billings for department services	-2,900

Program Change

The Bureau of Purchasing upgraded and replaced their color and black & white printers in the Print Shop in 2010-11. The maintenance agreement for this new equipment now includes printer consumables such as toner.

Duplicating Chargebacks

Department/Bureau	2010-11	2011-12
CITY COUNCIL & CLERK	7,600	3,700
ADMINISTRATION		
Mayor’s Office	22,200	10,800
Management & Budget	17,400	8,500
Human Resource Mgt.	26,900	13,200
Communications	8,300	4,000
Law	5,800	2,800
Total	80,600	39,300
INFORMATION TECHNOLOGY	600	300
FINANCE		
Director's Office	1,400	700
Accounting	2,500	1,200
Treasury	4,500	2,200
Assessment	4,000	2,000
PMCVB	5,900	1,900
Purchasing	3,800	2,900
Total	22,100	10900
NEIGHBORHOOD & BUSINESS DEV.	72,300	35,400

Department/Bureau	2010-11	2011-12
ENVIRONMENTAL SERVICES		
Commissioner	2,400	1,200
Engineering	14,600	7,100
Operations & Parks	3,000	1,500
Water	1,200	600
Total	21,200	10,400
EMERGENCY COMMUNICATIONS	2,000	1,000
RECREATION & YOUTH SERVICES		
Commissioner	13,500	6,600
Recreation	34,900	17,200
Youth Services	25,900	12,700
Total	74,300	36,500
Total Interfund	5,800	2,900
Total Intrafund	274,900	134,600
CITY TOTAL	280,700	137,500

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	695,310	721,600	705,400	684,100
Materials & Supplies	60,892	60,000	63,000	67,600
Services	181,235	126,100	139,300	87,000
Other	0	0	0	0
Total	937,437	907,700	907,700	838,700
Interfund Credit*	0	0	0	-2,900
Intrafund Credit*	-274,500	-170,000	-274,900	-134,600
Total	662,937	737,700	632,800	701,200
Appropriation by Activity				
Purchasing	699,399	737,700	724,300	701,200
Duplicating Services	238,038	170,000	183,400	137,500
Total	937,437	907,700	907,700	838,700
Interfund Credit*	0	0	0	-2,900
Intrafund Credit*	-274,500	-170,000	-274,900	-134,600
Total	662,937	737,700	632,800	701,200
Employee Years by Activity				
Purchasing	12.5	11.5	11.5	10.8
Duplicating Services	1.2	1.1	1.1	1.1
Total	13.7	12.6	12.6	11.9

*Reflects chargeback for duplicating

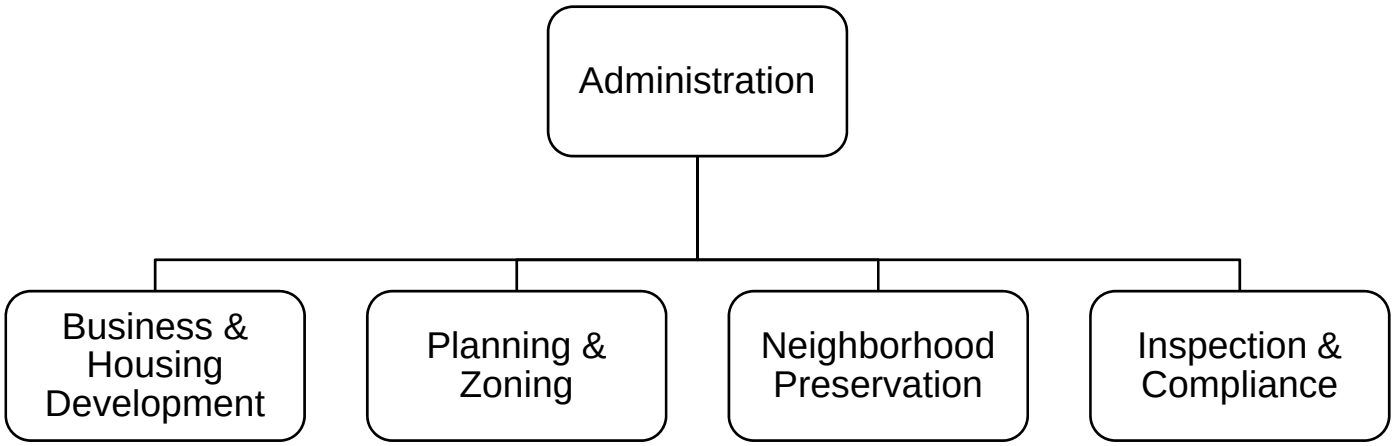
DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2010-11	Proposed 2011-12		
33	Purchasing Agent	1	1	1	
24	Contract Administrator	1	1	1	
24	Minority & Women Business Enterprise Officer	1	1	1	
19	Purchaser	4	4	4	
16	Wage & Hour Investigator	1	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
11	Secretary	1	0		
10	Purchasing Control Clerk	1	1	1	
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		12.0	11.0	10.0	1.0
Overtime		0.1	0.1	0.0	0.1
Part Time, Temporary, Seasonal		0.5	0.8	0.8	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		12.6	11.9	10.8	1.1

Mission Statement

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

Organization



Highlights of the Department's 2011-12 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Coordinate with RCSD Modernization Board to ensure maximum investments in community development around schools	Neighborhood & Business Development	First Quarter
Evaluate and enhance Quadrant Teams	Customer Service	Second Quarter
Finalize Greening Strategy recommendations	Neighborhood & Business Development	Second Quarter
Close on land sale and financing for the PAETEC Headquarters Project at Midtown	Neighborhood & Business Development	Third Quarter
Complete renovation of the former Culver Road Armory	Neighborhood & Business Development	Third Quarter
Close on sale of the Midtown Tower for mixed-use development	Neighborhood & Business Development	Fourth Quarter
Finalize development program and funding plan for the College Town Project on Mt. Hope Ave.	Neighborhood & Business Development	Fourth Quarter
Update Center City Master Plan	Neighborhood & Business Development	Fourth Quarter
Update Local Waterfront Revitalization Program	Neighborhood & Business Development	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2010-11	Budget 2011-12	Change	Percent Change
Commissioner	837,500	760,100	-77,400	-9.2%
Business & Housing Development	6,034,200	6,453,300	419,100	6.9%
Planning & Zoning	1,800,600	1,602,300	-198,300	-11.0%
Neighborhood Preservation	1,431,100	1,332,000	-99,100	-6.9%
Inspection & Compliance	3,522,200	3,174,200	-348,000	-9.9%
Total	13,625,600	13,321,900	-303,700	-2.2%
Employee Years	153.2	140.0	-13.2	-8.6%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-14,700	15,600	38,100	17,600	-5,700	-354,600	-303,700

Major Change Highlights

Net reduction of 6.7 full-time equivalent positions in Inspections and Compliance due to budget constraints	-330,500
Eliminate five full-time positions in Business and Housing Development due to budget constraints	-279,800
Transfer selected Soccer Stadium expenses from Environmental Services to increase accountability	237,000
Transfer selected Port expenses from Environmental Services to increase accountability	216,700
Canal Corporation funding for lease payment at Corn Hill Landing per 2002 lease agreement	203,300
Net reduction of two Planning and Zoning staff due to budget constraints	-160,300
Transfer selected Soccer Stadium expenses from Undistributed	115,000
Reduce subsidy to Rochester Riverside Convention Center	-106,000
Productivity improvements result in savings	-88,200

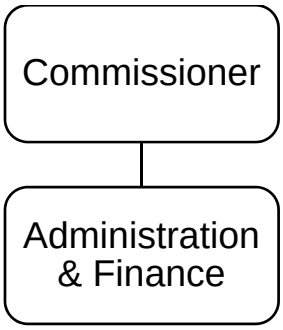
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	9,073,075	9,085,700	9,349,100	8,543,100
Materials & Supplies	113,872	105,000	113,600	98,100
Services	3,544,205	4,062,000	4,087,100	4,495,400
Other	67,048	75,800	75,800	185,300
Total	12,798,200	13,328,500	13,625,600	13,321,900
Appropriation by Activity				
Commissioner	838,866	825,700	837,500	760,100
Business & Housing Development	5,605,451	5,972,000	6,034,200	6,453,300
Planning & Zoning	1,784,405	1,670,000	1,800,600	1,602,300
Neighborhood Preservation	1,271,391	1,405,400	1,431,100	1,332,000
Inspection & Compliance	3,298,087	3,455,400	3,522,200	3,174,200
Total	12,798,200	13,328,500	13,625,600	13,321,900
Employee Years by Activity				
Commissioner	11.5	11.2	11.2	10.7
Business & Housing Development	45.0	42.5	44.2	39.2
Planning & Zoning	24.0	23.0	24.0	21.8
Neighborhood Preservation	20.7	20.7	20.9	21.9
Inspection & Compliance	53.0	51.0	52.9	46.4
Total	154.2	148.4	153.2	140.0
NBD Resource Allocation - Dollars				
NBD Allocation	12,798,200	13,328,500	13,625,600	13,321,900
Police Department NBD Allocation	1,540,000	1,470,000	1,532,100	1,542,100
Total NBD Allocation	14,338,200	14,798,500	15,157,700	14,864,000
NBD Resource Allocation - Employee Years				
NBD Allocation	154.2	148.4	153.2	140.0
Police Department NBD Allocation	24.2	23.3	24.2	24.3
Total NBD Allocation	178.4	171.7	177.4	164.3

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Prepare departmental operating and CIP budgets
- Provide budgetary and financial reporting functions
- Prepare grant applications, monitor grant budgets, and coordinate audit visits
- Coordinate performance management and measurement programs
- Administer purchasing activities, personnel, payroll / timesheets
- Ensure adherence to grant compliance requirements for federal formula grant programs
- Manage the federal disbursement and information system
- Prepare and monitor professional services, sub-recipient and beneficiary agreements
- Monitor and maintain database of affordable homeownership and rental units
- Monitor use of funds for business recipients that create or retain jobs
- Conduct private code enforcement billing
- Coordinate City Council agenda process for departmental items
- Coordinate departmental web content, Freedom of Information Act requests, Process & System Integration planning
- Administer licensing of skilled trades and elevator certification program
- Support Quadrant Teams

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement Back Office PSI in NBD	Customer Service	Second Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Number of federal audit findings	0	0	0	0
CUSTOMER PERSPECTIVE				
% Contracts prepared within 30 days	96	97	100	100
Licenses Issued				
Elevator–New	N/A	4	5	5
Elevator–Renewal*	N/A	0	0	130
Stationary Engineer–New	44	88	70	45
Stationary Engineer–Renewal*	952	0	0	900
Electrical–New	35	42	40	40
Electrical–Renewal*	1,055	0	0	1,000
Plumbing–New	2	4	7	5
Plumbing–Renewal*	0	110	140	0
Elevator certificates issued*	1,246	2,800	3,130	1,200
FINANCIAL/COST				
State & federal grants ($ millions)	20	15.1	21.1	15.1
LEARNING & INNOVATION				
Technical assistance sessions provided	11	19	10	10
Average # of training hours per employee	25	25	25	25

*Renewed bi-annually.
N/A – Not Applicable

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	837,500	760,100	-77,400
Employee Years	11.2	10.7	-0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-4,600	1,900	-6,600	-100	0	-68,000	-77,400

Major Change

Productivity improvements result in savings	-31,300
Fewer sponsorships for local economic development events due to budget constraints	-29,800
One-time budget reduction in 2010-11 does not recur	20,800
Eliminate one part-time Clerk as an efficiency measure	-17,700
Performance award eliminated due to budget constraints	-10,000

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

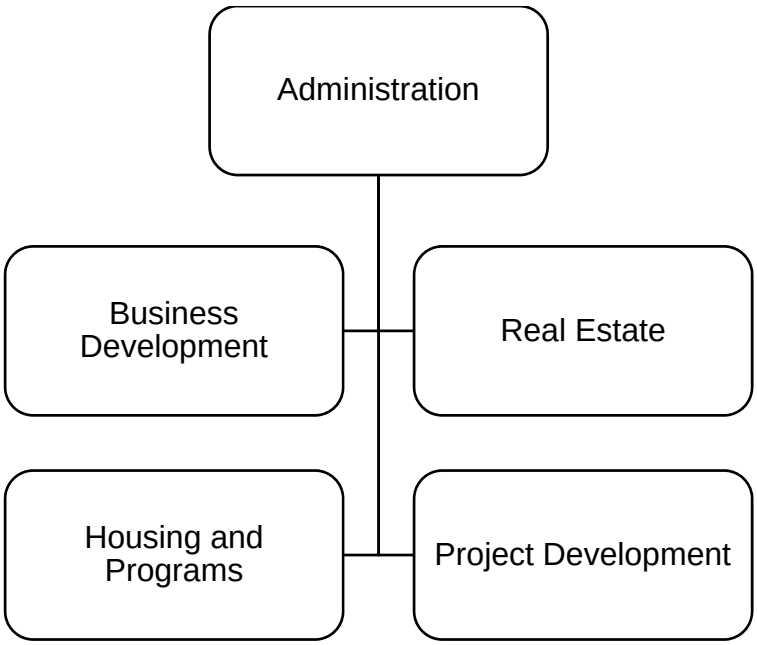
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	651,635	647,100	670,500	631,700
Materials & Supplies	14,440	7,000	9,000	6,000
Services	172,791	171,600	158,000	122,400
Other	0	0	0	0
Total	838,866	825,700	837,500	760,100
Appropriation by Activity				
Commissioner	449,596	361,300	352,700	315,200
Administration & Finance	389,270	464,400	484,800	444,900
	838,866	825,700	837,500	760,100
Employee Years by Activity				
Commissioner	2.5	2.0	2.0	2.0
Administration & Finance	9.0	9.2	9.2	8.7
	11.5	11.2	11.2	10.7

FULL TIME POSITIONS				Commissioner	Administration & Finance
Br.	Title	Budget 2010-11	Proposed 2011-12		
36	Commissioner	1.0	1.0	1.0	
29	Principal Staff Assistant	1.0	1.0		1.0
26	Associate Administrative Analyst	1.0	1.0		1.0
26	Supervisor of Administrative Services	0.0	1.0		1.0
20	Executive Assistant	1.0	0.0		
18	Secretary to Commissioner	1.0	1.0	1.0	
12	Project Assistant	2.0	2.0		2.0
9	Clerk II	1.0	1.0		1.0
7	Clerk III	1.0	1.0		1.0
7	Clerk III Typing Bilingual	1.0	1.0		1.0
EMPLOYEE YEARS					
Full Time		10.0	10.0	2.0	8.0
Overtime		0.2	0.2	0.0	0.2
Part Time, Temporary, Seasonal		1.1	0.6	0.0	0.6
Less: Vacancy Allowance		0.1	0.1	0.0	0.1
Total		11.2	10.7	2.0	8.7

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin construction of the Academy Building for mixed use residential	Neighborhood & Business Development	First Quarter
Coordinate with the RCSD Modernization Board to ensure investment in schools and City priorities of community development around schools, including the potential sharing of facilities, are maximized	Neighborhood & Business Development	First Quarter
Complete sale of Block F (420 E. Main St.) to the University of Rochester	Neighborhood & Business Development	First Quarter
Pursue Sibley Building Revitalization	Neighborhood & Business Development	First Quarter
Continue implementation of action plans for FIS in four neighborhoods to leverage private investment and increase tax base	Neighborhood & Business Development	First Quarter
Begin construction of Voters Block Project and Frederick Douglass Apartments	Neighborhood & Business Development	First Quarter
Close on sale of the former Josh Lofton School and begin renovation for mixed-use residential	Neighborhood & Business Development	First Quarter
Begin implementation of the JOSANA Neighborhood Plan	Neighborhood & Business Development	First Quarter
Seek waiver from New York State to allow sale of High Falls building earlier than permitted under grant conditions	Neighborhood & Business Development	Second Quarter
Begin to implement vacant property demolition and greening plan	Neighborhood & Business Development	Second Quarter
Begin renovation of the Alliance Building for mixed-use residential	Neighborhood & Business Development	Second Quarter
Issue Request for Proposals for the sale and renovation of 88 Elm St.	Neighborhood & Business Development	Second Quarter
Issue Request for Proposals for the sale and development of 151 Mt. Hope Avenue	Neighborhood & Business Development	Second Quarter
Secure financing for the Holy Rosary Project	Neighborhood & Business Development	Second Quarter
Identify opportunities to reduce city subsidies for the Port, High Falls, and the Soccer Stadium	Neighborhood & Business Development	Second Quarter
Identify need for and possible locations for homeless facilities within the City	Neighborhood & Business Development	Third Quarter
Secure funding for El Camino Estates II and Rehabilitation Program for surrounding properties	Neighborhood & Business Development	Third Quarter

Objective	Priorities Supported	Projected Completion
Complete residential phase of the 44 Exchange Street Project	Neighborhood & Business Development	Fourth Quarter
Close on land sale and financing for the PAETEC Headquarters Project at Midtown	Neighborhood & Business Development	Fourth Quarter
Complete renovation of the former Culver Road Armory	Neighborhood & Business Development	Fourth Quarter
Complete construction of the Erie Harbor Project	Neighborhood & Business Development	Fourth Quarter
Complete construction of Phase I of the 116 W. Main Street Townhouse Project	Neighborhood & Business Development	Fourth Quarter
Close on sale of the Midtown Tower for mixed-use development	Neighborhood & Business Development	Fourth Quarter
Finalize development program and funding plan for the College-Town Project on Mt. Hope Ave.	Neighborhood & Business Development	Fourth Quarter
Complete the sale of 399 Gregory Street for private development	Neighborhood & Business Development	Fourth Quarter
Complete the sale of Norton Street NSC	Neighborhood & Business Development	Fourth Quarter
Identify city-owned building for relocation of Northeast NSC office and Southeast NSC office	Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Count of industrial businesses in city (manufacturing & wholesale)	1,950	1,950	1,900	1,950
Count of commercial businesses in city (retail & service)	5,100	4,500	4,500	4,500
Jobs created (projected)	1,533	1,368	750	800
Jobs retained	1,834	2,528	3,000	1,500
Business Associations supported	23	23	24	26
HOME Rochester sales to owner-occupants	57	55	72	35
Owner-occupied units developed	11	22	65	22
• Affordable owner-occupied units	8	7	49	7
• Middle market owner-occupied units	0	0	0	0
• Market rate owner-occupied units	3	15	16	15
Rental housing units created	14	217	286	333
• Affordable rental units	14	70	74	185

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
• Middle market rental units	0	14	14	8
• Market rate rental units	0	133	198	140
Demolitions by private owner	70	119	100	100
Demolitions by City contract	206	190	200	150
Surplus City property:				
● Structures (average)	50	45	20	20
● Vacant lots	2,326	2,623	2,900	2,850
Tax foreclosures (City & County)	69	50	100	200
Properties sold at auction, through RFP, negotiation	157	100	30	125
CUSTOMER PERSPECTIVE				
Minority/Women's Business Enterprise financial applications approved	35	41	40	35
New business formations	N/A	8	15	15
Businesses recruited	N/A	12	10	10
Business owners receiving technical assistance resulting in investment	N/A	70	60	60
Lead Hazard Reduction Grants awarded	209	216	200	200
Homebuyers receiving down payment/closing cost assistance	229	112	143	105
City Living Sundays annual attendance	N/A	450	450	450
City Living Sundays houses sold	N/A	75	75	75
City Living Sundays homes listed	N/A	150	150	150
Residential properties receiving City rehabilitation assistance	470	452	736	447
Blue Cross Arena events	132	100	100	110
Blue Cross Arena average attendance per event	2,779	3,983	3,900	3,900
Rochester Riverside Convention Center conventions/trade shows	27	26	30	26
RRCC public shows	13	14	10	10
RRCC total attendance	279,618	232,394	280,000	260,000
Emergency Shelter Grant beneficiaries	51,005	16,830	16,500	16,000
Housing for Persons with AIDS households	157	250	230	210

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
FINANCIAL/COSTS				
Total business investment ($)	117,300,000	89,000,000	115,000,000	129,000,000
Total housing investment ($)	55,164,336	129,656,500	127,300,000	68,698,000
• Affordable Housing Investment ($)	49,235,000	72,944,000	117,300,000	35,698,000
• Middle Market & Market Rate ($)	5,929,336	56,712,500	10,000,000	33,000,000
Housing investment from HOME Rochester ($)	N/A	N/A	N/A	2,275,000
Lead Hazard Reduction Grant value ($)	2,180,000	3,600,000	3,600,000	3,000,000
Property sales revenue ($)	801,200	1,104,000	1,500,000	600,000
In Lieu of Tax payments as a result of City property sales ($)	70,630	57,700	48,000	48,000
Property rental revenue ($)	90,700	85,000	78,000	75,000
LEARNING & INNOVATION				
Average # of training hours per employee	25	16	25	25

N/A – Not Applicable

Year-To-Year

	2010-11	2011-12	Change
Budget	6,034,200	6,453,300	419,100
Employee Years	44.2	39.2	-5.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-500	3,400	64,000	3,400	1,600	347,200	419,100

Major Change

Eliminate five full-time positions due to budget constraints	-279,800
Transfer selected Soccer Stadium expenses from Environmental Services to increase accountability	237,000
Transfer selected Port expenses from Environmental Services to increase accountability	216,700
Canal Corporation funding for lease payment at Corn Hill Landing	203,300
Transfer selected Soccer Stadium expenses from Undistributed to increase accountability	115,000
Reduce subsidy to Rochester Riverside Convention Center	-106,000
One-time budget reduction in 2010-11 does not recur	74,800
Performance award eliminated due to budget constraints	-67,500
Reduce High Falls allocation for building repairs	-49,200
Add one temporary Secretary as part of Bureau transition	21,900
Eliminate one part-time Clerk as an efficiency measure	-15,800
Productivity improvements result in savings	-3,200

Program Change

Reduced staffing results in reduced capacity to undertake new projects and manage current projects on existing timelines, as well as reduced Middle Market experience in a time of increasing activity. Postponed proposed development initiatives include 151 Mt. Hope Ave., Bulls Head, and Olean Kennedy. A 16% reduction in federal Community Development Block Grant funding results in reduced funding for program delivery and necessitates cuts in housing programs. The reduction in planned demolitions results from an decrease in funding from New York State, including Restore NY and Neighborhood Stabilization funding. The anticipated reduction in jobs retained is due to the end of the NYS Empire Zone program, as well as the continued impact of the recession. Data on affordable owner-occupied units now include only new units constructed by Habitat for Humanity, and exclude rehabbed units. Home Rochester units are presented separately.

Operating costs for Major municipal facilities are estimated on the following pages:

Rochester Riverside Convention Center

	Budget 2010-11	Budget 2011-12
Operating Revenues		
Building & equipment rental	932,000	892,500
Audio Visual rental	110,500	90,000
Utility Service Hookups	109,850	65,000
Communications	18,800	16,000
Security/Special Services	142,650	148,900
Commissions: Decorator/AV	66,800	61,800
Food & beverage service	4,641,600	4,480,905
Pier 45 at the Port	2,334,000	1,354,000
Riverside Production	413,250	437,923
Riverside Parking	1,356,900	1,350,306
Convention Services	290,000	290,000
Interest	2,000	2,500
TOTAL REVENUE	10,418,350	9,189,834
Operating Expenses		
Administration	790,100	812,801
Operations	2,916,250	2,742,745
Sales	338,600	343,584
Food and Beverage	3,546,500	3,405,242
Pier 45 at the Port	2,261,500	1,512,393
Riverside Productions	336,800	340,210
Riverside Parking	1,264,700	1,162,959
Convention Services	290,000	290,000
Capital Improvements	200,000	0
TOTAL EXPENSES	11,944,450	10,609,934
Operating Loss:	-1,526,100	-1,420,100
Monroe County Hotel/Motel Tax	795,000	795,000
City Subsidy	731,100	625,100

War Memorial/Blue Cross Arena Fund

	2010-11 Estimated	2011-12 Budget
Revenues		
War Memorial Revenue		
Concessions	273,500	313,000
Surtax	392,100	400,000
Suites	231,700	185,000
Utilities	250,000	345,000
Name	195,000	195,000
Scoreboard	125,000	125,000
Hotel/Motel Tax	905,000	905,000
TOTAL REVENUES	**2,372,300**	**2,468,000**
Expenses		
Operating	890,700	940,500
Undistributed	14,300	0
Cash Capital	250,000	72,000
TOTAL EXPENSES	**1,155,000**	**1,012,500**
Income before Debt Service	1,217,300	1,455,500
Debt Service	1,769,400	1,720,400
Net Income/Loss	**-$552,100**	**-$264,900**

Port of Rochester

	2010-11 Estimated	2011-12 Budget
Revenues		
Retail Establishment Rent	124,200	99,000
TOTAL REVENUES	**124,200**	**99,000**
Expenses		
Cleaning Supplies	18,000	20,000
Miscellaneous Supplies	11,400	11,600
Heat, Light & Power*	180,000	215,000
Building Maintenance	70,000	50,000
Elevator Service	8,000	0
Fuel*	0	1,700
Security Detail	139,500	142,300
TOTAL EXPENSES	**426,900**	**440,600**
Net Income/Loss	**-$302,700**	**-$341,600**

**Items included in the NBD 2011-12 operating budget*

Soccer Stadium

	2010-11 Estimated	2011-12 Budget
Revenues	0	0
TOTAL REVENUES	**0**	**0**
Expenses		
Heat, Light & Power*	165,000	225,000
Repairs, Supplies	39,900	40,600
Pure Water Charges*	18,100	19,500
Water Charges*	12,000	12,000
Insurance*	90,000	90,000
Maintenance Mechanic	11,100	11,300
Seasonal Building Maint.	9,500	9,700
Wearing Apparel	600	600
Modular Lockers Rent*	6,900	7,000
TOTAL EXPENSES	**353,100**	**415,700**
Net Income/Loss	**-$353,100**	**-$415,700**

**Items included in the NBD 2011-12 Operating budget.*

High Falls Center

	2010-11 Estimated	2011-12 Budget
Revenues		
Rental income - restaurant	0	15,000
Museum gift shop	2,400	2,400
Food and Beverage Sales	0	20,800
Space Rental - Events	0	16,800
TOTAL REVENUES	**2,400**	**55,000**
Expenses		
Heat, Light & Power	93,800	104,500
Water Charges	15,000	15,000
Professional Fees	167,800	77,600
County Taxes	*	15,000
BID Taxes	*	6,000
Building Maintenance	*	20,000
Telephone	3,200	3,200
TOTAL EXPENSES	**279,800**	**241,300**
Net Income/Loss	**-$277,400**	**-$186,300**

**Included in the Professional Fees line in 2010-11.*

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

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	2,826,481	2,862,200	2,947,600	2,656,600
Materials & Supplies	14,187	16,500	17,500	19,700
Services	2,697,735	3,017,500	2,993,300	3,591,700
Other	67,048	75,800	75,800	185,300
Total	5,605,451	5,972,000	6,034,200	6,453,300
Appropriation by Activity				
Administration	250,829	420,900	422,500	671,300
Business Development	1,081,154	781,800	806,400	660,000
Real Estate	582,599	639,500	683,600	669,600
Housing	586,038	620,200	619,200	494,800
Project Development	794,392	788,200	805,900	785,500
Rochester Riverside Convention Center	1,526,100	1,526,100	1,526,100	1,420,100
Blue Cross Arena at the Rochester War Memorial	784,339	915,500	890,700	940,500
High Falls	0	279,800	279,800	241,300
Port of Rochester	0	0	0	216,700
Soccer Stadium	0	0	0	353,500
	5,605,451	5,972,000	6,034,200	6,453,300
Employee Years by Activity				
Administration	3.0	3.0	3.5	3.0
Business Development	12.0	10.6	10.9	9.4
Real Estate	8.5	8.1	8.9	6.9
Housing	9.0	9.0	8.9	7.9
Project Development	12.5	11.8	12.0	12.0
	45.0	42.5	44.2	39.2

Br.	Title	Budget 2010-11	Proposed 2011-12	Administration	Business Development	Real Estate	Housing	Project Development
	FULL TIME POSITIONS							
35	Director of Development Services	1.0	1.0	1.0				
30	Director of Real Estate	1.0	1.0			1.0		
30	Manager of Business Development	1.0	0.0					
30	Manager of Downtown Development	1.0	1.0					1.0
30	Manager of Housing	1.0	1.0				1.0	
30	Manager of Small Market Development	0.0	1.0		1.0			
29	Principal Staff Assistant	1.0	1.0					1.0
28	Manager of Small Market Development	1.0	0.0					
26	Associate Administrative Analyst	1.0	1.0					1.0
26	Associate Community Housing Planner	0.0	1.0				1.0	
26	Associate Real Estate Specialist	2.0	2.0			2.0		
26	Credit Manager	1.0	1.0		1.0			
26	Economic Development Project Manager	2.0	2.0		2.0			
26	Municipal Facilities Coordinator	1.0	1.0			1.0		
26	Sr. Marketing Specialist	1.0	1.0		1.0			
26	Sr. Marketing Specialist Bilingual	1.0	1.0		1.0			
24	Sr. Community Housing Planner	5.0	6.0				5.0	1.0
24	Sr. Community Housing Planner Bilingual	1.0	0.0					
24	Sr. Economic Development Specialist	3.0	3.0		2.0			1.0
24	Sr. Housing Program Specialist	2.0	0.0					
24	Sr. Property Rehabilitation Specialist	2.0	2.0					2.0
21	Property Rehabilitation Specialist	3.0	3.0					3.0
20	Executive Assistant	1.0	1.0	1.0				
20	Legal Assistant/Real Estate	1.0	1.0		1.0			
20	Real Estate Specialist	1.0	0.0					
20	Real Estate Specialist Bilingual	1.0	1.0			1.0		
13	Administrative Secretary	1.0	0.0					
12	Project Assistant	1.0	2.0			2.0		
12	Project Assistant Bilingual	1.0	1.0					1.0
11	Secretary	1.0	1.0					1.0
9	Clerk II	1.0	0.0					
9	Clerk II/Typing	2.0	1.0				1.0	
7	Clerk III Typing Bilingual	1.0	1.0	1.0				
	EMPLOYEE YEARS							
	Full Time	44.0	39.0	3.0	9.0	7.0	8.0	12.0
	Overtime	0.1	0.1	0.0	0.0	0.0	0.0	0.1
	Part Time, Temporary, Seasonal	0.5	0.5	0.0	0.5	0.0	0.0	0.0
	Less: Vacancy Allowance	0.4	0.4	0.0	0.1	0.1	0.1	0.1
	Total	44.2	39.2	3.0	9.4	6.9	7.9	12.0

Mission Statement

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

Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete renovation of Permit Office	Customer Service	Second Quarter
Implement sign enforcement initiative	Customer Service	Second Quarter
Improve Licensing and Business Permit processes	Customer Service	Second Quarter
Finalize Greening Strategy recommendations	Neighborhood and Business Development	Second Quarter
Update Center City Master Plan	Neighborhood and Business Development	Fourth Quarter
Update Local Waterfront Revitalization Program	Neighborhood and Business Development	Fourth Quarter
Coordinate 2010 Census data	Customer Service	On-going
Evaluate and upgrade GIS initiatives	Customer Service	On-going
Update Zoning Code	Neighborhood and Business Development	On-going
Improve community engagement	Customer Service	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Data analysis requests	85	98	85	90
Mapping (GIS) requests	200	214	200	200

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Planning studies conducted	N/A	N/A	N/A	40
Planning assistance provided	N/A	N/A	N/A	170
Planning training sessions	N/A	N/A	N/A	100
Application Reviews				
● Business Permits	600	790	600	820
● SEQR	150	232	150	300
● Legal Use	250	149	250	149
Certificates of Zoning Compliance (CZC) reviewed	1,900	1,546	1,900	1,900
Planning Commission cases	130	122	130	120
Zoning Board of Appeals cases	80	96	80	120
Preservation Board cases	80	105	80	95
Project Review Committee meetings	30	12	30	25
Site Plan reviews	175	195	175	195
Admin Re-subdivision reviews	100	64	100	110
Building Permits issued	2,400	2,489	2,400	2,400
Electrical Permits issued	3,200	3,177	3,200	3,100
Plumbing Permits issued	2,100	2,138	2,100	2,100
Elevator Permits issued	30	16	30	15
Certificates of Occupancy applications processed	4,000	4,161	4,000	4,000
CUSTOMER PERSPECTIVE				
Certificates of Zoning Compliance issued	1,650	1,721	1,650	1,900
Customer Service Information requests	2,100	2,189	2,100	2,200
FINANCIAL/COST				
Value of construction/permits issued ($ millions)	140	161	140	150
Permit fees collected ($ thousands)	1,850	1,940	1,850	1,600
C of O Fees Collected ($ thousands)	264	208	264	220
LEARNING & INNOVATION				
Average # of training hours per employee	25	15	25	25

N/A – Not Applicable

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,800,600	1,602,300	-198,300
Employee Years	24.0	21.8	-2.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-31,300	2,500	-7,000	2,500	-1,100	-163,900	-198,300

Major Change

Eliminate two Senior City Planners as part of Bureau restructuring	-134,600
One-time budget reduction in 2010-11 does not recur	116,900
Eliminate Director of Planning as part of Bureau restructuring	-93,700
Add Senior City Planner/GIS to support citywide GIS function	68,000
State grant does not recur	-60,000
Performance award eliminated due to budget constraints	-32,500
Productivity improvements result in savings	-28,000

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
PLANNING & ZONING
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,602,009	1,437,000	1,537,000	1,412,300
Materials & Supplies	26,693	10,000	10,000	10,000
Services	155,703	223,000	253,600	180,000
Other	0	0	0	0
Total	1,784,405	1,670,000	1,800,600	1,602,300
Appropriation by Activity				
Administration	222,546	1,670,000	1,800,600	1,602,300
Planning	465,287	0	0	0
Plan Review & Permits	428,643	0	0	0
Zoning	667,929	0	0	0
Total	1,784,405	1,670,000	1,800,600	1,602,300
Employee Years by Activity				
Administration	4.0	23.0	24.0	21.8
Planning	6.0	0.0	0.0	0.0
Plan Review & Permits	6.0	0.0	0.0	0.0
Zoning	8.0	0.0	0.0	0.0
Total	24.0	23.0	24.0	21.8

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
PLANNING & ZONING
PERSONNEL SUMMARY

FULL TIME POSITIONS

Br.	Title	Budget 2010-11	Proposed 2011-12
33	Director of Planning and Zoning	1.0	1.0
32	Director of Planning	1.0	0.0
31	Manager of Plan Review	1.0	0.0
30	Manager of Zoning	1.0	1.0
28	Permit Office Manager	1.0	1.0
28	Supervising City Planner	0.0	1.0
27	Sr. Architect	0.0	1.0
26	Associate City Planner	1.0	1.0
24	Architect	1.0	0.0
24	Preservation Planner	1.0	1.0
24	Senior City Planner	7.0	5.0
24	Sr. City Planner/GIS	0.0	1.0
24	Sr. City Planner/Urban Design Specialist	1.0	1.0
21	Assistant Architect	1.0	1.0
20	City Planner/GIS	1.0	1.0
14	GIS Technician	1.0	1.0
11	Senior Service Assistant	1.0	1.0
9	Clerk II	3.0	3.0
6	Receptionist Typist Bilingual	1.0	1.0

EMPLOYEE YEARS		
Full Time	24.0	22.0
Overtime	0.0	0.0
Part Time, Temporary, Seasonal	0.0	0.0
Less: Vacancy Allowance	0.0	0.2
Total	24.0	21.8

Mission Statement
To support the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles*, the Bureau of Neighborhood Preservation will provide customer-focused services through personnel working from four quadrant Neighborhood Service Centers (NSCs). The NSCs team residents and business owners with city staff and the Rochester Police Department to achieve common goals. This approach brings City government closer to its citizens and their neighborhoods. The primary objective is to improve quality of life issues and decrease the delivery of service time.

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

Quadrant Teams Mission Statement
Through teamwork we will enhance delivery of services to businesses and residents in defined geographic quadrants in a customer focused manner. We will establish and maintain community partnerships, develop and implement strategic plans, prioritize objectives and implement change, and proactively promote the stability, strength, and growth of city neighborhoods and businesses.

Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Expand 311 Service Representatives to one additional NSC office	Customer Service	First Quarter
Integrate AmeriCorps staff into each NSC office	Customer Service	First Quarter
Evaluate and enhance Quadrant Teams	Customer Service	Second Quarter
Integrate Planning function into NSC Quadrant Teams	Neighborhood & Business Development	Third Quarter

Objective	Priorities Supported	Projected Completion
Find new city-owned space for relocation of Northeast NSC and Southeast NSC	Customer Service	Fourth Quarter
Support Greening Implementation Plan	Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Get Tough Program:				
• High grass/weeds cited	3,964	2,720	3,400	3,500
• Trash/debris cited	2,262	1,120	1,100	1,500
Enforcement Actions:				
• Nuisance letters sent	402	188	200	300
• Nuisance waiver letters sent	499	260	200	300
• Nuisance waivers approved	7	12	20	20
CUSTOMER PERSPECTIVE				
Business Permits Issued	1,073	1,225	1,500	1,800
Uplifts performed	24	24	25	30
• Number of Uplift participants	N/A	N/A	N/A	2,875
Information Referrals	N/A	N/A	N/A	
• Walk-ins	N/A	N/A	N/A	25,000
• Follow up emails	N/A	N/A	N/A	50,800
• Website responses	N/A	N/A	N/A	3,220
Crime Prevention	N/A	N/A	N/A	
• Security audits	N/A	N/A	N/A	120
• Crime bulletins	N/A	N/A	N/A	120
• Personal safety audits	N/A	N/A	N/A	85
National Night out Attendance	N/A	N/A	N/A	1,200
Neighborhood Watch groups	N/A	N/A	N/A	30
Court watch groups	N/A	N/A	N/A	15
Pac-Tac	N/A	N/A	N/A	
• Groups	N/A	N/A	N/A	25
• Number of walks per group	N/A	N/A	N/A	45
• Number of participants	N/A	N/A	N/A	1,300
LEARNING & INNOVATION				
Average # of training hours per employee	14.4	10	25	25

N/A – Not Applicable

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,431,100	1,332,000	-99,100
Employee Years	20.9	21.9	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-2,700	3,200	-6,900	2,800	-6,200	-89,300	-99,100

Major Change

Add four part-time Clerks for improved customer service	112,300
Eliminate three full-time Clerks due to budget constraints due to budget constraints	-106,800
Add six seasonal, part-time Code Enforcement Inspectors	74,800
Eliminate four seasonal Property Conservation Inspectors	-66,800
Convert four seasonal Property Conservation Inspectors to part-time	-66,700
Council items from 2010-11 do not recur	-18,500
Productivity improvements result in savings	-15,800
Performance award removed due to budget constraints	-10,000
One-time budget reduction in 2010-11 does not recur	8,200

Program Change
Longer response time for code complaints.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,074,932	1,133,600	1,143,100	1,086,900
Materials & Supplies	28,310	27,100	32,700	24,000
Services	168,149	244,700	255,300	221,100
Other	0	0	0	0
Total	1,271,391	1,405,400	1,431,100	1,332,000
Neighborhood Preservation	1,271,391	1,405,400	1,431,100	1,332,000
Employee Years by Activity	20.7	20.7	20.9	21.9

PERSONNEL SUMMARY

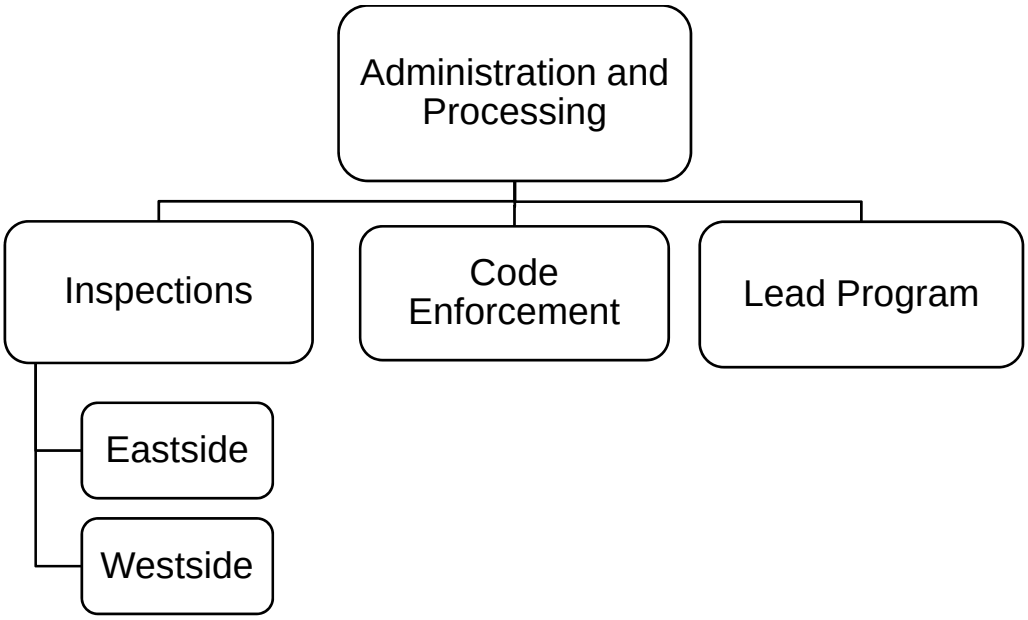
FULL TIME POSITIONS			
Br.	Title	Budget 2010-11	Proposed 2011-12
31	Administrator	4.0	4.0
21	Code Enforcement Officer	4.0	4.0
12	Customer Service Representative	4.0	4.0
7	Clerk III Typing	1.0	0.0
7	Clerk III Typing/Bilingual	2.0	0.0
EMPLOYEE YEARS			
Full Time		15.0	12.0
Overtime		0.6	0.2
Part Time, Temporary, Seasonal		5.7	10.0
Less: Vacancy Allowance		0.4	0.3
Total		20.9	21.9

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

Br.	Title	2010-11	2011-12
94	Police Lieutenant	4	4
90	Police Officer	20	20
EMPLOYEE YEARS			
Full Time		24.0	24.0
Overtime		0.2	0.3
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.2	24.3

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

Organization



Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop Code Compliance Fund program	Neighborhood and Business Development Customer Service	First Quarter
Review and eliminate overlap of Certificate of Occupancy and Rochester Housing Authority Section 8 inspections	Customer Service	Second Quarter
Conduct feasibility study for consolidation of RFD Fire Safety Division and NBD Inspection and Compliance functions	Customer Service	Third Quarter
Implement Front Office PSI	Customer Service	Fourth Quarter
Expand Sharepoint project	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Certificates of Occupancy (C of O) issued	3,252	4,000	4,000	4,000
Certificates of Compliance (C of C) issued	5,976	5,500	5,500	5,500
Housing Code Tickets issued	1,789	1,500	1,500	1,700
Lead Ordinance Inspections:				
Units inspected for lead hazards	16,766	12,124	12,000	12,000
Units wipe tested (lead paint)	4,940	4,993	5,000	4,000
CUSTOMER PERSPECTIVE				
Customers satisfied with C of O service (%)	90	90	90	90
Customers satisfied with C of C service (%)	97	95	95	95
Vacant properties managed (private)	2,332	2,365	2,400	2,400
Structures with open code violations	8,316	8,200	8,200	8,200
Voluntary compliance rate	91%	90%	90%	90%
FINANCIAL/COSTS				
Case Management Bills issued	N/A	4,800	4,800	4,000
Case Maintenance Fee collected ($ thousands)	N/A	45	250	150

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Average cases closed per month by inspector type:				
● CEO	50	50	50	50
● Electrical	86	85	85	85
● Plumbing	43	50	50	60
Lead dust wipe test cost per unit	$63	$63	$63	$63
LEARNING & INNOVATION				
Average # of hours of training per staff	59	25	25	25

N/A - Not applicable

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	3,522,200	3,174,200	-348,000
Employee Years	52.9	46.4	-6.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
24,400	4,600	-5,400	9,000	0	-380,600	-348,000

Major Changes

Net reduction of 6.7 full-time equivalent positions	-330,500
Reduction in professional fees for lead wipes due to lower than expected costs	-50,000
One-time budget reduction in 2010-11 does not recur	31,100
Performance award removed due to budget constraints	-12,500
Productivity improvements result in savings	-9,900
Staff reductions result in fewer cell phones and lower costs	-8,800

Program Change

Lead wipe test response time could lengthen from four business days to six.
Reduced number of lead dust wipe tests.
Longer response time for code complaints.

INSPECTION & COMPLIANCE
EXPENDITURE SUMMARY

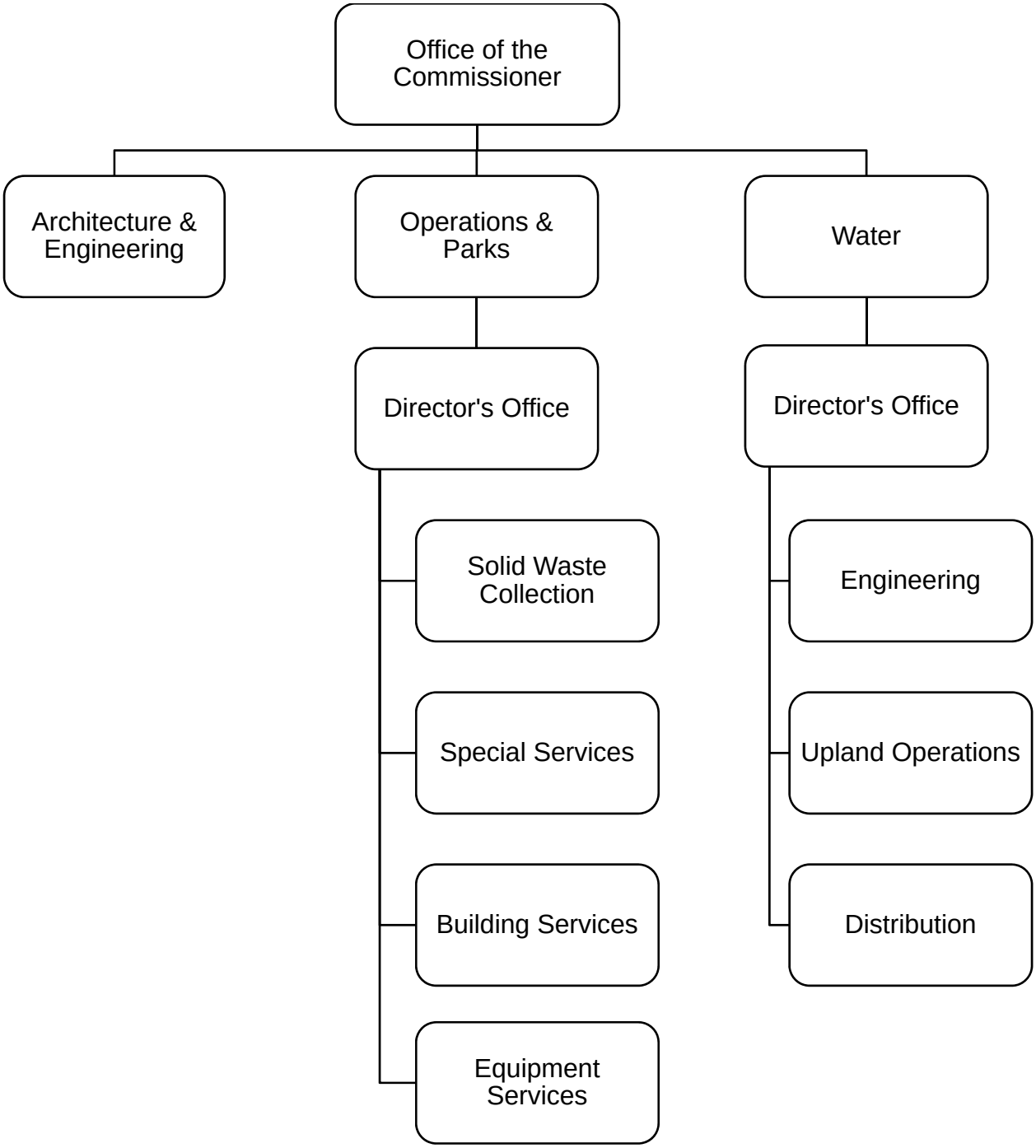
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	2,918,018	3,005,800	3,050,900	2,755,600
Materials & Supplies	30,242	44,400	44,400	38,400
Services	349,827	405,200	426,900	380,200
Other	0	0	0	0
Total	3,298,087	3,455,400	3,522,200	3,174,200
Appropriation by Activity				
Administration & Inspections	2,870,773	3,000,400	3,055,300	2,686,100
Lead Enhancement	255,827	279,800	276,400	276,300
Primary Prevention Lead Program	171,487	140,700	156,000	175,100
HOME		34,500	34,500	36,700
Total	3,298,087	3,455,400	3,522,200	3,174,200
Employee Years by Activity				
Administration & Inspections	44.3	44.8	43.9	38.0
Lead Enhancement	6.2	3.2	6.0	5.1
Primary Prevention Lead Program	2.5	2.5	2.5	2.5
HOME	0.0	0.5	0.5	0.8
Total	53.0	51.0	52.9	46.4

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTION & COMPLIANCE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration & Inspections	Lead Enhancement	Primary Prevention Lead Program	HOME
Br.	Title	Budget 2010-11	Proposed 2011-12				
33	Director of Inspection & Compliance	1.0	1.0	1.0			
28	Code Compliance Coordinator	2.0	1.0	1.0			
24	Code Enforcement Coordinator	1.0	1.0	1.0			
24	Lead Paint Coordinator	1.0	1.0	0.8	0.2		
24	Sr. Code Enforcement Officer	0.0	1.0	1.0			
21	Code Enforcement Officer	22.0	19.0	18.0	1.0		
21	Code Enforcement Officer Bilingual	1.0	2.0	1.0	1.0		
21	Electrical Inspector	3.0	3.0	3.0			
21	Elevator Inspector	1.0	0.0				
21	Plumbing Inspector	3.0	3.0	3.0			
20	Executive Assistant	1.0	1.0	1.0			
18	Property Conservation Inspector	8.0	5.0	1.0	2.0	2.0	
18	Property Conservation Inspector Bilingual	2.0	1.0	1.0			
11	Senior Service Assistant	1.0	1.0	1.0			
9	Clerk II/Bilingual	1.0	1.0	1.0			
7	Clerk III	1.0	1.0	1.0			
7	Clerk III/Typing	2.0	2.0	1.0	1.0		
3	Clerk Typist	1.0	0.0				
EMPLOYEE YEARS							
Full Time		52.0	44.0	36.8	5.2	2.0	0.0
Overtime		0.2	0.2	0.2	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.0	3.3	2.0	0.0	0.5	0.8
Less: Vacancy Allowance		1.3	1.1	1.0	0.1	0.0	0.0
Total		52.9	46.4	38.0	5.1	2.5	0.8

Mission Statement

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



Highlights of the Department's 2011-12 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2011-12 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Office of Commissioner:		
Begin 62-64 Scio Street cleanup project	Neighborhood & Business Development	First Quarter
Complete development of Climate Action Plan for greenhouse gas emissions	Customer Service	Second Quarter
Complete permitting for Port marina project	Neighborhood & Business Development	Second Quarter
Complete cleanup of 415 Orchard-354 Whitney Street site	Neighborhood & Business Development	Third Quarter
Complete Andrews Street environmental investigation	Neighborhood & Business Development	Fourth Quarter
Architecture & Engineering:		
Begin construction Phase I Mt. Hope Ave / Collegetown Improvements	Neighborhood & Business Development	First Quarter
Complete construction of Broad Street Tunnel	Neighborhood & Business Development	Second Quarter
Complete Feasibility Study for the Public Market Winter Shed Renovation	Neighborhood & Business Development	Second Quarter
Begin construction of Midtown Redevelopment: Truck & Pedestrian Tunnels, and Garage Modifications	Neighborhood & Business Development	Third Quarter
Complete construction of Broad / Chestnut / Court Street Improvements	Neighborhood & Business Development	Fourth Quarter
Operations & Parks:		
Complete Green Fuel Station Project	Neighborhood & Business Development	Second Quarter
Complete insecticide treatment of Ash trees	Neighborhood & Business Development	Second Quarter
Continue discussions with Monroe County regarding feasibility of Single Stream Recycling	Neighborhood & Business Development	On-going
Water:		
Complete last of 4 city-installed segments of cathodic protection on pipeline	Customer Service	Second Quarter
Place Rush Reservoir on by-pass and prepare for liner/cover construction	Customer Service	Second Quarter
Replace chemical storage tanks at Rush	Customer Service	Third Quarter

Year-To-Year Comparison

Bureau	Budget 2010-11	Budget 2011-12	Change	Percent Change
Office of the Commissioner	2,423,900	2,309,000	-114,900	-4.7%
Architecture & Engineering	7,646,200	7,697,300	51,100	0.7%
Operations & Parks	56,022,800	57,268,600	1,245,800	2.2%
Water	25,284,700	23,518,100	-1,766,600	-7.0%
Total	91,377,600	90,793,000	-584,600	-0.6%
Interfund Credit*	0	-6,000,600	-6,000,600	N/A
Intrafund Credit*	-5,727,100	-6,612,700	-885,600	15.5%
	85,650,500	78,179,700	-7,470,800	-8.7%
Employee Years	712.6	684.7	-27.9	-3.9%

*Reflects chargeback for motor equipment services.

Change Detail

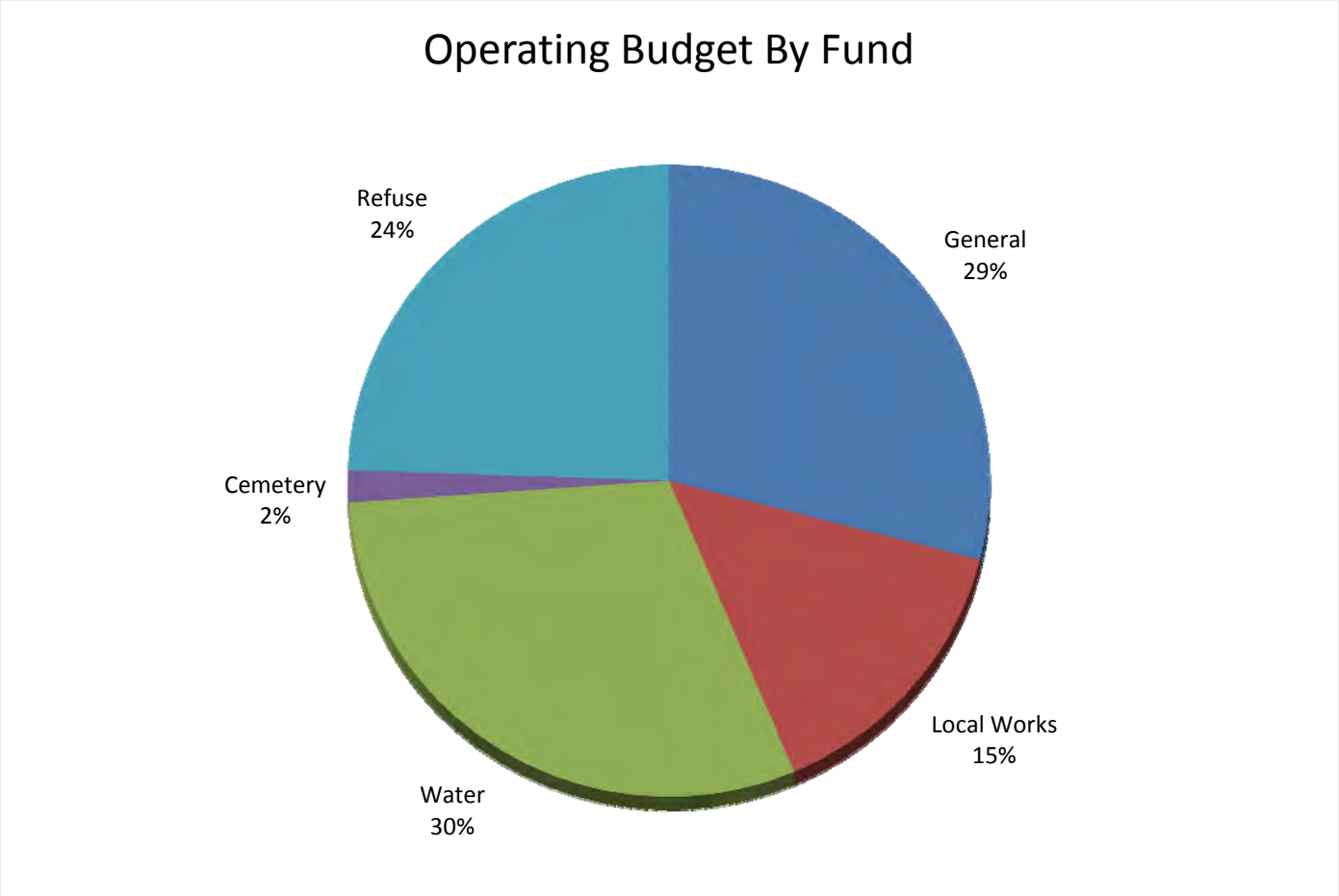
Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
703,200	1,094,900	893,700	54,000	2,900	-10,219,500	-7,470,800

Major Change Highlights

New financial system requires direct interfund billings for department services	-6,000,600
In lieu of depreciation charge to fund future equipment purchases decreases	-2,681,500
Impact of personnel transactions translates into efficiencies	-1,261,000
Increase allocation for fuel due to rising prices	800,000
Transfer operational expenses for the Port and soccer stadium to Neighborhood & Business Development to increase efficiency	-453,700
Energy efficiency of Water Bureau headquarters and new energy agreement results in savings	-278,800
Performance award eliminated due to budget constraints	-237,500
Decrease return on investment to General Fund	-219,500
A one-time budget reduction in 2010-11 does not recur	231,000
Reduction in exchange rate with MCWA reduces charges for purchased water	-159,000
Productivity improvements results in savings	-93,000
Increase allocation for allowance for bad debts	85,000

Fund Summary

Bureau/Division	General	Local Works	Water	Cemetery	Refuse	Total
Commissioner	672,100	83,000	133,700	1,281,500	138,700	2,309,000
Architecture & Engineering	7,562,800	134,500				7,697,300
Operation & Parks						
Director's Office	270,900	141,000			235,300	647,200
Solid Waste Collection					17,617,100	17,617,100
Special Services	6,268,300	11,054,300			1,124,600	18,447,200
Building Services	7,192,800					7,192,800
Equipment Services	13,333,200	9,700	5,800		15,600	13,364,300
Parks, Forestry & Open Spaces	0	0				0
Operations Total	27,065,200	11,205,000	5,800	0	18,992,600	57,268,600
Water Fund operating Units and Fixed Charges			23,518,100			23,518,100
Subtotal	35,300,100	11,422,500	23,657,600	1,281,500	19,131,300	90,793,000
Interfund & Intrafund Credits						
- Equipment Services	-12,613,300					-12,613,300
Net Total	22,686,800	11,422,500	23,657,600	1,281,500	19,131,300	78,179,700


Operating Budget By Fund
Refuse
24%
General
29%
Cemetery
2%
Local Works
15%
Water
30%

DEPARTMENT OF ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	32,717,259	33,807,500	34,845,300	34,104,100
Materials & Supplies	8,746,127	10,422,200	11,226,600	12,233,600
Services	29,660,374	31,958,900	32,994,000	34,829,400
Other	7,968,053	9,199,900	12,311,700	9,625,900
Total	79,091,813	85,388,500	91,377,600	90,793,000
Interfund Credit*	0	0	0	-6,000,600
Intrafund Credit*	-4,939,600	-5,472,800	-5,727,100	-6,612,700
Total	74,152,213	79,915,700	85,650,500	78,179,700
Appropriation by Activity				
Office of the Commissioner	1,114,129	2,438,300	2,423,900	2,309,000
Architecture & Engineering	8,142,196	7,827,000	7,646,200	7,697,300
Operations & Parks	49,063,138	52,224,300	56,022,800	57,268,600
Water	20,772,350	22,898,900	25,284,700	23,518,100
Total	79,091,813	85,388,500	91,377,600	90,793,000
Interfund Credit*	0	0	0	-6,000,600
Intrafund Credit*	-4,939,600	-5,472,800	-5,727,100	-6,612,700
Total	74,152,213	79,915,700	85,650,500	78,179,700
Employee Years by Activity				
Office of the Commissioner	14.1	31.4	31.1	29.3
Architecture & Engineering	59.6	62.6	62.9	59.3
Operations & Parks	457.9	461.9	479.3	460.5
Water	129.7	133.7	139.3	135.6
Total	661.3	689.6	712.6	684.7

*Reflects chargeback for motor equipment service.

Mission Statement

Office of the Commissioner:

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

This is accomplished by:

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

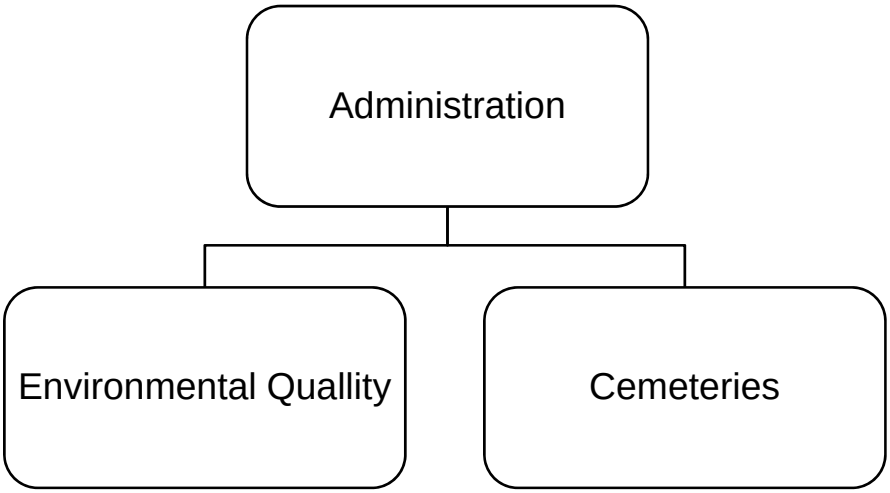
Environmental Quality:

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

Cemeteries:

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

Organization



Vital Customers

Office of the Commissioner:

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

Environmental Quality:

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

Cemeteries:

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete Phase I Vapor Intrusion Investigation of the Former Emerson Street Landfill	Neighborhood & Business Development	First Quarter
Begin 62-64 Scio Street cleanup project	Neighborhood & Business Development	First Quarter
Complete development of Climate Action Plan for greenhouse gas emissions	Customer Service	Second Quarter
Complete permitting for Port marina project	Neighborhood & Business Development	Second Quarter
Complete cleanup of 415 Orchard-354 Whitney Street site	Neighborhood & Business Development	Third Quarter
Complete soil and groundwater cleanup of Photech site	Neighborhood & Business Development	Third Quarter
Complete Vacuum Oil BOA Nomination Study	Neighborhood & Business Development	Fourth Quarter
Complete Andrews Street environmental investigation	Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Spill responses completed	9	10	10	10
New York State cleanup agreements and orders	22	22	23	23
Cleanup cost per acre ($):				
● Planned residential site reuse	N/A	N/A	N/A	640,000
● Planned commercial/industrial reuse	65,700	317,300	343,600	298,000
Sites remediated*	3	2	3	3
Acres remediated	14.86	2.71	12.94	16.45

N/A - Not Applicable

2009-10 Actual: 425-435 Mt Hope Avenue, Ryan Center
2010-11Estimate: 110 Colfax Street, 425-435 Mt Hope Avenue, 1200 East Main St.
2010-11 Budget: Photech,1200 East Main Street, 51 Chili Avenue
2011-12 Budget: Photech, Orchard-Whitney, 62-64 Scio

	2010-11	2011-12	Change
Budget	2,423,900	2,309,000	-114,900
Employee Years	31.1	29.3	-1.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-2,300	9,200	19,300	0	0	-141,100	-114,900

Major Change

A one-time budget amendment does not recur	-60,000
Eliminate one full-time support position and transition one full-time position to on-call status as efficiency measures	-48,800
Performance award eliminated due to budget constraints	-25,000
Productivity improvements results in savings	-12,200
Create two full-time positions in the cemetery activity based on operational need. Seasonal personnel allocation reduced to partially offset the expense of positions.	4,900

Program Change

Division of Environmental Quality establishes an Office of Energy and Environmental Sustainability to monitor the City’s energy usage, greenhouse gas emissions, City’s Climate Action Plan and energy and sustainability grant applications

DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,037,282	1,826,500	1,812,700	1,696,500
Materials & Supplies	21,015	84,500	84,500	66,800
Services	55,832	527,300	526,700	545,700
Other	0	0	0	0
Total	1,114,129	2,438,300	2,423,900	2,309,000
Appropriation by Activity				
Administration	609,157	617,800	605,700	532,900
Environmental Quality	504,972	526,600	523,300	494,600
Cemeteries	0	1,293,900	1,294,900	1,281,500
Total	1,114,129	2,438,300	2,423,900	2,309,000
Employee Years by Activity				
Administration	7.5	8.3	8.0	6.4
Environmental Quality	6.6	6.6	6.6	6.5
Cemeteries	0.0	16.5	16.5	16.4
Total	14.1	31.4	31.1	29.3

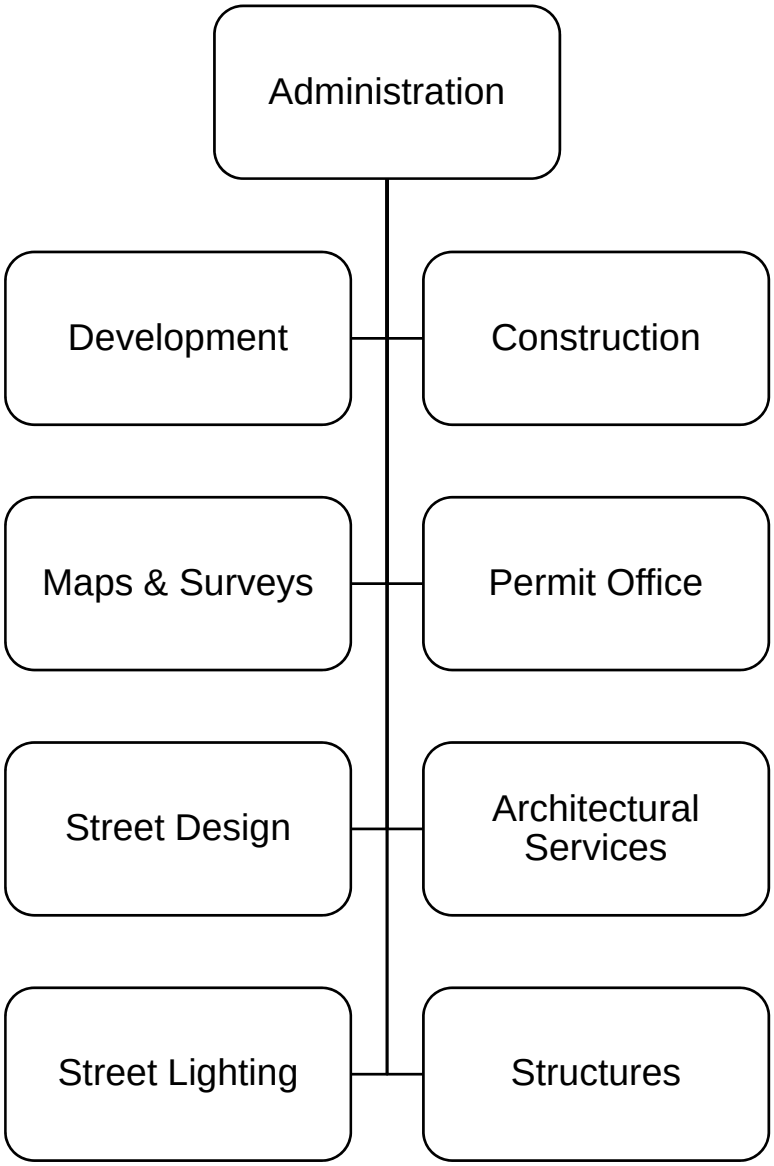
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Environmental Quality	Cemeteries
Br.	Title	Budget 2010-11	Proposed 2011-12			
36	Commissioner	1	1	1		
32	Assistant Commissioner of DES	1	1	1		
32	Manager of Environmental Quality	1	1		1	
28	Cemetery Manager	1	1			1
27	Senior Environmental Specialist/Compliance	1	1		1	
27	Senior Environmental Specialist/Remediation	1	1		1	
26	Human Resource Coordinator	1	1	1		
26	Process Improvement Specialist	1	1	1		
24	Senior Human Resource Consultant	1	0			
23	Environmental Specialist/Remediation	1	1		1	
21	Environmental Technician	1	1		1	
20	Administrative Analyst	1	1			1
20	Executive Assistant	1	1		1	
19	Cemetery Operations Supervisor	2	2			2
18	Secretary to the Commissioner	1	1	1		
11	Cemetery Service Representative	1	1			1
11	Cemetery Service Representative Bilingual	1	1			1
7	Clerk III	1	1	1		
7	Data Entry Clerk	1	0			
42	Cemetery Worker	2	3			3
41	Crematory Operator	0	1			1
EMPLOYEE YEARS						
Full Time		22.0	22.0	6.0	6.0	10.0
Overtime		0.9	1.4	0.0	0.1	1.3
Part Time, Temporary, Seasonal		8.3	6.0	0.4	0.4	5.2
Less: Vacancy Allowance		0.1	0.1	0.0	0.0	0.1
Total		31.1	29.3	6.4	6.5	16.4

Mission Statement

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

Organization



Vital Customers

- Internal: City of Rochester Departments

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

Critical Processes

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

2011-12 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Begin construction Phase I Mt. Hope Ave / Collegetown Improvements	Neighborhood & Business Development	First Quarter
Begin Design of Central Vehicle Maintenance Facility Building 100 Roof Replacement	Customer Service	First Quarter
Complete construction of Broad Street Tunnel	Neighborhood & Business Development	Second Quarter
Complete Feasibility Study for the Public Market Winter Shed Renovation	Neighborhood & Business Development	Second Quarter
Begin construction of Midtown Redevelopment: Truck & Pedestrian Tunnels, and Garage Modifications	Neighborhood & Business Development	Third Quarter
Complete construction of Broad / Chestnut / Court Street Improvements	Neighborhood & Business Development	Fourth Quarter
Complete construction El Camino Trail: Butterhole to Seneca Park Trail Project	Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Development:				
Projects designed ($000,000):				
● In-house	2.05	.58	.24	.25
● Consultants	10.96	15.86	10.00	2.00
Structures:				
Projects designed ($000,000):				
● Consultants	**	**	**	2.50
Administration:				
Projects designed ($000,000):				
● Consultants	**	**	**	5.00

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Street Design:				
Value of street improvement projects designed ($000,000):				
● In-house	7.99	8.62	4.00	3.75
● Consultants	6.87	9.04	5.50	6.00
Architectural Services:				
Facilities in building renovation program	146	149	148	149
Value of projects designed ($000,000):				
● In-house	2.11	1.98	2.50	2.50
● Consultant	8.5	5.32	6.00	6.00
Street Lighting:				
City maintained lights	16,500	27,900	27,800	27,900
RG&E maintained lights	11,400	0	0	0
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service	6,019	6,100	6,500	6,500

** - Not Available

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	7,646,200	7,697,300	51,100
Employee Years	62.9	59.3	-3.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-6,100	71,000	13,400	54,000	0	-81,200	51,100

Major Change

Eliminate four full-time positions due to budget constraints, add one position for increased efficiency	-195,000
Add funding for pavement markings previously funded by Monroe County plus material cost increases	142,200
A one-time budget reduction in 2010-11 does not recur	80,000
Performance award eliminated due to budget constraints	-77,500
Net impact of part-time position transactions	-29,800
Productivity improvements results in savings	-1,100

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	3,833,234	3,943,000	3,960,900	3,786,300
Materials & Supplies	181,930	410,100	410,100	413,800
Services	4,127,032	3,473,900	3,275,200	3,497,200
Other	0	0	0	0
Total	8,142,196	7,827,000	7,646,200	7,697,300
Appropriation by Activity				
Administration	720,227	1,010,500	819,400	1,046,100
Development	444,523	476,500	476,500	240,000
Construction	471,598	496,300	472,000	450,500
Maps & Surveys	384,494	451,400	465,500	373,200
Permit Office	320,669	319,000	318,600	321,200
Street Design	797,354	813,300	826,100	823,100
Architectural Services	748,121	741,700	746,400	723,900
Street Lighting	4,255,210	3,518,300	3,521,700	3,570,500
Structures	0	0	0	148,800
Total	8,142,196	7,827,000	7,646,200	7,697,300
Employee Years by Activity				
Administration	6.0	6.1	6.0	7.0
Development	6.2	6.2	6.2	3.4
Construction	6.3	6.6	6.3	6.2
Maps & Surveys	6.7	7.8	8.0	6.4
Permit Office	5.7	5.8	5.8	5.8
Street Design	13.0	14.0	14.3	13.3
Architectural Services	10.8	10.7	10.9	10.8
Street Lighting	4.9	5.4	5.4	4.5
Structures	0	0	0	1.9
Total	59.6	62.6	62.9	59.3

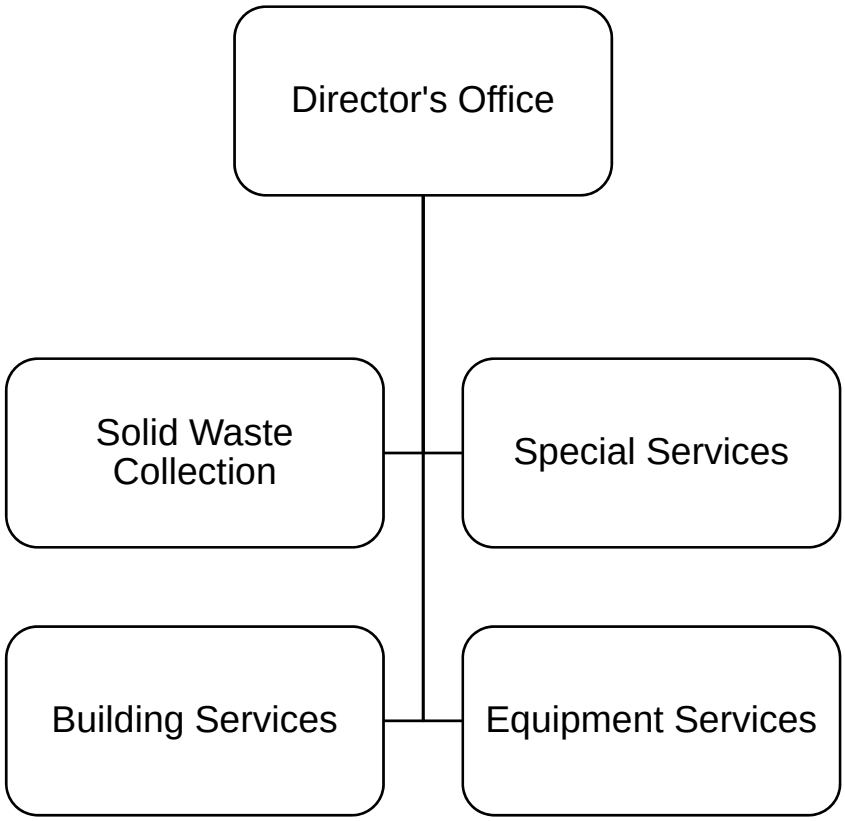
DEPARTMENT OF ENVIROMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2010-11	Proposed 2011-12									
35	City Engineer	1.0	1.0	1.0								
32	Managing Architect	1.0	1.0							1.0		
32	Managing Engineer-Construction	1.0	1.0			1.0						
32	Managing Engineer-Street Design	1.0	1.0						1.0			
29	Senior Engineer-Street Design	1.0	1.0	1.0								
29	Senior Landscape Architect	1.0	1.0		1.0							
29	Senior Structural Engineer/Bridges	1.0	1.0									1.0
28	Manager of Maps & Surveys	1.0	1.0				1.0					
27	Senior Architect	2.0	2.0							2.0		
27	Transportation Specialist	1.0	1.0	1.0								
26	Associate Administrative Analyst	1.0	1.0	1.0								
26	Engineer III	5.0	5.0			3.0			2.0			
26	Engineer III/Structural	1.0	1.0									1.0
26	Permit Coordinator	1.0	1.0					1.0				
26	Process Improvement Specialist	1.0	1.0							1.0		
26	Street Lighting Program Coordinator	1.0	1.0								1.0	
24	Architect	2.0	2.0							2.0		
24	Engineer II	4.0	4.0						3.0		1.0	
24	Field Surveyor	1.0	1.0				1.0					
24	Landscape Architect	1.0	1.0		1.0							
24	Senior Administrative Analyst	2.0	2.0	0.5	0.5				1.0			
23	St. Light. Maintenance/Operations Coord.	1.0	0.0									
21	Assistant Architect	4.0	4.0							4.0		
21	Assistant Landscape Architect	1.0	1.0		1.0							
21	Engineer I	2.0	3.0						3.0			
21	Supervisor of Mapping	1.0	1.0				1.0					
21	Supervising Engineering Technician	1.0	1.0			1.0						
20	GIS Applications Specialist	1.0	0.0									
18	Assistant Field Surveyor	1.0	1.0				1.0					
18	Principal Engineering Technician	2.0	1.0					1.0				
18	Principal Engineering Technician-CADD	2.0	1.0						1.0			
15	Principal Finance Clerk	1.0	1.0	1.0								
15	Senior Engineering Technician	5.0	4.0					3.0	1.0			
15	Senior Survey Technician	1.0	2.0				2.0					
13	Administrative Secretary	1.0	1.0	1.0								
11	Secretary	2.0	2.0			1.0				1.0		
9	Clerk II	1.0	1.0						1.0			
9	Clerk II with Typing	2.0	2.0					1.0			1.0	
7	Clerk III with Typing	1.0	1.0								1.0	
EMPLOYEE YEARS												
Full Time		61.0	58.0	6.5	3.5	6.0	6.0	6.0	13.0	11.0	4.0	2.0
Overtime		0.6	0.4	0.1	0.0	0.1	0.1	0.0	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		3.9	2.7	0.6	0.0	0.3	0.5	0.0	0.7	0.0	0.6	0.0
Less: Vacancy Allowance		2.6	1.8	0.2	0.1	0.2	0.2	0.2	0.4	0.3	0.1	0.1
Total		62.9	59.3	7.0	3.4	6.2	6.4	5.8	13.3	10.8	4.5	1.9

Mission Statement

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

Organization



Vital Customers

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

2011-12 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Implement Small Equipment Pool	Customer Service	First Quarter
Complete Green Fuel Station Project	Neighborhood & Business Development	Second Quarter
Complete insecticide treatment of Ash trees	Neighborhood & Business Development	Second Quarter
Evaluate impact of Segway Tours on Genesee River Trail	Neighborhood & Business Development	Second Quarter
Purchase six Compressed Natural Gas (CNG) Recycling Trucks	Customer Service	Fourth Quarter
In conjunction with Information Technology, complete design and issue an RFP for an Automatic Vehicle Location (AVL) System	Customer Service	Fourth Quarter
Continue discussions with Monroe County regarding feasibility of Single Stream Recycling	Neighborhood & Business Development	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	79%	82.5%	80%	80%
Building Services:				
City building inventory	178	176	178	175
Buildings maintained (excludes foreclosed properties)	178	176	178	175
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	92,188	94,000	96,363	96,293
Commercial refuse collected and disposed (tons)	12,094	12,500	17,434	17,434

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Special Services:				
Roadway plow runs	11	16	17	17
Sidewalk plow runs	10	12	15	13
Equipment Services:				
Satisfaction with service provision	100%	**	100%	95%
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2
FINANCIAL/COST				
Equipment Services:				
Preventative maintenance performed on time	70%	83%	95%	95%
Dollars collected from warranted in house repairs ($)	91,047	70,968	50,000	64,000
Repair work covered by warranty that is sent to vendor for repair ($)	114,498	200,000	125,000	100,000
Parts credits received for core returns ($)	73,105	52,000	45,000	40,000
LEARNING & INNOVATION				
Equipment Service:				
Employee job satisfaction	81.4%	90.9%	85%	90%
Mechanics that possess Automotive Service Excellence certificates	64%	70%	60%	70%
Number of PESH recordable incidents per 100 employees	16.2	28.6	12.7	16.5

** - Not Available

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	50,295,700	44,655,300	-5,640,400
Employee Years	479.3	460.5	-18.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
571,600	798,100	350,000	0	2,900	-7,363,000	-5,640,400

Major Change

New financial system requires direct interfund billings for department services	-6,000,600
Increase allocation for fuel due to rising prices	800,000
Eliminate sixteen full-time positions and one part-time position due to budget constraints	-796,100
In lieu of depreciation charge to fund future equipment purchases decreases	-763,400
Transfer operational expenses for the Port and soccer stadium to Neighborhood & Business Development to increase efficiency	-453,700
Increase arterial sidewalk plow runs by 8 as a service enhancement	198,100
New energy supplier agreement and energy efficiencies results in savings	-185,100
A one-time budget reduction in 2010-11 does not recur	151,000
Reduce sidewalk plow runs from 15 runs to 13	-135,400
Performance award eliminated due to budget constraints	-102,500
Reduce overtime due to budget constraints	-88,500
Productivity improvements results in savings	-53,400
Add one full-time position to increase efficiency	42,000
Increase allocation for contract services due to personnel reductions	30,000
Clean Sweep refuse reduction tonnage results in savings	-17,300
Increase use of part-time personnel as an efficiency measure	11,900
Transfer General Fund costs for Clean Sweep to Refuse Fund and Local Works Fund	0

DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	21,335,425	21,285,700	22,052,400	21,764,600
Materials & Supplies	7,086,201	8,382,700	9,187,100	10,182,200
Services	19,194,912	20,899,100	21,932,800	23,104,500
Other	1,446,600	1,656,800	2,850,500	2,217,300
Total	49,063,138	52,224,300	56,022,800	57,268,600
Interfund Credit*	0	0	0	-6,000,600
Intrafund Credit*	-4,939,600	-5,472,800	-5,727,100	-6,612,700
Total	44,123,538	46,751,500	50,295,700	44,655,300
Appropriation by Activity				
Director's Office	634,424	683,500	680,500	647,200
Solid Waste Collection	15,347,002	16,343,000	17,937,500	17,617,100
Special Services	12,193,784	12,973,100	14,170,100	18,447,200
Building Services	6,772,579	6,818,300	6,716,600	7,192,800
Equipment Services	10,371,280	11,576,300	12,499,700	13,364,300
Parks, Forestry & Open Spaces	3,744,069	3,830,100	4,018,400	0
Total	49,063,138	52,224,300	56,022,800	57,268,600
Interfund Credit*	0	0	0	-6,000,600
Intrafund Credit*	-4,939,600	-5,472,800	-5,727,100	-6,612,700
Total	44,123,538	46,751,500	50,295,700	44,655,300
Employee Years by Activity				
Director's Office	7.5	7.8	7.7	7.6
Solid Waste Collection	111.4	111.6	112.1	111.3
Special Services	126.7	130.6	140.1	184.3
Building Services	87.0	83.9	82.5	90.3
Equipment Services	67.8	68.2	74.7	67.0
Parks, Forestry & Open Spaces	57.5	59.8	62.2	0.0
Total	457.9	461.9	479.3	460.5

*Reflects chargeback for motor equipment.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	680,500	647,200	-33,300
Employee Years	7.7	7.6	-0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-9,600	1,100	-9,800	0	0	-15,000	-33,300

Major Change

Performance award eliminated due to budget constraints	-15,000

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

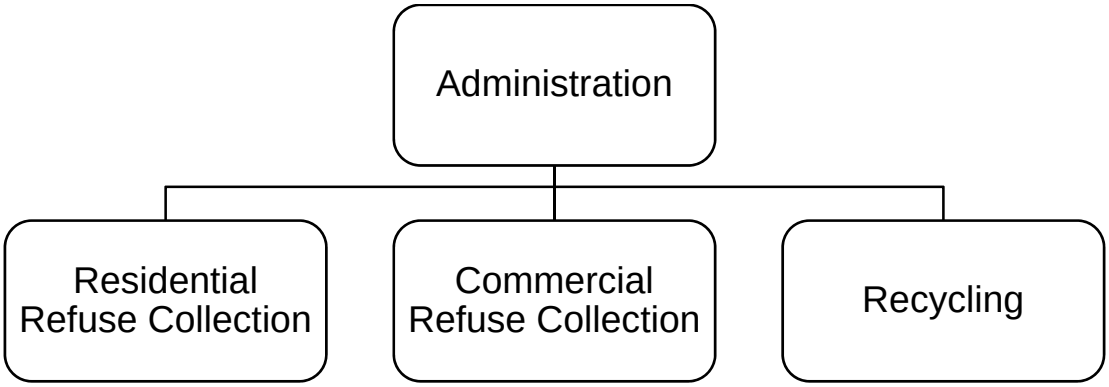
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	565,476	581,200	577,000	552,400
Materials & Supplies	4,838	9,600	9,600	9,700
Services	64,110	92,700	93,900	85,100
Other	0	0	0	0
Total	634,424	683,500	680,500	647,200
Appropriation by Activity				
Director's Office	634,424	683,500	680,500	647,200
Employee Years by Activity	7.5	7.8	7.7	7.6

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

FULL TIME POSITIONS

Br.	Title	Budget 2010-11	Proposed 2011-12
35	Director of Operations	1.0	1.0
31	Assistant Director of Operations	1.0	1.0
26	Assoc. Administrative Analyst	1.0	1.0
26	Technology Applications Coordinator	0.0	1.0
24	Senior Administrative Analyst	1.0	1.0
23	GIS Coordinator	0.0	1.0
23	Technology Applications Specialist	2.0	0.0
16	Management Trainee	0.0	1.0
12	Project Assistant	1.0	0.0
EMPLOYEE YEARS			
Full Time		7.0	7.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.7	0.6
Less: Vacancy Allowance		0.0	0.0
Total		7.7	7.6

Organization



Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	17,937,500	17,617,100	-320,400
Employee Years	112.1	111.3	-0.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
127,000	140,200	277,400	0	0	-865,000	-320,400

Major Change

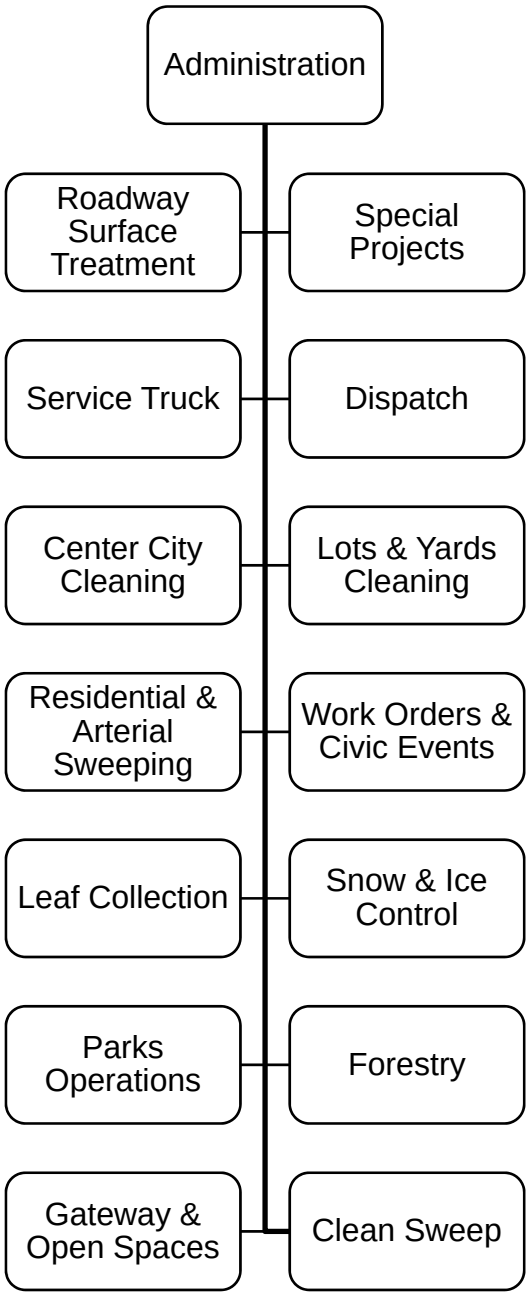
In lieu of depreciation charge to fund future equipment purchases decreases	-763,400
Funding for Clean Sweep support shifted to Special Services	-61,400
Eliminate a shared position with Special Services due to budget constraints	-20,200
Performance award eliminated due to budget constraints	-20,000

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

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	5,930,491	5,929,300	5,960,000	6,043,900
Materials & Supplies	240,738	217,500	217,500	221,100
Services	9,175,773	10,196,200	10,566,300	10,921,800
Other	0	0	1,193,700	430,300
Total	15,347,002	16,343,000	17,937,500	17,617,100
Appropriation by Activity				
Administration	2,105,857	2,473,000	3,510,900	3,159,500
Residential Refuse Collection	9,353,617	9,916,700	10,370,600	10,230,800
Commercial Refuse Collection	2,025,283	2,190,000	2,457,200	2,447,500
Recycling	1,862,245	1,763,300	1,598,800	1,779,300
Total	15,347,002	16,343,000	17,937,500	17,617,100
Employee Years by Activity				
Administration	10.0	9.4	9.4	8.9
Residential Refuse Collection	65.3	60.7	65.4	65.2
Commercial Refuse Collection	17.0	17.6	17.3	17.3
Recycling	19.1	23.9	20.0	19.9
Total	111.4	111.6	112.1	111.3

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2010-11	Proposed 2011-12				
30	Refuse Operations Manager	1.0	1.0	1.0			
25	Operations Superintendent	1.0	1.0	1.0			
23	Asst. Operations Superintendent	4.0	4.0		3.0		1.0
23	Commercial Accounts Representative	1.0	1.0			1.0	
23	Technology Applications Specialist	1.0	1.0	1.0			
18	Municipal Assistant	1.0	1.0	1.0			
16	Fleet Maintenance Technician	1.0	1.0	1.0			
9	Clerk II	2.0	2.0	2.0			
69	Environmental Services Operator I	85.0	85.0		53.0	15.0	17.0
69	Envir. Services Operator I - 6 Day	1.0	1.0		1.0		
64	Dispatcher	1.5	1.0	1.0			
EMPLOYEE YEARS							
Full Time		99.5	99.0	8.0	57.0	16.0	18.0
Overtime		10.7	10.4	0.5	6.2	1.5	2.2
Part Time, Temporary, Seasonal		3.4	3.4	0.5	2.9	0.0	0.0
Less: Vacancy Allowance		1.5	1.5	0.1	0.9	0.2	0.3
Total		112.1	111.3	8.9	65.2	17.3	19.9

Organization



Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	14,170,100	18,447,200	4,277,100
Employee Years	140.1	184.3	44.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
262,700	263,000	689,700	0	8,600	3,053,100	4,277,100

Major Change

Transfer Parks Operations, Forestry and Open Spaces Activities from Parks Division	3,388,000
Eliminate six full-time positions due to budget constraints with one position added for increased efficiency	-285,900
Increase arterial sidewalk plow runs by 8 as a service enhancement	198,100
Reduce sidewalk plow runs from 15 runs to 13	-135,400
Reduce Division overtime due to budget constraints	-88,500
New energy supplier agreement and energy efficiencies results in savings	-70,600
Transfer Clean Sweep funding from Solid Waste Division to consolidate funding sources	61,400
A one-time budget reduction in 2010-11 does not recur	59,700
Productivity improvements results in savings	-34,800
Performance award eliminated due to budget constraints	-27,500
Reduce Clean Sweep refuse tonnage results in savings	-17,300
Transfer Clean Sweep funding from Building Services to consolidate funding sources	5,900

Program Change

Sidewalk snow plow runs decrease by 2 to 13 budgeted runs.
Increase service level of snow removal on arterial sidewalks by adding 8 sidewalk snow plow runs.
Increase level of new snowfall to 4” from 3” before sidewalk snow plow run response.
Transfer Activities of Parks, Forestry and Open Spaces from Parks Operations Division.
Transition from year round to seasonal demolition of city owned vacant houses.
Eliminate 2nd shift weekend overtime for Service Truck Activity.
Reduce after hours support for work orders requests from Neighborhood & Business Development.
Roadway snow inspectors will be responsible for both roadway and sidewalk inspections.

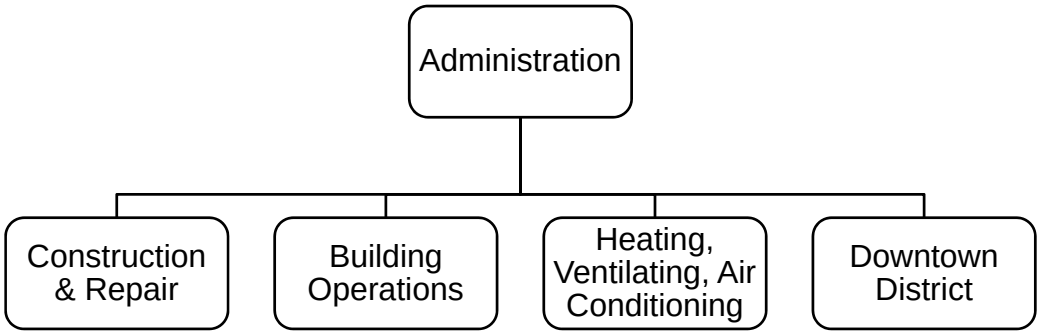
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – SPECIAL SERVICES DIVISION
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	5,456,138	5,537,800	5,952,700	7,899,300
Materials & Supplies	1,457,267	1,671,000	1,975,400	2,295,600
Services	5,280,379	5,764,300	6,242,000	8,252,300
Other	0	0	0	0
Total	12,193,784	12,973,100	14,170,100	18,447,200
Appropriation by Activity				
Administration	2,009,664	2,026,200	2,121,000	2,330,800
Roadway Surface Treatment	1,079,429	1,001,600	1,011,600	1,009,500
Special Projects	880,351	1,053,800	1,072,600	1,092,800
Service Truck	55,732	116,900	117,500	112,800
Dispatch	259,179	233,300	233,300	219,300
Center City Cleaning	199,906	244,600	245,900	252,000
Lots & Yards Cleaning	935,026	990,100	996,000	1,116,900
Residential & Arterial Sweeping	804,188	571,200	583,800	630,500
Work Orders & Civic Events	965,470	1,023,500	1,031,200	874,600
Leaf Collection	636,443	691,000	777,400	930,800
Snow & Ice Control	4,368,396	5,020,900	5,979,800	6,411,500
Parks Operations	0	0	0	2,144,800
Forestry	0	0	0	995,300
Gateway & Open Spaces	0	0	0	131,800
Clean Sweep	0	0	0	193,800
Total	12,193,784	12,973,100	14,170,100	18,447,200
Employee Years by Activity				
Administration	11.2	10.9	12.7	12.8
Roadway Surface Treatment	13.7	15.6	15.7	15.9
Special Projects	13.8	14.4	14.9	13.7
Service Truck	1.0	2.2	2.4	2.1
Dispatch	5.3	4.2	4.2	3.7
Center City Cleaning	3.5	5.5	5.5	5.5
Lots & Yards Cleaning	7.8	7.6	7.7	8.6
Residential & Arterial Sweeping	5.9	5.0	5.4	5.4
Work Orders & Civic Events	12.9	14.2	14.4	11.6
Leaf Collection	9.8	9.4	11.4	11.3
Snow & Ice Control	41.8	41.6	45.8	45.4
Parks Operations	0.0	0.0	0.0	28.2
Forestry	0.0	0.0	0.0	16.5
Gateway & Open Spaces	0.0	0.0	0.0	2.9
Clean Sweep	0.0	0.0	0.0	0.7
Total	126.7	130.6	140.1	184.3

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

FULL TIME POSITIONS				Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	Parks Operations	Forestry	Gateway & Open Spaces	Clean Sweep
Br.	Title	Budget 2010-11	Proposed 2011-12															
31	Operations Manager	0.0	1.0	1														
30	Operations Manager	1.0	0.0															
25	City Forester	0.0	1.0													1.0		
25	Operations Superintendent	3.0	4.0	3.0											1.0			
23	Asst. Operations Superintendent	3.0	3.5							0.6	0.6	0.5	0.3	1.0			0.5	
23	Asst. Operations Supt./Street Maint.	1.0	0.0															
23	Technology Applications Specialist	1.0	1.0	1.0														
19	Forestry Operations Supervisor	0.0	1.0													1.0		
19	Operations Supervisor	3.0	3.0							0.6		1.1	0.3	1.0				
19	Op. Supervisor, St. Maintenance	3.0	3.0		1.3	0.7								1.0				
19	Parks Operations Supervisor	0.0	2.0												2.0			
18	Municipal Assistant	0.0	1.0												1.0			
18	Principal Engineering Technician	1.0	1.0	1.0														
17	Forestry Technician	0.0	4.0													4.0		
16	Fleet Maintenance Technician	1.0	2.0	2.0														
15	Senior Dispatcher	1.0	1.0					1.0										
11	Clerk I	2.0	2.0	2.0														
9	Clerk II Bilingual	1.0	1.0	1.0														
7	Clerk III with Typing	0.0	1.0													1.0		
66	Laborer 6 Day	0.0	1.0												1.0			
65	Sr. Forestry Worker	0.0	3.0													3.0		
65	Sr. Maintenance Mechanic Welder	1.0	0.0															
64	Dispatcher	2.5	2.0					2.0										
64	Special Equipment Operator	4.0	4.0		2.0	1.0								1.0				
61	Forestry Worker	0.0	3.0													3.0		
62	Senior Operations Worker	26.2	29.0		1.5	3.9				3.3	3.8	2.8	2.1	8.8	2.8			
57	Construction Supply Handler	1.0	1.0	1.0														
56	Grounds Equipment Operator	1.0	14.6							0.6			0.1	0.3	13.0		0.6	
41	Operations Worker	43.9	49.0		8.0	5.5	1.0		4.5	2.7	1.0	5.2	2.2	13.8	5.1			
EMPLOYEE YEARS																		
Full Time		100.6	139.1	12.0	12.8	11.1	1.0	3.0	4.5	7.8	5.4	9.6	5.0	26.9	25.9	13.0	1.1	0.0
Overtime		31.0	32.5	1.0	2.6	1.7	0.6	0.8	0.8	0.9	0.2	1.2	3.5	15.1	1.5	1.2	0.7	0.7
Part Time, Temporary, Seasonal		12.3	17.8	0.2	1.0	1.3	0.5	0.0	0.4	0.2	0.0	1.1	3.0	4.4	1.8	2.8	1.1	0.0
Less: Vacancy Allowance		3.8	5.1	0.4	0.5	0.4	0.0	0.1	0.2	0.3	0.2	0.3	0.2	1.0	1.0	0.5	0.0	0.0
Total		140.1	184.3	12.8	15.9	13.7	2.1	3.7	5.5	8.6	5.4	11.6	11.3	45.4	28.2	16.5	2.9	0.7

Organization



Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	6,716,600	7,192,800	476,200
Employee Years	82.5	90.3	7.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
126,900	256,500	69,400	0	-4,900	28,300	476,200

Major Change

Transfer Downtown District from Parks Operations Division for increased efficiency	630,400
Transfer operational expenses for the Port and soccer stadium to Neighborhood & Business Development to increase facility accountability	-453,700
New energy supplier agreement and energy efficiencies results in savings	-114,500
Eliminate two full-time positions as an efficiency measure	-79,100
A one-time budget reduction in 2010-11 does not recur	68,400
Performance award eliminated due to budget constraints	-15,000
Productivity improvements results in savings	-14,200
Increase use of part-time personnel as an efficiency measure	11,900
Funding for Clean Sweep support shifted to Special Services	-5,900

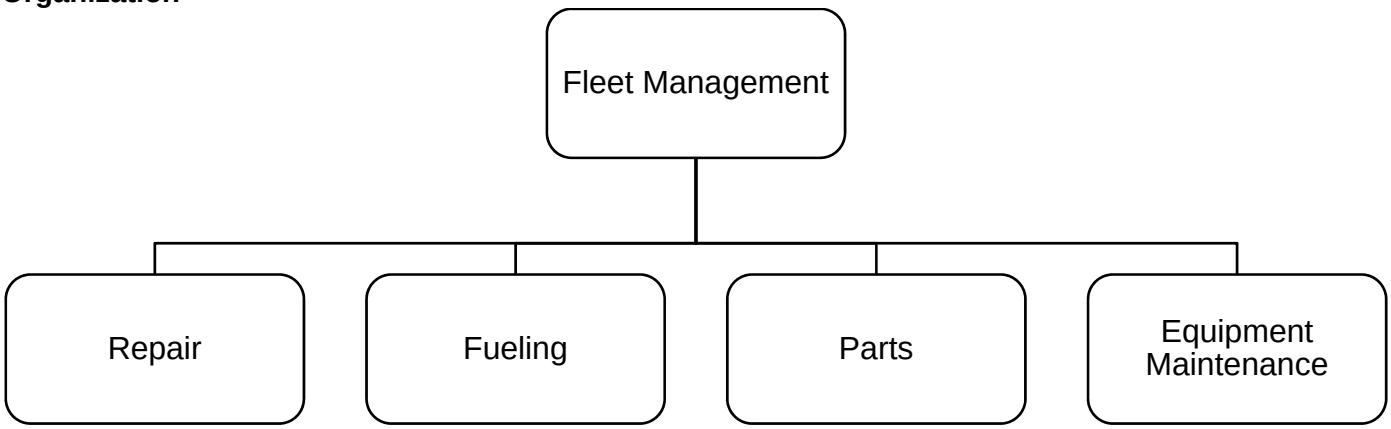
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – BUILDING SERVICES DIVISION
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	3,572,025	3,444,600	3,351,200	3,918,900
Materials & Supplies	687,246	789,300	789,300	859,800
Services	2,513,308	2,584,400	2,576,100	2,414,100
Other	0	0	0	0
Total	6,772,579	6,818,300	6,716,600	7,192,800
Appropriation by Activity				
Administration	504,665	543,000	531,900	620,200
Construction & Repair	1,709,271	1,635,900	1,655,400	1,685,500
Building Operations	3,575,043	3,649,200	3,529,200	3,172,100
Heating, Ventilating, Air Conditioning	983,600	990,200	1,000,100	1,069,100
Downtown District	0	0	0	645,900
Total	6,772,579	6,818,300	6,716,600	7,192,800
Employee Years by Activity				
Administration	5.0	5.4	5.3	4.5
Construction & Repair	21.2	21.7	22.3	22.0
Building Operations	47.0	43.4	41.4	38.8
Heating, Ventilating, Air Conditioning	13.8	13.4	13.5	13.5
Downtown District	0.0	0.0	0.0	11.5
Total	87.0	83.9	82.5	90.3

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

FULL TIME POSITIONS				Administration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Downtown District
Br.	Title	Budget 2010-11	Proposed 2011-12					
31	Manager of Building Services	0	1	1				
30	Manager of Building Services	1	0					
25	Superintendent HVAC	1	1				1	
24	Superintendent of Construction & Repair	1	1		1			
23	Assistant Operations Superintendent	0	1.5					1.5
23	Superintendent Building Operations	2	2			2		
21	Asst. Superintendent of Construction & Repair	1	1		1			
21	Supervisor of Electrical Trades	1	1		1			
21	Supervisor Structures & Equipment	1	1		1			
18	Building Supervisor	1	1			1		
18	Municipal Assistant	1	1	1				
18	Senior Supervising Stock Clerk	1	1	1				
15	Building Maintenance Supervisor	1	0					
11	Secretary	1	1	1				
6	Stock Clerk 80 Hours	1	0					
1	Cleaner	14	13			13		
65	Sr. Maintenance Mechanic/Buildings	2	2			2		
65	Sr. Maintenance Mechanic/Carpentry	5	5		5			
65	Sr. Maintenance Mechanic/Electrical	1	1		1			
65	Sr. Maintenance Mechanic/Mason	1	1		1			
65	Sr. Maintenance Mechanic/Pipefitter	2	2		2			
62	Senior Maintenance Mechanic	3	3		3			
60	Maintenance Mechanic	5	5		5			
57	Maintenance Worker	3	3			3		
56	Ground Equipment Operator	0	6.4					6.4
52	Building Maintenance Helper	5	5			5		
41	Operations Worker	0	1					1.0
152	Lead HVAC Engineer	2	2				2	
151	HVAC Engineer	3	3				3	
150	Assistant HVAC Engineer	7	7				7	
EMPLOYEE YEARS								
Full Time		67.0	72.9	4.0	21.0	26.0	13.0	8.9
Overtime		3.8	5.5	0.1	1.6	1.9	0.5	1.4
Part Time, Temporary, Seasonal		14.3	14.8	0.6	0.2	11.9	0.5	1.6
Less: Vacancy Allowance		2.6	2.9	0.2	0.8	1.0	0.5	0.4
Total		82.5	90.3	4.5	22.0	38.8	13.5	11.5

Organization



Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	6,772,600	751,000	-6,021,600
Employee Years	74.7	67.0	-7.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
64,600	137,300	-676,700	0	-800	-5,546,000	-6,021,600

Major Change

New financial system requires direct interfund billings for department services	-6,000,600
Increase allocation for fuel due to rising prices	800,000
Eliminate seven full-time positions and one part-time position due to budget constraints	-368,900
Increase allocation for contract services	30,000
Performance award eliminated due to budget constraints	-25,000
A one-time budget reduction in 2010-11 does not recur	22,900
Productivity improvements results in savings	-4,400

Chargebacks

Department/Bureau	2010-11	2011-12
CITY COUNCIL & CLERK	500	500
ADMINISTRATION		
Mayor's Office	8,000	6,600
Management & Budget	200	100
Communications	6,100	2,400
Human Resource Mgt.	8,300	4,900
Total	22,600	14,000
INFORMATION TECHNOLOGY	6,400	16,600
FINANCE		
Treasury	5,800	6,000
Assessment	100	0
Purchasing	900	900
Parking	22,200	63,500
Total	29,000	70,400
NEIGHBORHOOD & BUSINESS DEVELOPMENT	13,600	15,300
LAW	100	100

Department/Bureau	2010-11	2011-12
ENVIRONMENTAL SERVICES		
Commissioner	104,800	114,900
Architecture & Engineering	29,100	29,600
Operations & Parks	6,455,500	6,860,300
Water	455,100	586,100
Total	7,044,500	7,590,900
EMERGENCY COMMUNICATIONS	6,300	8,800
POLICE	3,855,400	4,427,100
FIRE	273,900	386,200
LIBRARY		
Central Library	1,500	2,500
Community Library	2,100	4,200
Total	3,600	6,700
RECREATION & YOUTH SERVICES		
Commissioner	3,900	4,000
Recreation	33,600	54,100
Special Services	16,900	18,600
Total	54,400	76,700
Total Interfund	5,583,200	6,000,600
Total Intrafund	5,727,100	6,612,700
CITY TOTAL	11,310,300	12,613,300

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

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	3,358,177	3,346,700	3,656,500	3,350,100
Materials & Supplies	4,429,736	5,400,900	5,900,900	6,796,000
Services	1,136,767	1,171,900	1,285,500	1,431,200
Other	1,446,600	1,656,800	1,656,800	1,787,000
Total	10,371,280	11,576,300	12,499,700	13,364,300
Interfund Credit*	0	0	0	-6,000,600
Intrafund Credit*	-4,939,600	-5,472,800	-5,727,100	-6,612,700
Total	5,431,680	6,103,500	6,772,600	751,000
Appropriation by Activity				
Fleet Management	2,272,553	2,486,400	2,607,300	2,813,500
Repair	3,153,350	3,116,100	3,404,600	3,214,300
Fueling	2,803,870	3,680,100	4,180,100	5,046,800
Parts	2,051,538	2,189,600	2,197,700	2,176,100
Equipment Maintenance	89,969	104,100	110,000	113,600
Total	10,371,280	11,576,300	12,499,700	13,364,300
Interfund Credit*	0	0	0	-6,000,600
Intrafund Credit*	-4,939,600	-5,472,800	-5,727,100	-6,612,700
Total	5,431,680	6,103,500	6,772,600	751,000
Employee Years by Activity				
Fleet Management	5.6	5.6	6.1	5.1
Repair	52.6	52.8	58.6	52.9
Fueling	0.0	0.0	0.0	0.0
Parts	8.0	8.2	8.4	7.4
Equipment Maintenance	1.6	1.6	1.6	1.6
Total	67.8	68.2	74.7	67.0

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

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2010-11	Proposed 2011-12				
30	Fleet Manager	1.0	1.0	1.0			
25	Service Manager	1.0	1.0		1.0		
25	Warranty Specialist	1.0	1.0		1.0		
24	Automotive Parts & Materials Manager	1.0	1.0			1.0	
23	Assistant Service Manager	4.0	4.0		4.0		
23	Equipment Training Coordinator	1.0	0.0				
22	Equipment Analyst	1.0	1.0	1.0			
21	Parts Supervisor	1.0	0.0				
19	Mechanic Supervisor	2.0	0.0				
19	Senior Equipment Mechanic	1.0	1.0				1.0
18	Equipment Trainer	1.0	1.0	1.0			
17	Accountant	1.0	1.0	1.0			
17	Senior Auto Welder	1.0	1.0		1.0		
16	Sign Maker	1.0	1.0		1.0		
15	Heavy Mechanic II	16.0	12.0		12.0		
14	Sr. Auto Maintenance Mechanic	11.0	9.0		9.0		
14	Senior Auto Parts Clerk	2.0	3.0			3.0	
13	Fleet Service Writer	2.0	2.0		2.0		
11	Auto Parts Clerk	3.0	2.0			2.0	
5	Account Clerk	1.0	1.0	1.0			
70	Master Automotive Technician	6.0	7.0		7.0		
70	Master Truck Technician	4.0	8.0		8.0		
65	Auto Machinist	1.0	1.0			1.0	
61	Tire Repairer	2.0	1.0		1.0		
59	Heavy Equipment Aide	2.0	1.0		1.0		
EMPLOYEE YEARS							
Full Time		68.0	61.0	5.0	48.0	7.0	1.0
Overtime		6.5	6.2	0.1	5.6	0.4	0.1
Part Time, Temporary, Seasonal		1.1	0.6	0.0	0.0	0.1	0.5
Less: Vacancy Allowance		0.9	0.8	0.0	0.7	0.1	0.0
Total		74.7	67.0	5.1	52.9	7.4	1.6

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	4,018,400	0	-4,018,400
Employee Years	62.2	0.0	-62.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	0	0	-4,018,400	-4,018,400

Major Change

Transfer Parks Operations, Forestry and Open Spaces Activities to Special Services	-3,388,000
Transfer Downtown District Activity to Building Services Division for increased efficiency	-630,400

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

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	2,453,118	2,446,100	2,555,000	0
Materials & Supplies	266,376	294,400	294,400	0
Services	1,024,575	1,089,600	1,169,000	0
Other	0	0	0	0
Total	3,744,069	3,830,100	4,018,400	0
Appropriation by Activity				
Administration	150,773	131,500	147,400	0
Parks Operations	2,152,844	2,016,400	2,151,900	0
Downtown District	594,977	603,700	630,400	0
Forestry	748,817	969,700	967,500	0
Gateway & Open Spaces	96,658	108,800	121,200	0
Total	3,744,069	3,830,100	4,018,400	0
Employee Years by Activity				
Administration	1.9	1.6	1.9	0.0
Parks Operations	30.2	29.7	30.7	0.0
Downtown District	11.2	11.0	11.8	0.0
Forestry	12.7	16.1	16.0	0.0
Gateway & Open Spaces	1.5	1.4	1.8	0.0
Total	57.5	59.8	62.2	0.0

FULL TIME POSITIONS

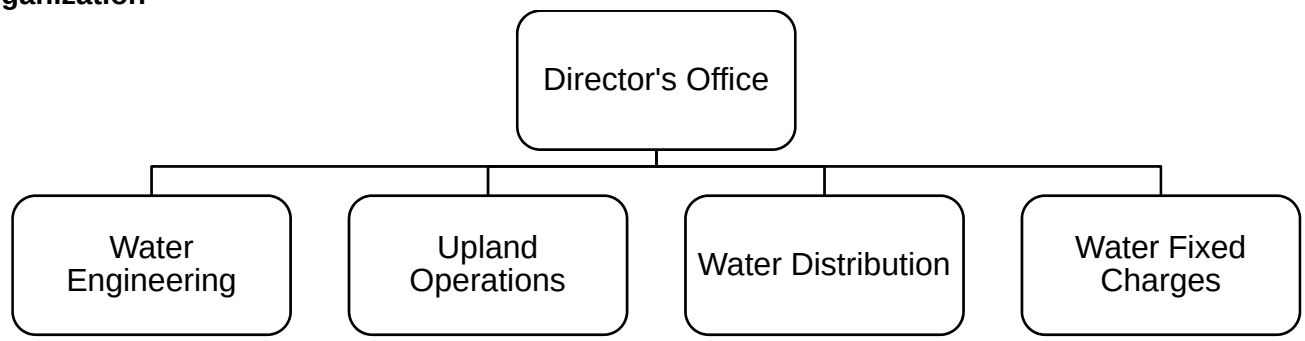
Br.	Title	Budget 2010-11	Proposed 2011-12
30	Operations Manager	1.0	0.0
25	City Forester	1.0	0.0
25	Operations Superintendent	1.0	0.0
23	Assistant Operations Superintendent	2.0	0.0
19	Forestry Operations Supervisor	1.0	0.0
19	Parks Operations Supervisor	3.0	0.0
18	Municipal Assistant	1.0	0.0
17	Forestry Technician	4.0	0.0
7	Clerk III with Typing	1.0	0.0
66	Laborer 6 Day	1.0	0.0
65	Sr. Forestry Worker	3.0	0.0
64	Special Equipment Operator	1.0	0.0
62	Senior Maintenance Mechanic	1.0	0.0
62	Senior Operations Worker	2.8	0.0
61	Forestry Worker	3.0	0.0
56	Ground Equipment Operator	20.0	0.0
41	Operations Worker	6.1	0.0

EMPLOYEE YEARS		
Full Time	52.9	0.0
Overtime	4.3	0.0
Part Time, Temporary, Seasonal	7.1	0.0
Less: Vacancy Allowance	2.1	0.0
Total	62.2	0.0

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Start design of Highland and Cobbs Hill Reservoir (LT2) UV compliance	Customer Service	First Quarter
Complete last of 4 city-installed segments of cathodic protection on pipeline	Customer Service	Second Quarter
Place Rush Reservoir on by-pass and prepare for liner/cover construction	Customer Service	Second Quarter
Replace GAC media in filters with anthracite	Customer Service	Second Quarter
Replace chemical storage tanks at Rush	Customer Service	Third Quarter

Objective	Priorities Supported	Projected Completion
Rush Reservoir Liner and Cover (LT2) Project Construction	Customer Service	On-going
Implement watershed maintenance contract with new property owner- NYDEC	Customer Service	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Engineering:				
In-house design projects value ($000)	3,045	4,940	3,836	3,914
In-house construction projects value ($000)	2,209	2,300	3,950	2,920
Water Production & Treatment:				
Filtration plant production (million gallons per day)	37	36.5	37	35
Water Distribution:				
Water service interruption measure	364	280	300	280
Lost water measure	21%	22%	23%	19%
CUSTOMER PERSPECTIVE				
Water Distribution:				
Complaints received--Water related	4,478	4,600	4,600	4,600
Investigations performed	13,090	14,000	11,000	14,000

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	25,284,700	23,518,100	-1,766,600
Employee Years	139.3	135.6	-3.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
140,000	216,600	511,000	0	0	-2,634,200	-1,766,600

Major Change	
In lieu of depreciation charge to fund future capital purchases does not recur	-1,918,100
Eliminate four full-time positions as an efficiency measure	-270,100
Decrease return on investment to General Fund	-219,500
Reduction in exchange rate with MCWA reduces charges for purchased water	-159,000
Energy efficiency of Water Bureau headquarters and new energy agreement results in savings	-93,700
Increase allocation for allowance for bad debts	85,000
Performance award eliminated due to budget constraints	-32,500
Productivity improvements results in savings	-26,300

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	6,511,318	6,752,300	7,019,300	6,856,700
Materials & Supplies	1,456,981	1,544,900	1,544,900	1,570,800
Services	6,282,598	7,058,600	7,259,300	7,682,000
Other	6,521,453	7,543,100	9,461,200	7,408,600
Total	20,772,350	22,898,900	25,284,700	23,518,100
Appropriation by Activity				
Director's Office	1,179,549	1,359,600	3,404,700	1,410,900
Water Engineering	1,053,008	1,059,600	1,110,800	1,043,800
Upland Operations	5,741,916	6,378,400	6,571,100	6,530,800
Water Distribution	4,397,224	4,586,000	4,682,800	4,784,800
Water Fixed Charges	8,400,653	9,515,300	9,515,300	9,747,800
Total	20,772,350	22,898,900	25,284,700	23,518,100
Employee Years by Activity				
Director's Office	12.2	14.6	15.0	14.9
Water Engineering	15.3	15.3	16.5	15.6
Upland Operations	36.2	35.5	37.7	35.9
Water Distribution	66.0	68.3	70.1	69.2
Total	129.7	133.7	139.3	135.6

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	3,404,700	1,410,900	-1,993,800
Employee Years	15.0	14.9	-0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
22,800	10,300	1,200	0	0	-2,028,100	-1,993,800

Major Change

In lieu of depreciation charge to fund future capital purchases does not recur	-1,918,100
Energy efficiency of Water Bureau headquarters and new energy agreement results in savings	-93,700
Performance award eliminated due to budget constraints	-10,000
Productivity improvements results in savings	-6,300

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

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	658,205	812,500	836,800	849,600
Materials & Supplies	7,966	9,200	9,200	9,300
Services	513,378	537,900	640,600	552,000
Other	0	0	1,918,100	0
Total	1,179,549	1,359,600	3,404,700	1,410,900
Appropriation by Activity				
Director's Office	1,179,549	1,359,600	3,404,700	1,410,900
Employee Years by Activity				
Director's Office	12.2	14.6	15.0	14.9

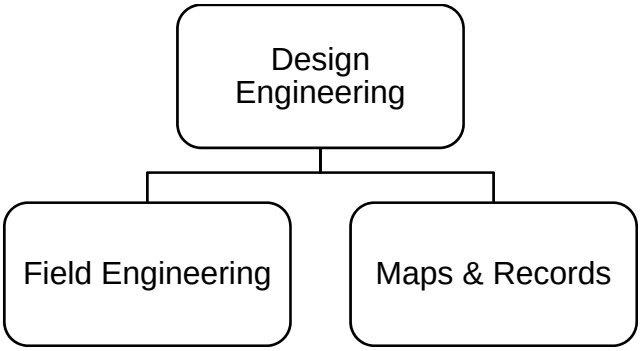
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DIRECTOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS

Br.	Title	Budget 2010-11	Proposed 2011-12
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
23	Materials, Equip & Facilities Coordinator	1	1
23	Technology Applications Specialist	1	1
20	Executive Assistant	1	1
18	Municipal Assistant	1	1
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
13	Supervising Stock Clerk	1	1
9	Clerk II	1	1
65	Expediter	1	1
63	Water Maintenance Worker/Construction	1	1
60	Fleet & Facilities Attendant	1	1

EMPLOYEE YEARS		
Full Time	13.0	13.0
Overtime	0.5	0.5
Part Time, Temporary, Seasonal	1.5	1.4
Less: Vacancy Allowance	0.0	0.0
Total	15.0	14.9

Organization



Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,110,800	1,043,800	-67,000
Employee Years	16.5	15.6	-0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-7,100	900	25,800	0	0	-86,600	-67,000

Major Change

Eliminate one full-time position as an efficiency measure	-74,100
Performance award eliminated due to budget constraints	-12,500

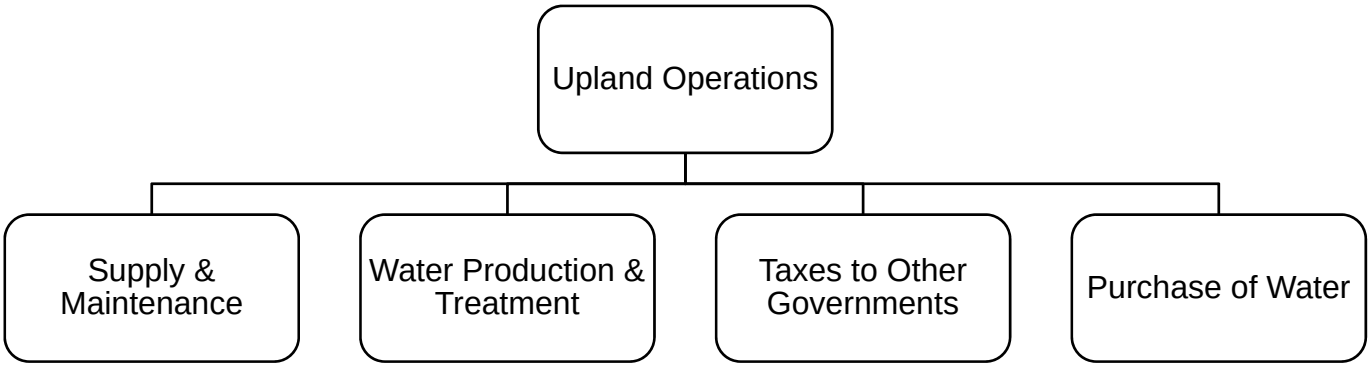
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	982,198	1,000,400	1,051,600	957,900
Materials & Supplies	16,978	21,000	21,000	21,300
Services	53,832	38,200	38,200	64,600
Other	0	0	0	0
Total	1,053,008	1,059,600	1,110,800	1,043,800
Appropriation by Activity				
Design Engineering	800,257	804,000	841,600	769,100
Field Engineering	193,898	189,600	199,900	204,500
Maps & Records	58,853	66,000	69,300	70,200
Total	1,053,008	1,059,600	1,110,800	1,043,800
Employee Years by Activity				
Design Engineering	10.6	10.7	11.5	10.6
Field Engineering	3.7	3.5	3.8	3.8
Maps & Records	1.0	1.1	1.2	1.2
Total	15.3	15.3	16.5	15.6

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2010-11	Proposed 2011-12			
32	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	2	2	2		
26	Engineer III/Water	2	2	2		
24	Engineer	1	0			
21	Supervising Engineering Technician	1	1	1		
20	GIS Applications Specialist	1	1	1		
18	Principal Engineering Technician	5	5	1	3	1
18	Principal Engineering Technician-CADD	1	1	1		
12	Engineering Technician	1	1	1		
EMPLOYEE YEARS						
Full Time		15.0	14.0	10.0	3.0	1.0
Overtime		1.2	1.2	0.1	0.9	0.2
Part Time, Temporary, Seasonal		0.6	0.7	0.7	0.0	0.0
Less: Vacancy Allowance		0.3	0.3	0.2	0.1	0.0
Total		16.5	15.6	10.6	3.8	1.2

Organization



Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	6,571,100	6,530,800	-40,300
Employee Years	37.7	35.9	-1.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
65,700	184,700	36,400	0	0	-327,100	-40,300

Major Change

Reduction in exchange rate with MCWA reduces charges for purchased water	-159,000
Eliminate two full-time positions as an efficiency measure	-133,100
Productivity improvements results in savings	-20,000
Performance award eliminated due to budget constraints	-15,000

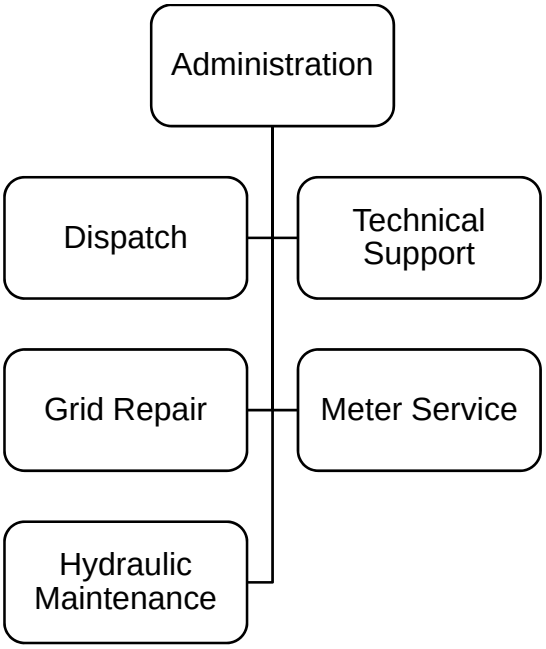
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,878,545	1,846,200	1,960,900	1,878,500
Materials & Supplies	899,839	1,053,600	1,053,600	1,071,300
Services	2,963,532	3,478,600	3,556,600	3,581,000
Other	0	0	0	0
Total	5,741,916	6,378,400	6,571,100	6,530,800
Appropriation by Activity				
Supply & Maintenance	840,757	979,000	1,061,800	1,086,300
Water Production & Treatment	2,767,838	2,929,500	3,011,400	2,993,500
Taxes to Other Governments	1,189,630	747,900	747,900	860,000
Purchase of Water	943,691	1,722,000	1,750,000	1,591,000
Total	5,741,916	6,378,400	6,571,100	6,530,800
Employee Years by Activity				
Supply & Maintenance	10.9	10.8	11.7	11.7
Water Production & Treatment	25.3	24.7	26.0	24.2
	36.2	35.5	37.7	35.9

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2010-11	Proposed 2011-12		
32	Manager of Water Production	1	1		1
28	Assistant Manager of Water Production	1	1		1
25	Automated Systems Control Specialist	1	0		
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	1	1	
23	Watershed Conservationist	1	0		
21	Water Treatment Supervisor	1	1		1
20	Corrosion Technician	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	Senior Reservoir Operator	1	1		1
18	Spvr. Of Water Supply Maintenance	1	1	1	
16	Administrative Assistant	0	1		1
16	Water Plant Operator	6	6		6
15	Sr. Maint. Mech./Water Treatment	1	1		1
13	Administrative Secretary	1	0		
65	Expediter	1	1	1	
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maint. Mechanic/Water Supply	2	2	2	
63	Water Supply Maint. Worker/Constr.	4	4	4	
61	Maint. Mechanic/Water Treatment	4	4		4
EMPLOYEE YEARS					
Full Time		34.0	32.0	10.0	22.0
Overtime		3.6	3.7	1.9	1.8
Part Time, Temporary, Seasonal		0.8	0.8	0.0	0.8
Less: Vacancy Allowance		0.7	0.6	0.2	0.4
Total		37.7	35.9	11.7	24.2

Organization



Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	4,682,800	4,784,800	102,000
Employee Years	70.1	69.2	-0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
58,600	20,700	80,600	0	0	-57,900	102,000

Major Change

Eliminate one full-time position as an efficiency measure	-42,900
Performance award eliminated due to budget constraints	-15,000

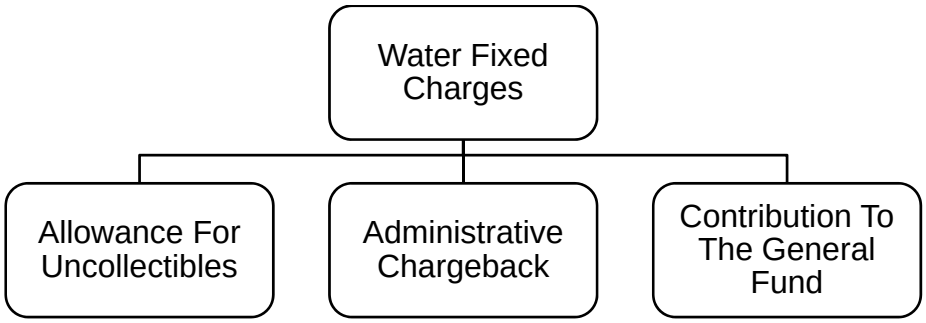
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	2,992,370	3,093,200	3,170,000	3,170,700
Materials & Supplies	532,198	461,100	461,100	468,900
Services	872,656	1,031,700	1,051,700	1,145,200
Other	0	0	0	0
Total	4,397,224	4,586,000	4,682,800	4,784,800
Appropriation by Activity				
Administration	560,113	605,200	619,000	692,800
Dispatch	316,508	307,900	296,300	306,800
Technical Support	356,258	393,200	446,000	490,400
Grid Repair	1,802,529	1,940,500	1,938,300	1,936,000
Meter Services	754,676	743,000	769,900	743,700
Hydraulic Maintenance	607,140	596,200	613,300	615,100
Total	4,397,224	4,586,000	4,682,800	4,784,800
Employee Years by Activity				
Administration	2.9	2.7	2.9	2.9
Dispatch	7.4	7.2	6.9	6.9
Technical Support	7.6	8.6	9.7	10.8
Grid Repair	19.1	21.3	21.2	20.2
Meter Service	15.4	15.1	15.6	14.6
Hydraulic Maintenance	13.6	13.4	13.8	13.8
Total	66.0	68.3	70.1	69.2

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER –WATER DISTRIBUTION DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2010-11	Proposed 2011-12						
32	Manager of Water Distribution	1	1	1					
25	Superintendent of Water Distribution	1	1	1					
23	Asst. Superintendent Water Distribution	4	4			1	1	1	1
21	Backflow Prevention Inspector	1	1					1	
18	Supervising Dispatcher	1	1		1				
18	Supervising Meter Services Technician	2	2					2	
18	Supervising Water Distribution Technician	2	2						2
18	Water Operations Supervisor	3	3				3		
9	Clerk II	1	1	1					
65	Sr. Maint. Mech./Water Grid	1	1				1		
64	Water Distribution Technician	18	19			8		5	6
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	13	12				12		
62	Senior Water Meter Repairer	0	1					1	
62	Water Maintenance Worker	6	6			1	1		4
61	Meter Reader	4	4					4	
59	Water Distribution Trainee	2	0						
EMPLOYEE YEARS									
Full Time		65.0	64.0	3.0	6.0	10.0	18.0	14.0	13.0
Overtime		5.3	5.4	0.0	1.0	1.0	2.0	0.9	0.5
Part Time, Temporary, Seasonal		1.2	1.2	0.0	0.0	0.0	0.6	0.0	0.6
Less: Vacancy Allowance		1.4	1.4	0.1	0.1	0.2	0.4	0.3	0.3
Total		70.1	69.2	2.9	6.9	10.8	20.2	14.6	13.8

Organization



This section includes operating expenditures for the water supply system that cannot be directly attributed to an operating budget. The allowance for uncollectibles is an estimate of the delinquent amount of water charges that are not paid within two years. The administrative chargeback is an interfund charge that reimburses the General Fund for general administrative services provided to the enterprise funds, based on an indirect cost allocation formula. The administrative chargeback to the Water Fund for 2011-12 represents 6.7 percent of total Water Fund expenses incurred in 2009-10. 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

	2010-11	2011-12	Change
Budget	9,515,300	9,747,800	232,500

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	367,000	0	0	-134,500	232,500

Major Changd

Decrease return on investment to General Fund	-219,500
Increase allocation for reserve for uncollectible water bills	85,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	1,879,200	1,972,200	1,972,200	2,339,200
Other	6,521,453	7,543,100	7,543,100	7,408,600
Total	8,400,653	9,515,300	9,515,300	9,747,800
Appropriation by Activity				
Allowance for Uncollectibles	1,928,353	1,950,000	1,950,000	2,035,000
Administrative Chargeback	1,879,200	1,972,200	1,972,200	2,339,200
Contribution to the General Fund	4,593,100	5,593,100	5,593,100	5,373,600
Total	8,400,653	9,515,300	9,515,300	9,747,800

Mission Statement

Emergency Communications:

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

311 Call Center:

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

Being Accessible

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

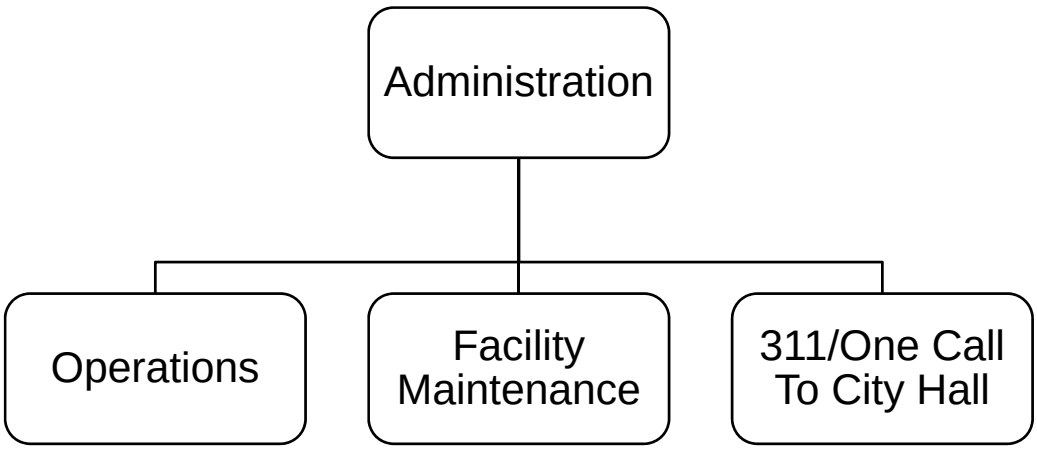
Being Accountable

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

Enabling Transparency

The 311 Call Center provides insight to the City through data collection and management on ways to improve government services through accurate, timely and consistent analysis of service delivery performance.

Organization



Vital Customers

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

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

Critical Processes

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

311 Call Center:
- Retrieve up to date information to respond to inquiries
- Submit service requests to appropriate City departments
- Manage cases until resolution
- Report on Call Center performance
- Report on City departments' performance and activity
- Train service representatives to ensure they render appropriate service

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.

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to work in collaboration with neighboring counties in the Public Safety Interoperability Communications Grant (PSIC) program to interconnect the voice systems of five surrounding counties and NYS Police and to develop operational protocols and procure equipment, while capitalizing on existing assets	Public Safety	Ongoing

Objective	Priorities Supported	Projected Completion
Provide support for system design and configuration of Public Safety Integrated Management System which involves Computer Aided Dispatch replacement, AVL, Mobile Communications, I/LEADS, MoRIS, Jail Management System, EMS	Public Safety	Ongoing-Expected Completion 2012-13
Institute callback service for RPD for Priority 2 level calls	Customer Service	First Quarter
Expand the current service level agreement between the 311 Call Center and the Neighborhood Service Centers regarding the staffing of a 311 Customer Service Representative within one more service center	Customer Service	First Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Emergency Communications:				
911 Calls received (excluding administrative calls)	1,050,971	1,111,802	1,115,000	1,115,000
Calls dispatched:				
● Police (includes police-initiated)	1,042,803	1,048,000	1,060,000	1,048,000
● Fire	97,927	112,000	94,000	112,000
● Emergency medical service	108,832	115,000	116,000	115,000
● Total dispatched	1,249,562	1,275,000	1,270,000	1,275,000
Ring time (average in seconds)	6	5	6	6
Emergency Medical Dispatch Protocol Compliance	94.9%	93.4%	90.0%	90.0%
CUSTOMER SERVICE				
Emergency Communications:				
Caller complaints	357	271	300	300
Caller customer satisfaction (scale =1-4 4 = best)	3.8	3.8	3.7	3.7
311 Call Center:				
Total calls received	488,970	504,000	504,000	470,000
Calls answered within 30 seconds (%)	92.0	90.0	90.0	90.0
Call abandon rate (%)	8.0	5.0	5.0	7.0

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
FINANCIAL/COSTS				
Emergency Communications:				
Operating cost per call	$9.87	$10.13	$10.07	$10.50
311 Call Center:				
Operating cost per call	$2.84	$2.62	$2.65	$2.86
LEARNING & INNOVATION				
Emergency Communications:				
Employee Training (hours)	11,231	12,800	12,000	12,000
311 Call Center:				
Average number training hours per employee	52	52	52	52

Year-To-Year Comparison

Main Functions	Budget 2010-11	Budget 2011-12	Change	Percent Change
Administration	745,000	729,000	-16,000	-2.1%
Operations	10,480,000	10,979,100	499,100	4.8%
Facility Maintenance	210,400	217,800	7,400	3.5%
311/One Call To City Hall	0	1,342,900	1,342,900	N/A
Total	11,435,400	13,268,800	1,833,400	16.0%
Employee Years	196.7	234.8	38.1	19.4%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
226,900	33,800	-5,300	0	400	1,577,600	1,833,400

Major Change

311 /One Call to City Hall transfers from Management and Budget	1,337,200
Overtime allocation for Computer Aided Dispatch (CAD) is increased for training at the 911 Center	384,000
Funding included in approved County budget for 911 for six funded positions that were previously authorized but unfunded	234,600
A one-time budget amendment for the purchase of a replacement recorder system at 911 does not recur	-224,700
A one-time budget reduction in 311 /One Call to City Hall 2010-11 does not recur	137,600
Eliminate two administrative positions at the 311 Call Center as an efficiency measure	-107,400
Funding for miscellaneous materials and supplies at 911 Center is reduced to correspond to approved County budget levels	-62,200

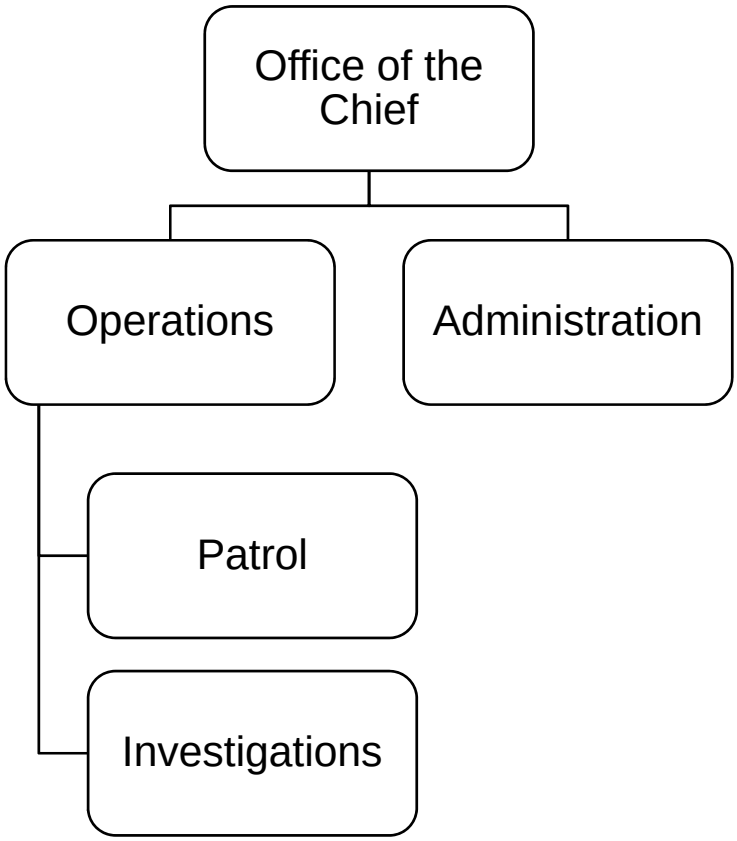
Major Change	
Eliminate two vacant part time positions at the 311 Call Center as an efficiency measure	-48,600
Eliminate vacant Sr. Service Representative at the 311 Call Center as an efficiency measure	-48,400
Eliminate vacant Service Representative at the 311 Call Center as an efficiency measure	-42,600
Service Representative/Bilingual transfers from the Mayor's Office as an efficiency measure	42,600
Funding for miscellaneous services at 911 Center is decreased to correspond to approved County budget levels	-41,100
Reclassify three Dispatchers as Shift Supervisors to prepare for Computer Aided Dispatch (CAD) implementation	37,800
Overtime allocation for regular work excluding CAD training at the 911 Center is reduced	-34,200
Funding is increased for seasonal workers at 311 Call Center	31,600
Performance award eliminated due to budget constraints	-20,000
Funding for security system maintenance agreement at the 911 Center is eliminated and replaced with a service-when-requested approach	-10,900
Funding is increased for overtime at the 311 Call Center	10,000
Productivity improvements result in savings	-6,500
Funding for lawn care maintenance and exterior flower planting maintenance at 911 Center is restored	4,100
Funding is increased for various materials and supplies at 311	2,800
Funding is increased for gate maintenance and repair at the 911 Center	1,900
One Telecommunicator Bilingual is reclassified to Telecommunicator	0
Four Telecommunicator positions and sixteen Dispatcher I positions are reflected on the Table of Organization as full time positions instead of training positions.	0

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	9,524,421	10,054,000	9,879,100	11,959,600
Materials & Supplies	154,483	411,100	414,000	150,700
Services	891,357	1,013,700	1,142,300	1,158,500
Other	0	0	0	0
Total	10,570,261	11,478,800	11,435,400	13,268,800
Appropriation by Activity				
Administration	558,663	647,700	745,000	729,000
Operations	9,810,613	10,615,800	10,480,000	10,979,100
Facility Maintenance	200,985	215,300	210,400	217,800
311/One Call To City Hall	0	0	0	1,342,900
Total	10,570,261	11,478,800	11,435,400	13,268,800
Employee Years by Activity				
Administration	7.0	7.0	7.0	7.0
Operations	193.8	197.8	189.7	203.2
311/One Call To City Hall	0.0	0.0	0.0	24.6
Total	200.8	204.8	196.7	234.8

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2010-11	Proposed 2011-12			
36	ECC Director	1	1	1		
33	Deputy Director - ECC	1	1		1	
29	311 Call Center Manager	0	1			1
27	911 Operations Manager	3	3		3	
22	Knowledge Base Coordinator	0	1			1
21	Shift Supervisor	13	16		16	
20	Executive Assistant	1	1	1		
20	Supervising Service Representative	0	1			1
18	Secretary to the Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Sr. Service Representative	0	1			1
16	Sr. Service Representative Bilingual	0	1			1
12	Communications Research Assistant	1	1	1		
12	Service Representative	0	9			9
12	Service Representative Bilingual	0	4			4
7	Clerk III with Typing	1	2	1		1
6	Research Technician	1	1	1		
200	CAD Information System Specialist	1	1		1	
200	ECC Trainer	1	1		1	
190	EMD Quality Improvement Coordinator II	2	2		2	
170	Dispatcher II	27	27		27	
150	Dispatcher I	73	92		92	
150	Dispatcher I Bilingual	3	3		3	
110	Telecommunicator	37	42		42	
110	Telecommunicator Bilingual	2	1		1	
EMPLOYEE YEARS						
Full Time		170.0	215.0	7.0	189.0	19.0
Overtime		16.3	12.6	0.0	12.2	0.4
Part Time, Temporary, Seasonal		10.4	7.2	0.0	2.0	5.2
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		196.7	234.8	7.0	203.2	24.6

Mission Statement

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



Vital Customers

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

Critical Processes

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

Highlights of the Department's 2011-12 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:		
Collaborate with BHRM to maximize recruitment efforts for minority police officer candidates	Public Safety	Second Quarter
Partner with Information Technology to purchase and implement new records management system	Public Safety	Fourth Quarter
Operations:		
Collaborate with Rochester City School District to develop and implement law enforcement career track for high school students	Public Safety	First Quarter
Administration:		
Partner with DES-Equipment Services to prepare specifications for and purchase a new patrol vehicle model	Public Safety	Third Quarter

Year-To-Year Comparison

Bureaus	Budget 2010-11	Budget 2011-12	Change	Percent Change
Office of the Chief	5,103,500	4,583,800	-519,700	-10.2%
Operations	58,171,200	57,056,300	-1,114,900	-1.9%
Administration	15,215,700	14,561,000	-654,700	-4.3%
Total	78,490,400	76,201,100	-2,289,300	-2.9%
Employee Years	963.3	930.7	-32.6	-3.4%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
569,300	137,300	600,900	98,100	3,000	-3,697,900	-2,289,300

Major Change Highlights

Fifteen permanent police officer positions are eliminated due to budget constraints	-1,362,000
Salary funding for recruit class is eliminated due to budget constraints pending results of retirement incentive	-1,265,600
Salary funding for police officer overhire is eliminated due to budget constraints	-1,030,500
Overtime funding increases to more accurately reflect expense	880,000
Operation IMPACT VII (Integrated Municipal Police Anti-Crime Teams) Grant funds expire	-499,100
Mid-year 2010-11 elimination of eight full time security positions at City-managed parking garages results in funding transfer to Finance-Parking for contract security coverage	-442,100
Funds added to maintain sworn personnel until September 16, 2011 as department transitions to smaller police force and retirement incentive is implemented	210,000
Annual operating cost of Red Light Camera photo enforcement system increases with the installation of additional approaches	150,000
One-time anti-violence initiative grant funding expires	-150,000
A one-time budget reduction in 2010-11 does not recur	100,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-76,000
Funds for towing services are reduced due to historical use patterns	-75,000
One-time appropriation of forfeiture funds does not recur	-63,000
Performance award eliminated due to budget constraints	-47,500
Advertising funds transferred to BHRM due to centralization of recruitment efforts	-20,000

Assignment of Authorized Positions
2002-03 to 2011-12

	Office of the Chief & Administration			Operations			Department Total		
Year	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
2011-12	45	99.5	145.5	681	44	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914
2006-07	65	95	160	661	56	717	726	151	877
2005-06	63	103	166	642	58	700	705	161	866
2004-05	61	104	165	645	59	704	706	163	869
2003-04	68	117	185	639	49	688	707	166	873
2002-03	65	110	175	643	55	698	708	165	873

Authorized Sworn Positions
2007-08 to 2011-12

Positions	2007-08	2008-09	2009-10	2010-11	2011-12
Chief	1	1	1	1	1
Executive Deputy Chief	0	1	1	1	1
Deputy Chief	2	2	2	2	2
Commander	3	3	3	3	3
Captain	12	10	9	9	9
Lieutenant	34	34	34	34	34
Sergeant	88	88	88	88	88
Police Officer (Investigator)	57	57	57	57	57
Police Officer	544	545	546	546	531
Total	741	741	741	741	726

POLICE DEPARTMENT
EXPENDITURE SUMMARY

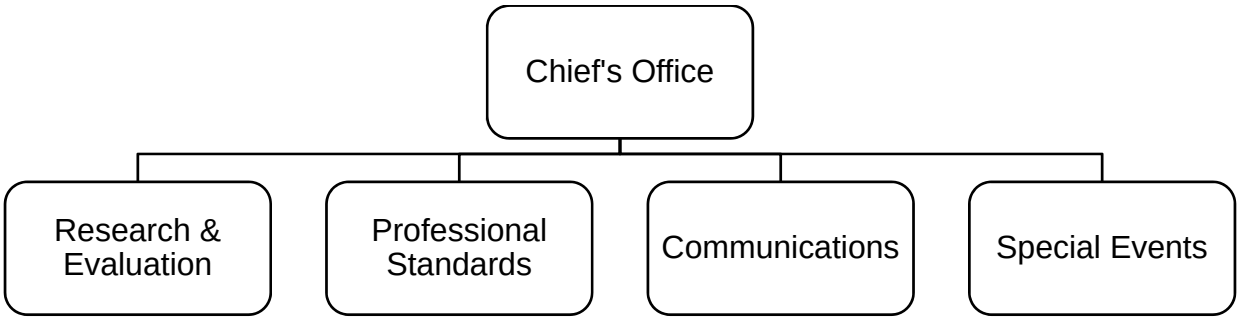
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	70,083,359	66,667,000	66,919,700	64,178,500
Materials & Supplies	1,560,214	1,617,600	1,752,500	1,578,700
Services	8,170,952	8,992,000	9,818,200	10,443,900
Other	0	0	0	0
Total	79,814,525	77,276,600	78,490,400	76,201,100
Appropriation by Activity				
Office of the Chief	5,705,911	5,354,200	5,103,500	4,583,800
Operations	58,659,717	56,930,700	58,171,200	57,056,300
Administration	15,448,897	14,991,700	15,215,700	14,561,000
Total	79,814,525	77,276,600	78,490,400	76,201,100
Employee Years by Activity				
Office of the Chief	35.8	34.3	31.6	31.8
Operations	794.0	795.3	807.7	778.5
Administration	137.2	136.5	124.0	120.4
Total	967.0	966.1	963.3	930.7
NBD Allocation - Dollars	1,540,000	1,470,000	1,532,100	1,542,100
NBD Allocation - Employee Years	24.2	23.3	24.2	24.3

POLICE DEPARTMENT
OFFICE OF THE CHIEF

Mission Statement

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

Organization



Critical Processes

Chief's Office

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

Research & Evaluation

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

Professional Standards

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

Communications

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

Special Events

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Collaborate with BHRM to maximize recruitment efforts for minority police officer candidates	Public Safety	Second Quarter
Begin negotiations for and execute a successor lease agreement for Patrol West Division	Public Safety	Third Quarter
Partner with Information Technology to purchase and implement new records management system	Public Safety	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Research & Evaluation:				
Inspectional reports prepared	63	112	215	215
Grants administered	65	71	72	70
Professional Standards:				
Incident reviews completed	30	19	25	25
Civil suit investigations completed	66	74	78	70
Accident reports completed	156	164	170	164
Subject resistance reports reviewed	695	866	845	845

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	5,103,500	4,583,800	-519,700
Employee Years	31.6	31.8	0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-42,100	7,200	1,200	300	0	-486,300	-519,700

Major Change

Operation IMPACT VII (Integrated Municipal Police Anti-Crime Teams) Grant funds expire	-499,100
A one-time budget reduction in 2010-11 does not recur	50,000
One-time appropriation of forfeiture funds does not recur	-28,000
Performance award eliminated due to budget constraints	-15,000
Overtime funding increases to more accurately reflect expense	12,000
Urban Area Security Initiative (UASI) grant funding expires	-6,200

Program Change

Inspectional reports are delayed in 2010-11 due to failure of system which generates monthly report notifications.

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	4,028,198	3,747,900	3,376,000	3,101,200
Materials & Supplies	218,882	237,900	241,000	14,200
Services	1,458,831	1,368,400	1,486,500	1,468,400
Other	0	0	0	0
Total	5,705,911	5,354,200	5,103,500	4,583,800
Appropriation by Activity				
Chief's Office	2,458,426	2,372,300	2,564,100	2,558,900
Research & Evaluation	1,001,892	931,500	929,200	390,700
Professional Standards	1,881,212	1,855,300	817,400	830,400
Communications	96,917	103,700	234,800	241,800
Special Events	267,464	91,400	558,000	562,000
Total	5,705,911	5,354,200	5,103,500	4,583,800
Employee Years by Activity				
Chief's Office	9.9	9.8	11.0	11.8
Research & Evaluation	8.0	5.5	5.5	4.9
Professional Standards	14.1	15.0	9.1	9.1
Communications	2.0	2.0	4.0	4.0
Special Events	1.8	2.0	2.0	2.0
Total	35.8	34.3	31.6	31.8

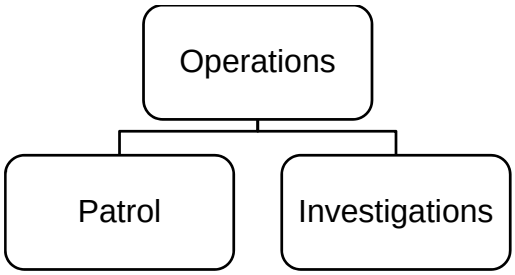
POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Research & Evaluation	Professional Standards	Communi-cations	Special Events
Br.	Title	Budget 2010-11	Proposed 2011-12					
98	Chief of Police	1	1	1				
197	Executive Deputy Chief	1	1	1				
97	Deputy Chief of Police	2	2	2				
94	Police Lieutenant	4	4	1	1	1		1
92	Police Sergeant	9	9	2	1	6		
90B	Police Officer (Investigator)	1	1	1				
90	Police Officer	4	4	1	1		1	1
25	Public Relations Manager	1	1				1	
24	Grants Specialist	1	1		1			
24	Police Program Grants Specialist	1	1		1			
20	Police Steno	2	2			2		
18	Police Artist	1	1				1	
18	Secretary to the Chief	1	1	1				
15	Volunteer Coordinator	1	1				1	
7	Clerk III with Typing	1	1	1				
EMPLOYEE YEARS								
Full Time		31.0	31.0	11.0	5.0	9.0	4.0	2.0
Overtime		0.1	0.3	0.1	0.1	0.1	0.0	0.0
Part Time, Temporary, Seasonal		0.7	0.7	0.7	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.2	0.2	0.0	0.2	0.0	0.0	0.0
Total		31.6	31.8	11.8	4.9	9.1	4.0	2.0

Mission

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

Organization



2011-12 Fiscal Goals & Objectives Highlights

Objective	Priorities Supported	Projected Completion
Collaborate with Rochester City School District to develop and implement law enforcement career track for high school students	Public Safety	First Quarter
Conduct training on and commission new special teams vehicles purchased with grant funds (SCUBA, ETF, and Bomb Squad)	Public Safety	First Quarter
Partner with Information Technology to expand and enhance the overt surveillance camera project by installing 30 additional cameras and implementing upgrades and analytics that allow for more effective use of the system	Public Safety	Fourth Quarter

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	58,171,200	57,056,300	-1,114,900
Employee Years	807.7	778.5	-29.2

Change Detail

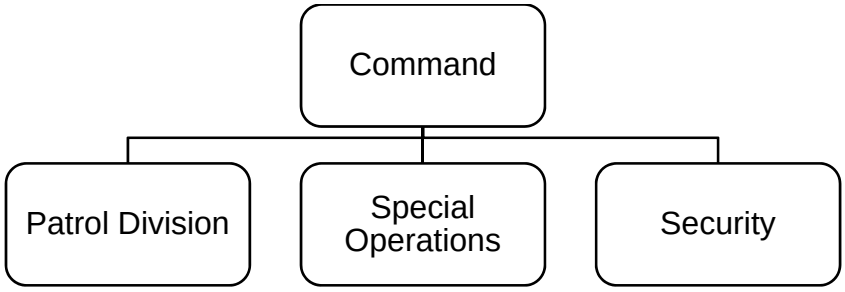
Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
649,000	24,200	-1,100	123,200	3,000	-1,913,200	-1,114,900

Major Change	
Fifteen permanent police officer positions are eliminated due to budget constraints	-1,362,000
Salary funding for police officer overhire is eliminated due to budget constraints	-1,030,500
Overtime funding increases to more accurately reflect expense	815,800
Mid-year 2010-11 elimination of eight full time security positions at City-managed parking garages results in funding transfer to Finance-Parking for contract security coverage	-442,100
Funds added to maintain sworn personnel until September 16, 2011 as department transitions to smaller police force and retirement incentive is implemented	210,000
Annual operating cost of Red Light Camera photo enforcement system increases with the installation of additional approaches	150,000
One-time anti-violence initiative grant funding expires	-150,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-76,000
Performance award eliminated due to budget constraints	-17,500
One-time appropriation of forfeiture funds does not recur	-10,000
Net of grant funds expiration or reduction	-7,900
Funding for K-9 dog food increases	7,000

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	56,746,750	54,439,500	55,457,700	54,268,700
Materials & Supplies	512,986	530,600	599,300	594,600
Services	1,399,981	1,960,600	2,114,200	2,193,000
Other	0	0	0	0
Total	58,659,717	56,930,700	58,171,200	57,056,300
Appropriation by Activity				
Patrol	49,719,689	48,081,700	49,619,800	48,433,100
Investigations	8,940,028	8,849,000	8,551,400	8,623,200
Total	58,659,717	56,930,700	58,171,200	57,056,300
Employee Years by Activity				
Patrol	681.5	676.5	693.5	661.8
Investigations	112.5	118.8	114.2	116.7
Total	794.0	795.3	807.7	778.5

Organization



Critical Processes

Patrol

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

Special Operations

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

Security

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Collaborate with Rochester City School District to develop and implement law enforcement career track for high school students	Public Safety	First Quarter
Conduct training on and commission new special teams vehicles purchased with grant funds (SCUBA, ETF, and Bomb Squad)	Public Safety	Second Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Eastside/Westside Patrol Divisions:				
Calls for service (all units):				
● Priority I	204,090	203,821	218,700	199,476
● All other	212,786	221,080	223,300	226,627
● Total calls	416,876	424,901	442,000	426,103
Calls handled by means other than dispatch	56,522	101,422	55,000	102,000
Motor vehicle accidents with injury	1,400	1,403	1,350	1,388
Investigations conducted:				
● Field & Closed	18,299	14,862	21,000	12,907
● Office	14,160	15,329	16,000	14,876
Uniform traffic summonses issued	28,567	37,027	31,000	33,000
Parking citations issued	54,843	17,701	20,000	18,000
Field information forms completed	13,751	14,637	17,000	15,550
Foot and bicycle patrol hours	37,065	26,245	45,000	31,600
Juvenile Warrants served	410	320	500	350
Juvenile arrests (under age 18)	2,475	2,148	2,500	2,479

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Workload per officer:				
● Calls for service	979	1,092	1,139	1,078
● Reported crimes (Parts I and II)	119	107	100	100
Percentage of crimes cleared (%)	43%	47%	60%	50%
Crimes cleared (#):				
● Homicide	13	16	20	20
● Rape	38	66	79	65
● Robbery	190	280	350	270
● Aggravated Assault	1,756	1,369	1,900	1,430
● Burglary	239	328	355	313
● Larceny	1,296	1,289	1,750	1,331
● Motor Vehicle Theft	180	158	300	155
● Arson	41	36	35	35
Firearms seized	844	941	800	886
Security:				
Response to alarms	264	240	200	220
Referrals to ECD for safety issues	556	320	700	350
Referrals to NBD for violations/board-ups	95	80	120	80
CUSTOMER PERSPECTIVE				
Reported crimes:				
● Part I - Violent	3,009	2,819	2,420	2,765
● Part I - Property	11,454	11,532	8,445	10,558
● Part II	29,833	28,153	28,100	30,070
● Total reported crimes	44,296	42,504	38,965	43,393
Average response time (call to arrival) for Priority I calls (minutes)	14.02	13.61	12.00	13.33
Average response time (call to arrival) for Priority II calls (minutes)	22.14	26.16	20.00	25.18
Youth diverted	891	1,136	1,600	1,200
Students picked up under truancy	844	1,160	650	1,000

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	49,619,800	48,433,100	-1,186,700
Employee Years	693.5	661.8	-31.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
686,100	19,500	-1,100	123,400	4,100	-2,018,700	-1,186,700

Major Change

Fifteen permanent police officer positions are eliminated due to budget constraints	-1,362,000
Salary funding for police officer overhire is eliminated due to budget constraints	-1,030,500
Overtime funding increases to more accurately reflect expense	614,300
Mid-year 2010-11 elimination of eight full time security positions at City-managed parking garages results in funding transfer to Finance-Parking for contract security coverage	-442,100
Funds added to maintain sworn personnel until September 16, 2011 as department transitions to smaller police force and retirement incentive is implemented	210,000
One-time anti-violence initiative grant funding expires	-150,000
Annual operating cost of Red Light Camera photo enforcement system increases with the installation of additional approaches	150,000
Net of grant funds expiration or reduction	-7,900
Performance award eliminated due to budget constraints	-7,500
Funding for K-9 dog food increases	7,000

Program Change

Programmatic impact of reduction in sworn staffing to be determined by attrition that occurs from proposed retirement incentive. Error in programming was underestimating calls handled by means other than dispatch in prior years. Closed investigations decrease as “warrant advised” cases are no longer considered closed until victim files a deposition. Increase in traffic summons in 2010-11 results from Data Driven Approaches to Crime & Traffic Safety grant funding for additional details. Motor vehicle thefts continue to decline resulting in fewer crimes cleared. The commission of more serious crime by youth results in fewer options for diversion. Collaboration with Rochester City School District and increased efforts results in more truants being picked up.

POLICE DEPARTMENT
OPERATIONS – PATROL
EXPENDITURE SUMMARY

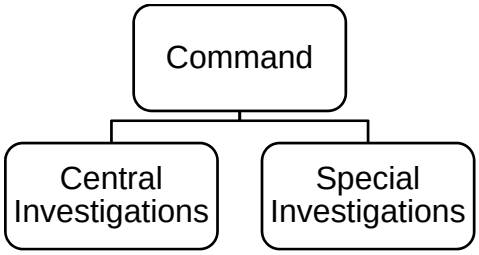
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	48,178,948	46,030,800	47,323,900	45,980,700
Materials & Supplies	393,275	389,100	442,200	439,200
Services	1,147,466	1,661,800	1,853,700	2,013,200
Other	0	0	0	0
Total	49,719,689	48,081,700	49,619,800	48,433,100
Appropriation by Activity				
Command	231,111	217,500	739,300	685,800
Patrol Division (Section Patrol)	37,077,968	36,382,900	36,530,000	36,032,400
Special Operations	10,690,746	9,548,400	10,364,500	10,147,200
Security	1,719,864	1,932,900	1,986,000	1,567,700
Total	49,719,689	48,081,700	49,619,800	48,433,100
Employee Years by Activity				
Command	3.6	3.3	7.0	7.0
Patrol Division (Section Patrol)	542.0	513.6	516.8	505.7
Special Operations	100.9	122.0	128.6	115.8
Security	35.0	37.6	41.1	33.3
Total	681.5	676.5	693.5	661.8

FULL TIME POSITIONS				Command	Patrol Division	Special Operations	Security
Br.	Title	Budget 2010-11	Proposed 2011-12				
96	Police Commander	3	3	2		1	
95	Police Captain	7	7	3	4		
94	Police Lieutenant	25	25		22	3	
92	Police Sergeant	59	59	1	48	10	
90B	Police Officer (Investigator)	34	34		33	1	
90	Police Officer	479	464		368	96	
29	Chief of Security Operations	1	1				1
16	Supervising Security Guard	4	3				3
11	Secretary	1	1	1			
9	Clerk II	1	1			1	
7	Clerk III with Typing	2	2		2		
52	Security Guard	23	16				16
EMPLOYEE YEARS							
Full Time		639.0	616.0	7.0	477.0	112.0	20.0
Overtime		11.0	19.2	0.0	13.9	4.5	0.8
Part Time, Temporary, Seasonal		43.7	28.7	0.0	15.8	0.3	12.6
Less: Vacancy Allowance		0.2	2.1	0.0	1.0	1.0	0.1
Total		693.5	661.8	7.0	505.7	115.8	33.3

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 2010-11	Proposed 2011-12
94	Police Lieutenant	4	4
90	Police Officer	20	20
EMPLOYEE YEARS			
Full Time		24.0	24.0
Overtime		0.2	0.3
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.2	24.3

Organization



Investigations
Critical Processes

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

Central Investigations

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

Special Investigations Section

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Partner with Information Technology to expand and enhance the overt surveillance camera project by installing 30 additional cameras and implementing upgrades and analytics that allow for more effective use of the system	Public Safety	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Central Investigations:				
Arson Investigations conducted	192	376	315	300
Arrests - Child Abuse	98	94	100	100
SAFIS identifications	181	269	275	275
Special Investigations:				
Cases closed	1,263	900	1,200	900
Narcotics/Intelligence arrests	398	700	400	425
GRANET/FSU/VCT Arrests	363	200	200	175
Drugs seized:				
● Cocaine (kilograms)	8.32	16.0	20.0	15.0
● Heroin (grams)	172.0	2,700.0	500.0	200.0
● Marijuana (kilograms)	714.32	1,000.0	500.0	750.0
Weapons seized:				
● Handguns	62	45	60	50
● Shotguns and rifles	142	70	50	50
Vehicles seized	16	18	5	10

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	8,551,400	8,623,200	71,800
Employee Years	114.2	116.7	2.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-37,100	4,700	0	-200	-1,100	105,500	71,800

Major Change

Overtime funding increases to more accurately reflect expense	201,500
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-76,000
One-time appropriation of forfeiture funds does not recur	-10,000
Performance award eliminated due to budget constraints	-10,000

Program Change

New York State grant funding for warrant initiatives increases narcotics and intelligence arrests in 2010-11. Major investigations result in large drug, gun, and vehicle seizures. Several marijuana grow operations discovered increases amount seized.

POLICE DEPARTMENT
OPERATIONS – INVESTIGATIONS
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	8,567,802	8,408,700	8,133,800	8,288,000
Materials & Supplies	119,711	141,500	157,100	155,400
Services	252,515	298,800	260,500	179,800
Other	0	0	0	0
Total	8,940,028	8,849,000	8,551,400	8,623,200
Appropriation by Activity				
Command	441,614	447,100	171,800	166,200
Central Investigations	3,895,337	3,695,300	3,774,900	3,860,100
Special Investigations	4,603,077	4,706,600	4,604,700	4,596,900
Total	8,940,028	8,849,000	8,551,400	8,623,200
Employee Years by Activity				
Command	2.8	5.6	1.0	2.1
Central Investigations	54.3	53.4	54.4	54.8
Special Investigations	55.4	59.8	58.8	59.8
Total	112.5	118.8	114.2	116.7

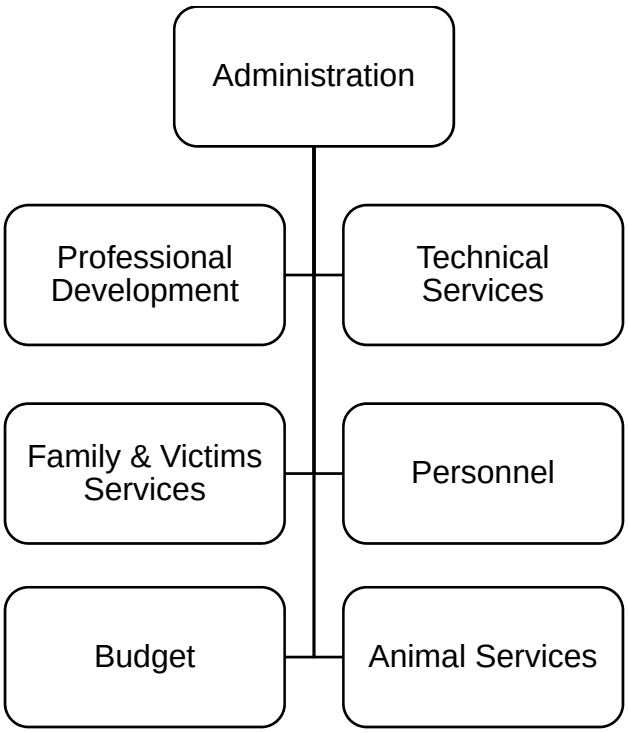
POLICE DEPARTMENT
OPERATIONS – INVESTIGATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Central Investigations	Special Investigations
Br.	Title	Budget 2010-11	Proposed 2011-12			
95	Police Captain	2	2	1		1
94	Police Lieutenant	3	3		1	2
92	Police Sergeant	14	14		5	9
90B	Police Officer (Investigator)	22	22		20	2
90	Police Officer	48	48		12	36
33	Director of Business Intelligence	1	1			1
27	Senior Crime Research Specialist	1	1			1
24	Crime Research Specialist	3	3			3
16	Police Evidence Technician	7	7		7	
16	Supervisor Police Photo Lab	1	1		1	
11	Secretary	1	1			1
11	Senior Photo Lab Technician	1	1		1	
9	Clerk II	4	4	1	2	1
7	Clerk III with Typing	2	2		2	
EMPLOYEE YEARS						
Full Time		110.0	110.0	2.0	51.0	57.0
Overtime		3.1	5.6	0.1	2.5	3.0
Part Time, Temporary, Seasonal		1.5	1.5	0.0	1.5	0.0
Less: Vacancy Allowance		0.4	0.4	0.0	0.2	0.2
Total		114.2	116.7	2.1	54.8	59.8

Mission

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

Organization



Critical Processes

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

- The Headquarters and Records Unit houses criminal and accident records, and conducts manual and automated record and warrant checks, using both local files and the statewide New York State Police Information Network (NYSPIN) system.
    - Provides central duplication services, responds to walk-up complaints and information requests, and issues copies of reports as legally required.
    - Information Services unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval, and security of Department reports.
    - Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records.
    - Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems.
    - Court Liaison unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings.
    - Call Reduction Unit provides sworn personnel to handle calls referred from the 311 non-emergency response number and to take police reports over the phone.
    - Identification Unit takes fingerprints and maintains manual and automated photograph and fingerprint files.
    - Paralegal Unit assists sworn personnel in the preparation of selected forms and reports for Grand Jury packages, tracking felony cases submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court.
    - Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communication with police officers on the street.

- **Family & Victims Services** provides direct public services through the Family Crisis Intervention Team (FACIT), which assists patrol officers responding to reported family disputes, and the Victim Assistance Unit (VAU), which counsels crime victims and assists them in dealing with the justice system.
    - Coordinates the "Restorative Justice" project under the Juvenile Accountability Block Grant (JABG).
    - Unit costs are partially underwritten by the New York State Crime Victims Board.
- **Personnel** provides personnel management, including job classification, hiring and promotion, payroll, and record maintenance
- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.
    - Reviews all claims, requisitions, and contracts, and purchases central supplies and services.
- **Animal Services** responds to animal-related complaints, impounds unleashed, surrendered, and stray pets, issues summonses for animal ordinance violations, and deals with injured or menacing animals.
    - Makes available unclaimed dogs and cats for public adoption
    - Enforces laws against vicious animals
    - Provides shelter and veterinary care for impounded animals after a specified holding period
    - Assists department in hazardous situations involving animals
    - Operates low-income spay/neuter program

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Execute and implement new agreements with towing contractors	Public Safety	First Quarter
Collaborate with BHRM to maximize recruitment efforts for minority police officer candidates	Public Safety	Second Quarter
Partner with DES-Building Services to design and install new Property Clerk storage system	Customer Service	Third Quarter
Partner with DES-Equipment Services to prepare specifications for and purchase a new patrol vehicle model	Public Safety	Third Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	16,559	28,000	20,000	50,000
Vehicles disposed of:				
● Sold at auction	1,167	995	1,200	1,000
● Sold for salvage	18	30	10	30
Arrests resulting from surveillance camera footage	370	302	250	300
FINANCIAL/COST				
Average sale price (vehicles) ($)	276	425	200	325
INTERNAL OPERATIONS				
Family & Victims Services:				
FACIT responses	5,079	4,572	5,145	5,000
Victim assistance contacts	5,145	5,244	5,300	5,200
Animal Services:				
Service requests	16,022	16,500	15,500	15,500
Tickets issued	1,464	1,200	1,700	1,300

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	43	21	25	0
Applicants for Police Officer exam	5,172	2,656	3,000	1,500
New officers trained:				
● Academy	43	21	25	0
● Field Training	38	21	25	0

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	15,215,700	14,561,000	-654,700
Employee Years	124.0	120.4	-3.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-37,600	105,900	600,800	-25,400	0	-1,298,400	-654,700

Major Change

Salary funding for recruit class is eliminated due to budget constraints pending results of retirement incentive	-1,265,600
Funds for towing services are reduced due to historical use patterns	-75,000
Overtime funding increases to more accurately reflect expense	52,200
A one-time budget reduction in 2010-11 does not recur	50,000
One-time appropriation of forfeiture funds does not recur	-25,000
Advertising funds transferred to BHRM due to centralization of recruitment efforts	-20,000
Performance award eliminated due to budget constraints	-15,000

Program Change

Large drug and gun burn expected in 2011-12 increases property lots disposed of. Vehicles disposed of expected to decrease with reduction in towing and fewer auctions taking place. High price for steel increases the average sale price for vehicles. Vacant positions in FACIT reduce responses. Emphasis on education reduces tickets issued for animal control violations. Responsibility for recruitment efforts for police officer candidates is centralized within the Bureau of Human Resource Management (BHRM).

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

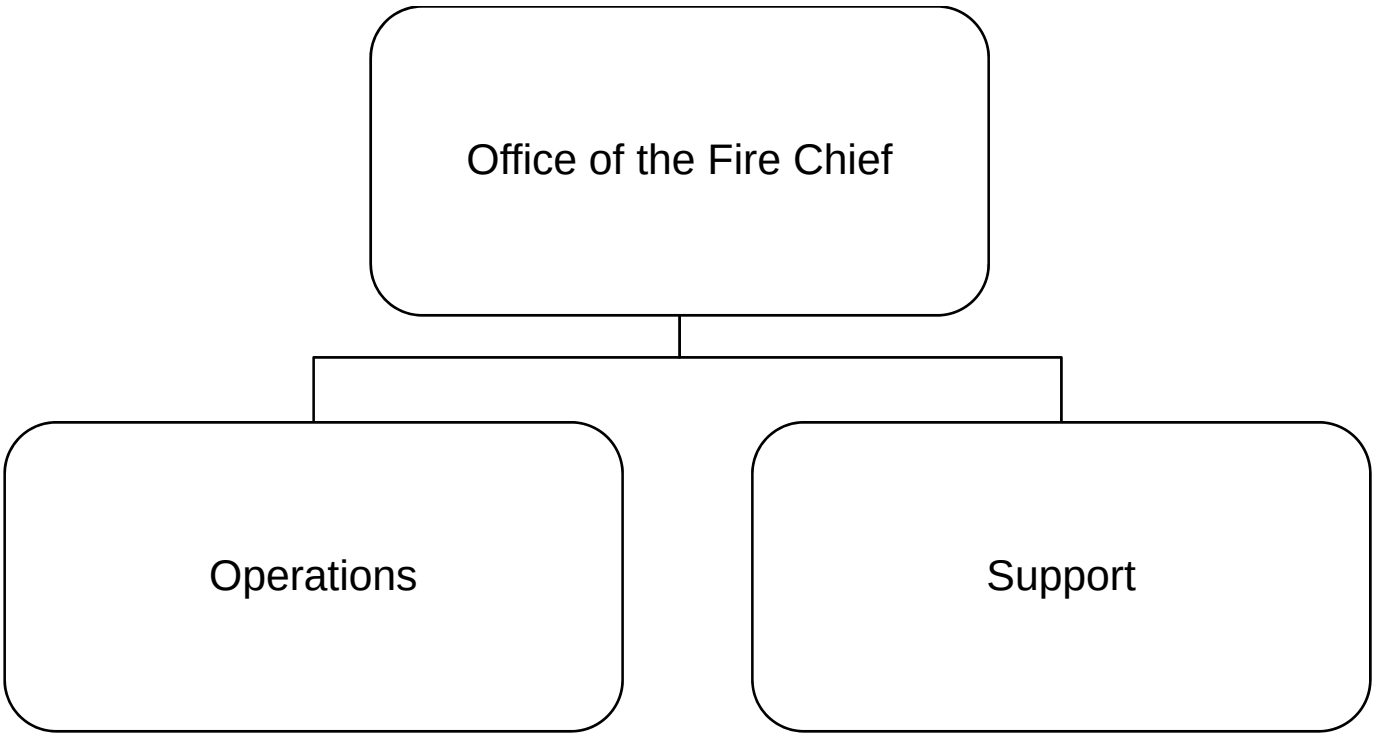
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	9,308,411	8,479,600	8,086,000	6,808,600
Materials & Supplies	828,346	849,100	912,200	969,900
Services	5,312,140	5,663,000	6,217,500	6,782,500
Other	0	0	0	0
Total	15,448,897	14,991,700	15,215,700	14,561,000
Appropriation by Activity				
Professional Development	2,460,464	2,312,000	2,711,100	1,310,800
Technical Services	9,730,128	9,375,500	8,971,000	9,579,600
Family & Victim Services	705,235	756,700	790,700	794,200
Personnel	679,846	660,400	731,500	801,200
Budget	784,570	805,500	863,200	920,800
Animal Services	1,088,654	1,081,600	1,148,200	1,154,400
Total	15,448,897	14,991,700	15,215,700	14,561,000
Employee Years by Activity				
Professional Development	7.3	15.0	11.6	12.0
Technical Services	88.7	80.2	70.2	66.3
Family & Victim Services	12.2	13.7	14.2	14.2
Personnel	4.3	3.6	3.8	3.8
Budget	3.3	3.4	3.4	3.4
Animal Services	21.4	20.6	20.8	20.7
Total	137.2	136.5	124.0	120.4

POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Professional Development	Technical Services	Family & Victim Services	Personnel	Budget	Animal Services
Br.	Title	Budget 2010-11	Proposed 2011-12						
94	Police Lieutenant	2	2	1	1				
92	Police Sergeant	6	6	3	3				
90	Police Officer	15	15	5	10				
29	Principal Staff Assistant	0.5	0.5					0.5	
26	Associate Administrative Analyst	1	1					1	
26	Director of Animal Services	1	1						1
26	Manager of Police Property	1	1		1				
24	Police Program Coordinator	1	1			1			
20	Victim Services Coordinator	1	1			1			
18	Counseling Specialist	5	5			5			
18	Supervisor of Animal Control	1	1						1
16	Animal Shelter Manager	1	1						1
16	Fleet Maintenance Technician	1	1		1				
16	Payroll Associate	1	1				1		
16	Senior Property Clerk	2	2		2				
14	Assistant Supervisor of Animal Control	1	1						1
14	Police Paralegal	2	2		2				
14	Police Paralegal Bilingual	1	1		1				
14	Victim Assistance Counselor	4	4			4			
12	Animal Control Officer	7	7						7
11	Assistant Shelter Manager	1	1						1
11	Clerk I	1	1		1				
11	Lead Police Information Clerk	3	3		3				
11	Police Identification Technician Trick	4	4		4				
11	Secretary	1	1	1					
10	Sr. Finance Clerk	1	0						
10	Veterinary Technician	1	1						1
9	Clerk II	2	3		1			2	
9	Clerk II with Typing	4	4	1	3				
9	Lot Attendant	5	5		5				
9	Police Information Clerk	16	16		16				
9	Property Clerk	4	4		4				
7	Clerk III with Typing	9	9		6	1	2		
6	Receptionist Typist	1	1						1
2	Animal Care Technician	5	5						5
EMPLOYEE YEARS									
Full Time		112.5	112.5	11.0	64.0	12.0	3.0	3.5	19.0
Overtime		2.9	3.7	1.2	1.7	0.2	0.1	0.0	0.5
Part Time, Temporary, Seasonal		15.0	10.8	0.0	5.9	2.3	0.8	0.0	1.8
Less: Vacancy Allowance		6.4	6.6	0.2	5.3	0.3	0.1	0.1	0.6
Total		124.0	120.4	12.0	66.3	14.2	3.8	3.4	20.7

Mission Statement

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



Vital Customers

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

Critical Processes

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

Highlights of the Department's 2011-12 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	**Priorities Supported**	**Projected Completion**
Office of the Fire Chief:		
Collaborate with BHRM to increase workforce diversity and develop a new Firefighter entrance exam	Customer Service Public Safety	First Quarter
Work with East High School/RCSD to complete Phase II of Firefighter Development Program	Customer Service Public Safety	Fourth Quarter
Operations:		
Implement phase four of a four-year transition to Engine/Truck service delivery model	Public Safety	First Quarter
Support:		
Feasibility Study for consolidation of RFD Fire Safety Division and Neighborhood and Business Development Inspections and Compliance Bureau	Customer Service	Third Quarter

Year-To-Year Comparison

Bureaus	Budget 2010-11	Budget 2011-12	Change	Percent Change
Office of the Fire Chief	1,894,700	1,976,300	81,600	4.3%
Operations	36,361,600	35,384,000	-977,600	-2.7%
Support	3,151,800	2,753,000	-398,800	-12.7%
Total	41,408,100	40,113,300	-1,294,800	-3.1%
Employee Years	525.2	513.4	-11.8	-2.2%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
235,800	225,500	127,200	0	400	-1,883,700	-1,294,800

Major Change Highlights

Eliminate twelve Firefighter overhire and restore four Protectives drivers to the RFD Table of Organization	-813,600
A one-time budget reduction in 2010-11 does not recur	515,700
Close Battalion 3 and eliminate 4 Battalion Chiefs in Suppression due to budget constraints	-390,800
Funding adjustment for medical expenses	-301,300
Reduce staffing at Charlotte by one Firefighter per group due to budget constraints	-271,200
Reduce one Lieutenant and two Firefighters in Community Outreach due to budget constraints	-212,800
Eliminate Deputy Fire Chief position in Code Enforcement due to budget constraints	-117,400
Eliminate two Firefighters in Code Enforcement due to budget constraints	-135,600
Eliminate Lieutenant in Special Operations due to budget constraints	-77,200
Assistance to Firefighters grant increases funding for training for self rescue bailout equipment	74,300
Eliminate Firefighter assigned to Firefighter Trainee Program due to budget constraints	-67,800
Performance award is eliminated due to budget constraints	-32,500

Assignment of Authorized Positions
2002-03 to 2011-12

	Office of the Chief & Support			Operations			Department		
Year	Uniform	Civilian	Total	Uniform	Civilian	Total	Uniform	Civilian	Total
2011-12	35	21	56	441	2	443	476	23	499
2010-11	41	21	62	447	2	449	488	23	511
2009-10	41	20	61	454	2	456	495	22	517
2008-09	41	23	64	454	2	456	495	25	520
2007-08	40	24	64	471	2	473	511	26	537
2006-07	42	24	66	473	2	475	515	26	541
2005-06	45	25	70	475	2	477	520	27	547
2004-05	46	26	72	475	2	477	521	28	549
2003-04	48	27	75	474	1	475	522	28	550
2002-03	30	21	51	499	7	506	529	28	557

FIRE DEPARTMENT
EXPENDITURE SUMMARY

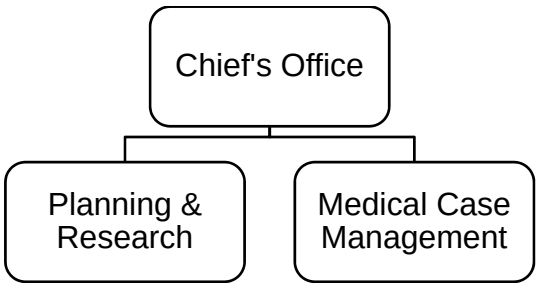
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	39,960,544	37,108,100	38,031,900	36,549,600
Materials & Supplies	638,131	634,100	717,400	701,700
Services	2,145,564	2,602,800	2,658,800	2,862,000
Other	0	0	0	0
Total	42,744,239	40,345,000	41,408,100	40,113,300
Appropriation by Activity				
Office of the Fire Chief	1,726,588	1,801,100	1,894,700	1,976,300
Operations	37,300,378	35,324,900	36,361,600	35,384,000
Support	3,717,273	3,219,000	3,151,800	2,753,000
Total	42,744,239	40,345,000	41,408,100	40,113,300
Employee Years by Activity				
Office of the Fire Chief	19.9	20.5	21.6	21.4
Operations	470.9	445.6	460.5	455.1
Support	50.1	44.8	43.1	36.9
Total	540.9	510.9	525.2	513.4

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Mission Statement

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

Organization



Critical Processes

- Manages personnel and establishes personnel standards, policies and work schedules
- Coordinates department's annual budget request
- Controls general fiscal matters
- Analyzes operations and reporting systems
- Evaluates programs and develops recommendations for modifying procedures
- Assists in implementing new operating procedures, methods and techniques
- Oversees information systems
- Acts as liaison with City's Information Technology Department, Emergency Communications Department, and Monroe County Public Safety Communications
- Maintains Rochester's radio fire alarm system
- Makes payments to disabled but not yet retired firefighters, as well as to personnel on long-term sick or injured status

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Resolve 2% Fund (Out of State Insurance Tax issue). Failure to resolve the issue will result in additional reductions	Customer Service	First Quarter
Develop marketing plan for expansion of RFD services to adjacent fire districts	Customer Service Public Safety	First Quarter
Collaborate with BHRM to increase workforce diversity and develop a new Firefighter entrance exam	Customer Service Public Safety	First Quarter
Oversee Engine 7 Genesee Street station kitchen and bathroom renovation	Public Safety	Second Quarter
Oversee Engine 3 Emerson St and Engine 19 Lake Ave foundation and façade improvements	Public Safety	Third Quarter
Work with East High School/RCSD to complete Phase II of Firefighter Development Program	Customer Service Public Safety	Fourth Quarter

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,894,700	1,976,300	81,600
Employee Years	21.6	21.4	-0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-3,000	4,600	12,900	0	-600	67,700	81,600

Major Change

Assistance to Firefighters grant increases funding for training for self rescue bailout equipment	74,300
A one-time budget reduction in 2010-11 does not recur	35,000
Overtime funding is reduced based on projected need	-29,700
Funding transfers from Training for professional fees	20,600
Funding transfers to BHRM for printing and advertising for recruitment	-20,000
Performance award is eliminated due to budget constraints	-12,500

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	1,551,791	1,545,600	1,625,200	1,579,600
Materials & Supplies	29,967	51,300	58,100	59,100
Services	144,830	204,200	211,400	337,600
Other	0	0	0	0
Total	1,726,588	1,801,100	1,894,700	1,976,300
Appropriation by Activity				
Chief's Office	1,058,419	1,120,600	1,084,300	1,181,800
Planning and Research	261,347	352,100	390,900	371,800
Medical Case Management	406,822	328,400	419,500	422,700
Total	1,726,588	1,801,100	1,894,700	1,976,300
Employee Years by Activity				
Chief's Office	10.9	11.0	11.3	11.3
Planning and Research	3.0	4.0	4.3	4.1
Medical Case Management	6.0	5.5	6.0	6.0
Total	19.9	20.5	21.6	21.4

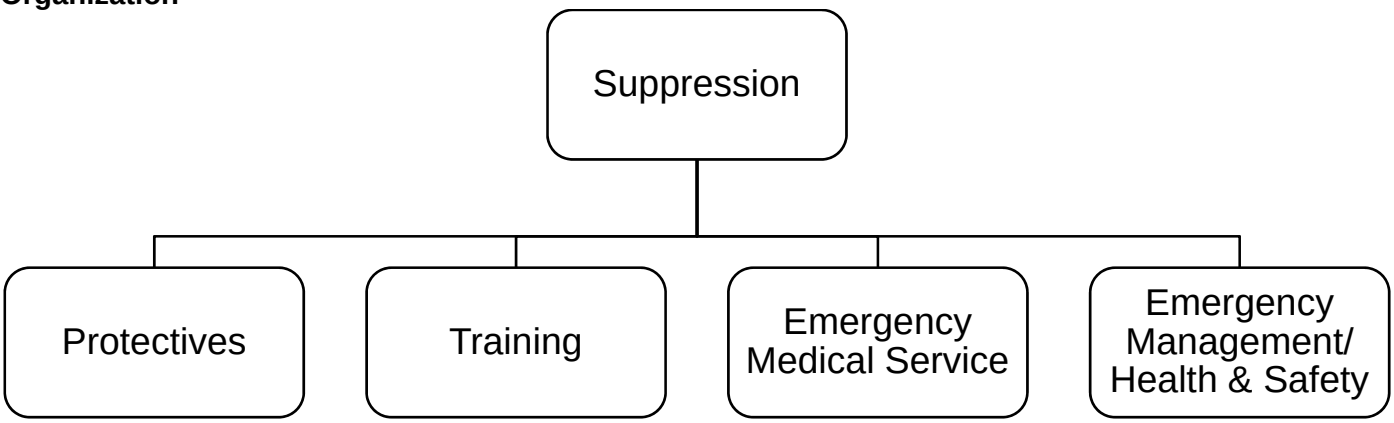
FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2010-11	Proposed 2011-12			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	1	1		
86	Director of Fire Administration	1	1	1		
84	Fire Captain	3	3	2	1	
82	Fire Lieutenant	2	2			2
80	Firefighter	5	5		1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
24	Case Manager	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
16	Payroll Associate	1	1	1		
9	Clerk II	2	2	2		
EMPLOYEE YEARS						
Full Time		21.0	21.0	11.0	4.0	6.0
Overtime		0.5	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.1	0.1	0.1	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		21.6	21.4	11.3	4.1	6.0

Mission Statement

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

Organization



Critical Processes

Suppression

- Responds to fire incidents and performs rescues
- Controls hazardous materials that threaten public safety with a specialized Hazardous Materials Response Team
- Trains as Certified First Responders and Emergency Medical Technicians
- Conducts code enforcement inspections
- Operates public education programs in cooperation with the Community Relations & Education Unit (CREU)

Protectives

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

Training

- Provides initial training of recruits and ongoing training of firefighters and officers
- Conducts two days of in-service training annually for all fire companies
- Conducts annual service tests of firefighting apparatus
- Conducts Firefighter Trainee program in conjunction with Rochester City School District
- Through Special Operations, oversees six specialty teams: Hazardous Materials Response, Confined Space Rescue, High Rise, Water Rescue, Extrication, and Heavy Rescue
- Develops and maintains Metropolitan Medical Response System program

Emergency Medical Service

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

Emergency Management/Health & Safety

- Ensures compliance with all Occupational and Safety Health Administration (OSHA) and other regulations
- Inspects facilities, apparatus, and equipment for compliance with Federal, State, and local safety regulations
- Provides oversight at the scene of emergency incidents
- Recommends changes in procedures to reduce the risk of injury to firefighting personnel
- Coordinates large scale disaster prevention, mitigation, response and recovery situations
- Coordinates with other local municipalities and community organizations in developing emergency plans and operational response methods and development of hazard mitigation program and preventative measures
- Monitors work place health and safety requirements per NFPA standards, including the following components: employee health and safety training, incident scene monitoring, maintenance and provision of protective equipment, investigation of improper practices, continuous improvement program for enhanced safety procedures and practices

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement phase four of a four-year transition to Engine/Truck service delivery model	Public Safety	First Quarter
Engine 17/Headquarters Plumbing project phase one	Public Safety	Fourth Quarter
Engine 17/Headquarters generator upgrade design phase	Public Safety	Fourth Quarter
Begin upgrades to Firehouse Alarm Notification systems	Public Safety	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	53	438	430	209
Number of Emergency Medical Technician (EMT) re-certifications	140	141	100	209
Number of Certified First Responders (CFR)	10	0	50	0
Emergency Management/Health & Safety:				
Firefighter injury reviews	54	80	115	65
Incident responses by line safety officer-Car 99	1,337	1,350	1,400	1,400

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Suppression:				
Incidents:				
● Structure fire	745	720	700	700
● Outside fire	539	525	640	510
● Overpressure, rupture	517	550	400	500
● Rescue & EMS	15,820	16,100	15,700	16,000
● Hazardous condition	3,448	3,300	4,100	3,400
● Service call	2,423	2,450	3,100	2,500
● Good intent call	2,064	2,270	1,700	2,300
● False alarm & false call	3,431	3,650	3,000	3,500
● Severe Weather	26	20	10	15
● Other	1,783	1,800	3,000	1,800
● Total incidents	30,796	31,385	32,350	31,225
Vacant structure fires	79	70	85	75
Unit responses by fire station and unit:				
● 272 Allen Street (Engine 13, Truck 10)	4,005	3,975	3,700	3,800
● 185 N. Chestnut St (Engine 17, Rescue 11)	3,967	4,273	4,385	4,100
● 1207 N. Clinton Ave (Quint 6, Midi 6, Engine 2 as of 7/1/11)	5,291	4,810	5,750	2,500
● 1477 Dewey Ave (Engine 10, Truck 2)	3,724	3,731	3,810	3,800
● 1051 Emerson St (Engine 3)	1,310	1,438	1,280	1,375
● 57 Gardiner Ave (Truck 5)	3,122	3,225	3,100	3,100
● 873 Genesee St (Engine 7)	2,505	2,337	2,515	2,400
● 740 N Goodman St (Quint 7, Midi 7, Engine 9 as of 7/1/11)	4,830	4,899	4,830	2,100
● 704 Hudson Ave (Engine 16, Truck 6 as of 7/1/11)	3,373	3,501	3,800	5,700
● 4090 Lake Ave (Engine 19)	1,252	1,450	1,000	1,300
● 450 Lyell Ave (Engine 5)	2,764	2,947	3,025	2,800
● 315 Monroe Ave (Engine 1)	3,035	3,160	3,200	3,200
● 1281 South Ave (Engine 8, Truck 3)	1,732	2,425	2,100	2,100
● 977 University Ave (Truck 4)	1,941	2,100	1,875	2,100
● 160 Wisconsin St (Engine 12)	1,487	1,606	1,610	1,600
● Battalion 1	1,088	1,030	1,200	1,400
● Battalion 2	1,263	1,300	1,350	1,850

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
● Battalion 3	850	900	950	N/A
● Total responses	47,539	49,107	49,480	45,225
Smoke detector installation	1,734	1,050	2,300	2,000
CO detector installations	837	1,125	2,000	1,800

LEARNING & INNOVATION

Training

Recruits trained	15	4	15	15
Uniformed personnel trained	450	502	502	476
Special Operations drills held	600	650	650	550

N/A - Not Applicable

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	36,361,600	35,384,000	-977,600
Employee Years	460.5	455.1	-5.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
239,100	215,500	114,300	0	1,000	-1,547,500	-977,600

Major Change

Eliminate twelve Firefighter overhire and restore four Protectives drivers to the RFD Table of Organization	-813,600
A one-time budget reduction in 2010-11 does not recur	457,000
Close Battalion 3 and eliminate 4 Battalion Chiefs in Suppression due to budget constraints	-390,800
Funding adjustment for medical expenses	-301,300
Reduce staffing at Charlotte by one Firefighter per group due to budget constraints	-271,200
Eliminate Lieutenant in Special Operations due to budget constraints	-77,200
Eliminate Firefighter assigned to Firefighter Trainee Program due to budget constraints	-67,800
Funding decreases for cleaning and laundry for firehouse linens due to budget constraints	-50,400
Funding transfers to Office of the Fire Chief for professional fees	-20,600
Overtime allocation is increased Increase in overtime due to the elimination of overhire	16,700
Performance award is eliminated due to budget constraints	-15,000
Urban Area Security Initiative (UASI) 2009 is completed	-13,300

Program Change
Phase four of a four-year transition to an Engine/Truck service delivery model is implemented by the following restructuring:

- One Quint/Midi station converts to Engine 2- N. Clinton Avenue
- One Quint/Midi station converts to Engine 9- N. Goodman Street
- Truck 6 is relocated to Hudson Avenue

With this reorganization, the number of quint/midi stations will be eliminated; single engine stations will increase from eight to nine; engine/truck stations will increase from three to four; and the number of truck stations will remain at two. This reorganization will keep the current fifteen stations open and is consistent with the national safety standards. It allows for a supervisor to be with each unit on scene.

Number of personnel receiving training for recertification fluctuates annually because EMT and CPR certifications are renewed every three years.

NYS certification requirements are shifting to EMT as opposed to CFR.

Decrease in injury reviews are due to improved enforcement of standard operating guidelines.

RFD did not hold a 2011 spring recruit class. Four former trainees attended the City of Utica Fire Department Training Academy for recruit class training.

The number of special operations drills decreases with reduced support staff due to budget constraints.

Battalion 3 closes and four Battalion Chiefs are eliminated.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

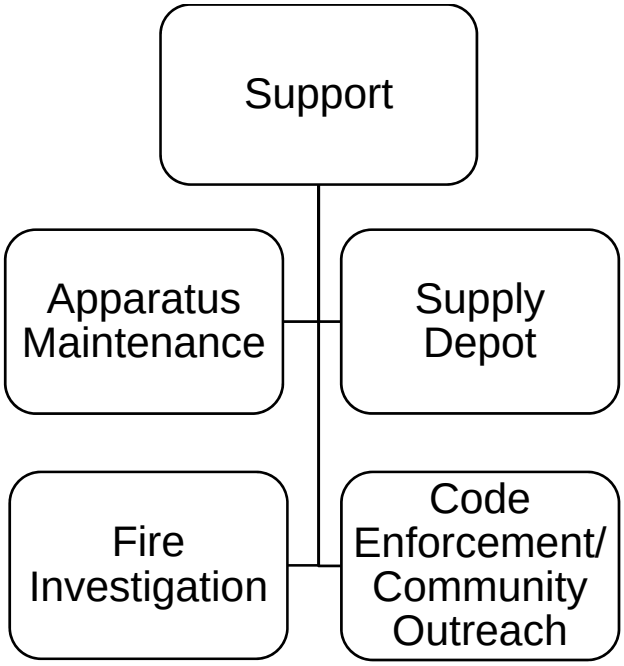
	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	35,005,177	32,671,700	33,584,800	32,552,300
Materials & Supplies	344,971	310,900	383,300	362,000
Services	1,950,230	2,342,300	2,393,500	2,469,700
Other	0	0	0	0
Total	37,300,378	35,324,900	36,361,600	35,384,000
Appropriation by Activity				
Suppression	34,707,790	32,984,100	34,057,500	33,089,900
Protectives	51,296	52,700	49,500	52,500
Training	1,770,261	1,572,600	1,536,600	1,524,500
Emergency Medical Service	221,717	171,100	189,800	186,600
Emergency Management/Health & Safety	549,314	544,400	528,200	530,500
Total	37,300,378	35,324,900	36,361,600	35,384,000
Employee Years by Activity				
Suppression	449.0	425.0	440.1	435.6
Training	13.0	12.4	12.2	11.3
Emergency Medical Service	2.6	2.0	2.1	2.1
Emergency Management/Health & Safety	6.3	6.2	6.1	6.1
Total	470.9	445.6	460.5	455.1

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Suppression	Training	Emergency Medical Service	Emergency Management/ Health & Safety
Br.	Title	Budget 2010-11	Proposed 2011-12				
86	Deputy Fire Chief	6	6	4	1		1
85	Battalion Chief	15	11	10	1		
84	Fire Captain	34	34	27	2	1	4
82	Fire Lieutenant	65	64	61	3		
80	Firefighter	327	326	325		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		449.0	443.0	427.0	8.0	2.0	6.0
Overtime		5.5	6.1	5.6	0.3	0.1	0.1
Part Time, Temporary, Seasonal		6.0	6.0	3.0	3.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		460.5	455.1	435.6	11.3	2.1	6.1

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

Organization



Critical Processes
Apparatus Maintenance
- ❑ Maintains fire apparatus, support vehicles, other motorized equipment
- ❑ Develops specifications for new apparatus and prepares for use
- ❑ Prepares surplus firefighting equipment for sale
- ❑ Maintains Airport fire apparatus

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

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

Code Enforcement/Community Outreach

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

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement Supply Depot Inventory System	Customer Service	First Quarter
Install new apparatus: Heavy Rescue, Hazmat Vehicle, and six pumpers	Public Safety	Second Quarter
Complete RFD PSI, review gap analysis and determine process automation needs	Customer Service	Second Quarter
Feasibility Study for consolidation of RFD Fire Safety Division and Neighborhood and Business Development Inspections and Compliance Bureau	Customer Service	Third Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Apparatus Maintenance:				
Apparatus maintenance and repairs	2,430	2,500	2,500	2,850
Vehicle and small equipment repairs	1,412	1,420	1,420	1,420
Supply Depot:				
Breathing apparatus repair and testing	1,882	2,000	3,000	2,000
Turnout Gear repairs	5,884	5,240	4,000	5,000

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
INTERNAL OPERATIONS				
Fire Investigation:				
Initial fire investigations performed	1,091	1,058	1,100	1,100
Arson or incendiary fires (adult & juvenile)	300	268	230	230
Fires with undetermined cause	46	48	60	50
Juvenile fire-setter incidents	146	180	180	190
Fire investigations closed	658	730	630	725
Preventable fire incidents	332	330	280	340
Juvenile contacts	252	316	450	325
Arrests:				
● Adult	96	60	90	75
● Juvenile	23	26	35	30
Juvenile Diversions	7	10	20	20
Code Enforcement:				
Permits issued	3,659	3,660	4,500	3,650
Property inspections conducted	10,003	10,000	12,000	10,000
License inspections	528	530	670	525
Community Outreach:				
Fire Safety Presentations	263	270	290	160

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	3,151,800	2,753,000	-398,800
Employee Years	42.4	36.9	-5.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-300	5,400	0	0	0	-403,900	-398,800

Major Change

Reduce Community Outreach staff by one Lieutenant and two Firefighters due to budget constraints	-212,800
Eliminate two Firefighters in Code Enforcement due to budget constraints	-135,600
Eliminate Deputy Fire Chief position due to budget constraints	-117,400
Overtime funding increases based on projected need	43,200
A one-time budget reduction in 2010-11 does not recur	23,700
Performance award is eliminated due to budget constraints	-5,000

Program Change

Increased runs on larger apparatus due to elimination of Midis in RFD reorganization plan. Reserve pumpers are aging, requiring higher level of maintenance.

Turnout gear (TOG) repairs increase due to required adjustments for new safety features.

Reduction in Fire Safety presentations is due to reduction in personnel for Community Outreach activity.

Fire Safety Division and Community Outreach are consolidated allowing for the elimination of five sworn positions.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	3,403,576	2,890,800	2,821,900	2,417,700
Materials & Supplies	263,193	271,900	276,000	280,600
Services	50,504	56,300	53,900	54,700
Other	0	0	0	0
Total	3,717,273	3,219,000	3,151,800	2,753,000
Appropriation by Activity				
Apparatus Maintenance	678,728	633,400	663,400	672,400
Supply Depot	408,108	360,400	355,300	350,800
Fire Communications	84,767	0	0	0
Fire Investigation	983,155	988,100	759,200	803,100
Code Enforcement/Community Outreach	1,562,515	1,237,100	1,373,900	926,700
Total	3,717,273	3,219,000	3,151,800	2,753,000
Employee Years by Activity				
Apparatus Maintenance	8.7	7.5	8.5	8.1
Supply Depot	3.8	3.7	3.6	3.6
Fire Communications	1.1	0.0	0.0	0.0
Fire Investigation	15.4	15.4	11.3	11.5
Code Enforcement/Community Outreach	21.1	18.2	19.7	13.7
Total	50.1	44.8	43.1	36.9

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

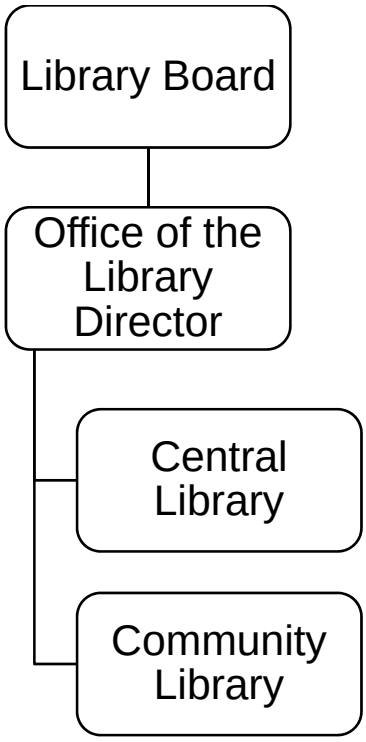
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Community Outreach
Br.	Title	Budget 2010-11	Proposed 2011-12				
86	Deputy Fire Chief	1	0				0
84	Fire Captain	1	1				1
82	Fire Lieutenant	4	3		1	1	1
80	Firefighter	23	19		2	9	8
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
27	Supt. Fire Equipment Maintenance	1	1	1			
9	Clerk II with Typing	3	3			1	2
9	Clerk II	1	1				1
EMPLOYEE YEARS							
Full Time		41.0	35.0	8.0	3.0	11.0	13.0
Overtime		1.6	1.4	0.1	0.1	0.5	0.7
Part Time, Temporary, Seasonal		0.5	0.5	0.0	0.5	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		43.1	36.9	8.1	3.6	11.5	13.7

Mission Statement

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

Organization

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



Vital Customers

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

Critical Processes

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

Highlights of the Department's 2011-12 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	**Priorities Supported**	**Projected Completion**
Central:		
Complete reorganization of the Technical Services Department	Customer Service	First Quarter
Analyze and revamp Public Services delivery model	Customer Service	First Quarter
Community:		
Evaluate opportunity for consolidation and efficiencies for the Winton, Charlotte, and Highland libraries with the Towns of Irondequoit, Brighton, and Greece	Customer Service	Second Quarter
Develop an outdoor programming space at the Maplewood Library to expand summer reading and literacy opportunities	Customer Service	Fourth Quarter
Continue expanding literacy initiatives with the City School District and neighborhood organizations	Customer Service	On-going

Year-To-Year Comparison

Bureau	Budget 2010-11	Budget 2011-12	Change	Percent Change
Central Library	7,903,100	7,264,100	-639,000	-8.8%
Community Library	3,510,500	3,448,500	-62,000	-1.8%
Total	11,413,600	10,712,600	-701,000	-6.5%
Employee Years	168.4	154.3	-14.1	-9.1%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-6,200	19,300	28,900	10,600	0	-753,600	-701,000

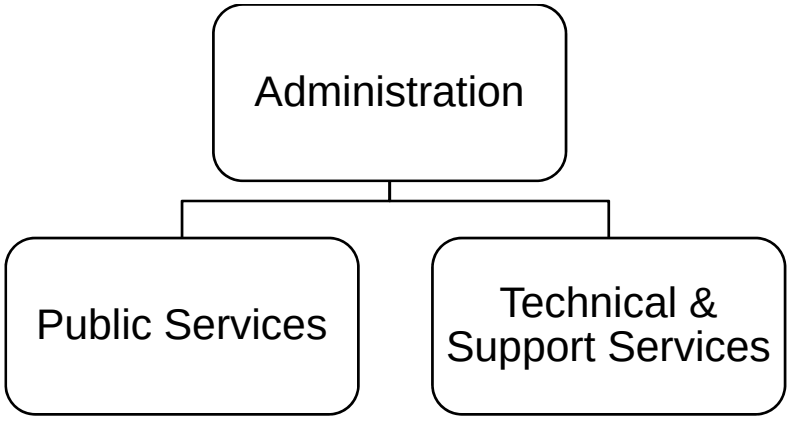
Major Change Highlights

Budget constraints necessitated by Monroe County result in reduced personnel allocations at the Central Library	-468,200
Allotment for Library materials decrease due to budget constraints	-55,700
Performance awards eliminated due to budget constraints	-47,500
Two part time positions eliminated as service hours reduced at Sully Branch	-41,600
Funding decreases in service costs by other governments	-9,500
Funding decreases for utilities	-8,000
Productivity improvements result in savings	-6,400
Funding decreases for building maintenance and repair both at Central and at branches	-6,000
Security services decrease as an efficiency measure at branch libraries	-5,200
Funding increases for telecommunications systems maintenance	4,500
Funding decreases for on call snow removal laborers	-4,200
Funding is included for increased cleaning supplies and tools	3,800

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	8,330,265	8,450,700	8,532,400	8,000,600
Materials & Supplies	972,966	761,700	887,200	743,100
Services	1,761,745	1,963,700	1,924,000	1,898,900
Other	0	35,200	70,000	70,000
Total	11,064,976	11,211,300	11,413,600	10,712,600
Appropriation by Activity				
Central Library	7,943,512	7,816,000	7,903,100	7,264,100
Community Library	3,121,464	3,395,300	3,510,500	3,448,500
Total	11,064,976	11,211,300	11,413,600	10,712,600
Employee Years by Activity				
Central Library	119.5	118.0	119.5	110.4
Community Library	46.1	47.9	48.9	43.9
Total	165.6	165.9	168.4	154.3

Organization



Critical Processes

- ❑ Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- ❑ Provide support and outreach services to members of the Monroe County Library System
- ❑ Provide Internet service to libraries county-wide, the City of Rochester, and the County of Monroe

2011-12 Fiscal Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete reorganization of the Technical Services Department	Customer Service	First Quarter
Analyze and revamp Public Services delivery model	Customer Service	First Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Users:				
● Monday through Saturday	680,026	604,800	710,000	490,000
● Sunday	36,596	20,200	40,000	20,000
● Total Users	716,622	625,000	750,000	510,000
Users per service hour:				
● Monday through Saturday	237	212	247	214
● Sunday	223	163	244	0
Circulation per service hour:				
● Monday through Saturday	238	243	247	272
● Sunday	201	124	201	0
Reference assistance per service hour:				

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
● Monday through Saturday	77	75	81	75
● Sunday	73	50	74	0
Reference transactions per capita				
Internet sessions per service hour:				
● Monday through Saturday	59	58	63	57
● Sunday	65	49	58	0
Average attendance per program:				
● Monday through Saturday	41	31	41	33
● Sunday	20	16	20	0
Total circulation:				
● Monday through Saturday	683,017	692,600	708,300	625,000
● Sunday	33,002	15,400	33,000	15,000
● Total	716,019	708,000	741,300	640,000
Technical & Support Services				
Registered borrowers	496,128	509,775	495,000	450,000
Titles in database	875,320	893,336	880,000	895,000
Items available for circulation (000)	2,966	2,931	2,980	2,980
Items circulated (000)	9,005	8,990	9,579	8,990
Items delivered (000)	4,042	3,982	4,291	3,990

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	7,903,100	7,264,100	-639,000
Employee Years	119.5	110.4	-9.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-9,400	7,600	-1,500	9,700	0	-645,400	-639,000

Major Change

Budget constraints necessitated by Monroe County result in reduced personnel allocations at the Central Library	-468,200
Allotment for Library materials decrease due to budget constraints	-55,700
Professional services decrease due to new MCLS member agreement	-44,700
Performance award eliminated due to budget constraints	-35,000
Funding decreases for telecommunications systems maintenance	-15,800
Funding decreases in service costs by other governments	-9,500
Funding decreases for utilities	-8,000
Funding is included for increased cleaning supplies and tools	3,800
Productivity improvements result in savings	-6,400
Funding decreases for building maintenance and repair	-3,500
Lease payment for phone equipment does not recur	-2,400

Program Change
Central branch weekly hours to be reduced from 63 to 51.

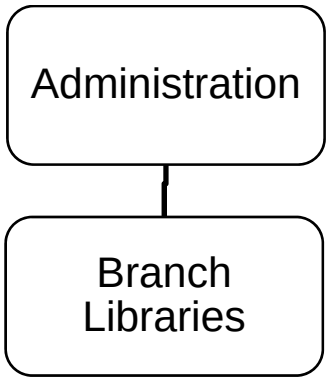
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	5,904,012	5,796,600	5,809,600	5,428,700
Materials & Supplies	903,088	690,700	816,700	671,900
Services	1,136,412	1,293,500	1,206,800	1,093,500
Other	0	35,200	70,000	70,000
Total	7,943,512	7,816,000	7,903,100	7,264,100
Appropriation by Activity				
Administration	2,166,791	2,263,500	2,197,300	2,172,500
Public Services	4,083,782	3,890,200	3,963,200	3,563,500
Technical & Support Services	1,692,939	1,662,300	1,742,600	1,528,100
Total	7,943,512	7,816,000	7,903,100	7,264,100
Employee Years by Activity				
Administration	26.8	25.8	25.8	25.5
Public Services	57.9	57.0	58.5	54.0
Technical & Support Services	34.8	35.2	35.2	30.9
Total	119.5	118.0	119.5	110.4

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2010-11	Proposed 2011-12			
36	Library Director	1	1	1		
31	Assistant Library Director III	2	2		1	1
31	Manager of Library Finance	1	1	1		
24	Childrens Service Consultant	1	1		1	
24	Computer Operations Supervisor	1	1			1
24	Librarian IV	1	1		1	
23	Supervisor Library Buildings	1	1	1		
22	Librarian III	5	4		4	
21	Human Resource Consultant II Bilingual	1	1	1		
21	Senior Graphic Designer	1	1	1		
20	Administrative Analyst	1	1	1		
20	Librarian II	12	10		9	1
19	Circulation Supervisor	1	1		1	
19	Supervising Library Materials Handler	1	1			1
18	Computer Communications Technician	3	3			3
18	Directory Editor	1	0			
18	Librarian I	13	15	1	12	2
18	Library Automation Specialist	2	2			2
18	Secretary to Library Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Supervising Security Guard	1	1	1		
15	Supervisor Audio Visual Services	1	1		1	
14	Junior Accountant	0	1	1		
14	Library Assistant	4	3		2	1
14	Mailroom Coordinator	1	1			1
13	Library Automation Assistant	1	1			1
13	Sr. Maintenance Mechanic Buildings	1	1	1		
11	Building Maintenance Foreman	1	1	1		
11	Secretary	2	2		1	1
9	Clerk II with Typing	2	2		1	1
9	Library Catalog Clerk II	1	1			1
8	Truck Driver	3	3			3
7	Clerk III	1	1			1
7	Clerk III with Typing	9	6		5	1
7	Maintenance Worker - Library	2	2	2		
3	Materials Processor	3	2			2
2	Senior Library Page	6	5	1	3	1
1	Cleaner	3	3	3		
57	Senior Security Guard	1	0			
52	Security Guard	3	4	4		
EMPLOYEE YEARS						
Full Time		97.0	90.0	23.0	42.0	25.0
Overtime		1.7	1.7	0.3	1.0	0.4
Part Time, Temporary, Seasonal		24.1	21.1	2.5	12.6	6.0
Less: Vacancy Allowance		3.3	2.4	0.3	1.6	0.5
Total		119.5	110.4	25.5	54.0	30.9

Organization



Critical Processes

- ❑ Acquire materials, schedules and deploy personnel to branch libraries
- ❑ Maintain and repair branch libraries
- ❑ Provide convenient access to library services through:
  - Loans of printed materials, audio tapes, compact discs, dvds, and video tapes
  - Collections of popular interest for area residents
  - Reference services with access to the resources of the Monroe County Library System
  - Programs such as story hours, lectures, and artistic performances
  - Referral services to community agencies
  - Facilities for meetings and programs sponsored by non-library groups
  - Access to the Internet and personal computing needs

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop an outdoor programming space at the Maplewood Library to expand summer reading and literacy opportunities	Customer Service Education	Fourth Quarter
Continue expanding literacy initiatives with the City School District and neighborhood organizations	Customer Service Education	On-going

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERS[PECTIVE				
Arnett				
Internet sessions	31,241	30,791	29,000	31,000
Reference assistance per service hour	6	6	6	6
Average attendance per program	81	77	57	71
Circulation per service hour	24	26	25	27
Program attendance	9,466	9,741	8,000	10,000
Library materials circulated	48,526	52,945	55,000	55,000
Door count	93,030	92,088	98,000	95,000
Library card registrations	672	644	790	600
Charlotte				
Internet sessions	12,938	13,290	13,000	13,500
Reference assistance per service hour	10	11	10	10
Average attendance per program	74	60	23	58
Circulation per service hour	55	56	57	56
Program attendance	9,502	10,838	3,900	11,000
Library materials circulated	110,383	111,448	115,000	113,000
Door count	88,546	91,569	93,000	93,000
Library card registrations	444	496	500	500
Highland				
Internet sessions	16,699	16,957	18,000	17,000
Reference assistance per service hour	4	4	3	4
Average attendance per program	16	24	9	22
Circulation per service hour	52	53	50	53
Program attendance	5,594	6,464	3,700	6,500
Library materials circulated	94,032	95,373	94,000	96,000
Door count	72,962	73,129	76,000	75,000
Library card registrations	307	273	500	300

PUBLIC LIBRARY
COMMUNITY LIBRARY

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Lincoln				
Internet sessions	32,191	31,532	28,000	32,000
Reference assistance per service hour	6	7	6	6
Average attendance per program	45	49	30	46
Circulation per service hour	36	35	33	38
Program attendance	19,561	28,851	17,400	30,000
Library materials circulated	71,363	69,398	76,000	76,000
Door count	121,987	124,426	120,000	130,000
Library card registrations	1,150	962	1,300	1,000
Lyell				
Internet sessions	23,461	23,958	24,000	24,500
Reference assistance per service hour	5	7	4	7
Average attendance per program	17	24	14	29
Circulation per service hour	41	43	38	45
Program attendance	5,701	9,186	3,800	11,500
Library materials circulated	72,969	75,983	70,000	80,000
Door count	86,214	87,970	93,000	93,000
Library card registrations	640	587	640	550
Maplewood				
Internet sessions	40,272	47,420	37,000	50,000
Reference assistance per service hour	6	6	5	7
Average attendance per program	49	59	38	64
Circulation per service hour	41	42	40	42
Program attendance	16,762	23,375	17,700	25,500
Library materials circulated	79,957	84,637	82,000	85,000
Door count	174,259	219,622	160,000	225,000
Library card registrations	877	874	1,100	850

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Monroe				
Internet sessions	18,164	17,362	19,000	19,000
Reference assistance per service hour	7	6	6	6
Average attendance per program	15	13	15	13
Circulation per service hour	55	57	58	57
Program attendance	1,617	1,927	1,500	2,000
Library materials circulated	110,927	106,727	120,000	115,000
Door count	85,124	81,436	90,000	90,000
Library card registrations	635	525	680	475
Sully				
Internet sessions	17,738	23,639	32,000	18,000
Reference assistance per service hour	4	4	3	3
Average attendance per program	66	95	32	71
Circulation per service hour	26	16	21	22
Program attendance	18,178	36,000	9,600	20,000
Library materials circulated	43,991	70,000	68,000	45,000
Door count	94,303	190,000	180,000	95,000
Library card registrations	769	800	700	750
Wheatley				
Internet sessions	34,262	34,042	35,000	36,000
Reference assistance per service hour	9	9	8	10
Average attendance per program	81	69	49	63
Circulation per service hour	17	18	17	19
Program attendance	9,399	10,758	7,400	11,000
Library materials circulated	33,462	36,357	36,000	38,000
Door count	77,322	74,132	84,000	80,000
Library card registrations	624	600	650	550

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Winton				
Internet sessions	17,958	17,059	18,100	17,500
Reference assistance per service hour	7	6	7	5
Average attendance per program	14	16	15	21
Circulation per service hour	79	81	84	81
Program attendance	1,576	2,873	1,600	3,000
Library materials circulated	158,932	161,820	180,000	162,000
Door count	98,685	100,240	110,000	105,000
Library card registrations	632	559	700	500
Total All Branches				
Internet sessions	244,924	256,050	253,100	258,500
Reference assistance per service hour	64	66	58	64
Average attendance per program	46	49	28	46
Circulation per service hour	426	427	423	440
Program attendance	97,356	140,013	74,600	130,500
Library materials circulated	824,542	864,688	896,000	865,000
Door count	992,432	1,134,612	1,104,000	1,081,000
Library card registrations	6,750	6,320	7,560	6,075

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	3,510,500	3,448,500	-62,000
Employee Years	48.9	47.5	-1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
3,200	11,700	30,400	900	0	-108,200	-62,000

Major Change

A full time position and part time position is eliminated as literacy on the move vehicle did not materialize	-50,000
A full time Library Assistant position is eliminated due to budget constraints	-44,200
Two part time positions eliminated as service hours reduced at Sully Branch	-41,600
Professional fees increase to cover cost of per capita formula for Monroe County Library Service agreement	33,600
Funding increase for telecommunication lines	20,300
Performance awards eliminated due to budget constraints	-12,500
Security services decrease as an efficiency measure	-5,200
Funding decreases for on call snow removal laborers	-4,000
Funding decreases for building maintenance and repair	-2,500
A full time cleaner position is eliminated offset by the creation of two part time cleaner positions as an efficiency measure	-2,100

Program Change
Weekly service hours decrease by 30 hours a Sully branch due to budget constraints. Sully Hours of service proposed to be 12 p.m. to 6 p.m. Monday, Wednesday & Friday; 10 a.m. to 7 p.m. Tuesday & Thursday; 10 a.m. to 2 p.m. Saturday. Mobile literacy initiative at Arnett Branch did not materialize due to budget constraints.

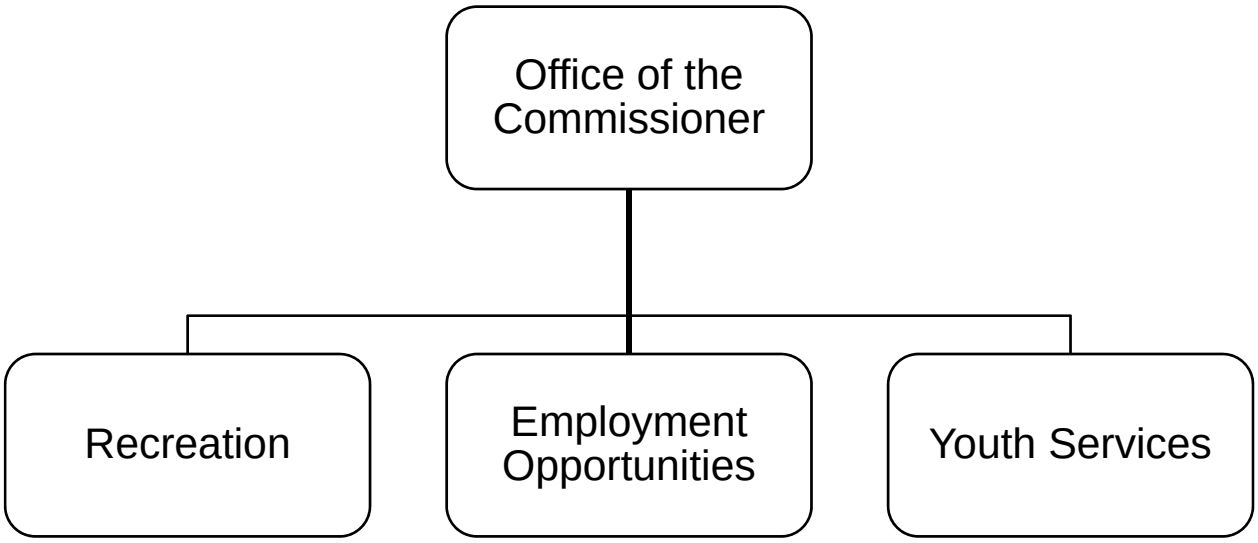
PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	2,426,253	2,654,100	2,722,800	2,571,900
Materials & Supplies	69,878	71,000	70,500	71,200
Services	625,333	670,200	717,200	805,400
Other	0	0	0	0
Total	3,121,464	3,395,300	3,510,500	3,448,500
Appropriation by Activity				
Administration	518,991	761,700	534,100	586,600
Branch Libraries	2,602,473	2,633,600	2,976,400	2,861,900
Total	3,121,464	3,395,300	3,510,500	3,448,500
Employee Years by Activity				
Administration	3.6	3.6	3.6	3.6
Branch Libraries	42.5	44.3	45.3	40.3
Total	46.1	47.9	48.9	43.9

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2010-11	Proposed 2011-12		
31	Assistant Library Director III	1	1	1	
24	Librarian IV	4	4		4
20	Librarian II	7	7		7
20	Youth Services Coordinator	1	1		1
18	Librarian I	8	7		7
14	Library Assistant	1	0		
13	Sr. Maintenance Mechanic Buildings	1	1	1	
11	Secretary	1	1	1	
1	Cleaner	1	0		
EMPLOYEE YEARS					
Full Time		25.0	22.0	3.0	19.0
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		24.0	22.0	0.7	21.3
Less: Vacancy Allowance		0.4	0.4	0.1	0.3
Total		48.9	43.9	3.6	40.3

Mission Statement

The Department of Recreation and Youth Services supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* through the administration of programs, social activities and support services. The activities are carried out with a focus on customer service excellence.



Vital Customers

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

Critical Processes

- Provide Youth Services and Youth Employment
- Provide Recreation Programs and Services
- Provide Market Services
- Provide Facility Rentals

Highlights of the Department's 2011-12 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:		
Relocate Commissioner's Office to Recreation Administration building at 400 Dewey Ave.	Customer Service	First Quarter
Provide leadership role for community in the design of an out of school time system	Education	Fourth Quarter
Recreation:		
Initiate Phase II Recreation On The Move	Customer Service	First Quarter
Launch After School in the Parks Program II (ASIPP II)	Customer Service Education	First Quarter
Complete Gantt Center Rehabilitation	Neighborhood & Business Development	Fourth Quarter
Office of Employment Opportunities:		
Implement second phase of electronic processing (COMET)	Customer Service Economic Development	First Quarter
New program to create after-school jobs	Education Economic Development	Second Quarter
Relocate Office of Employment Opportunities from Sibley Building to Rundel Library	Customer Service	Fourth Quarter
Youth Services:		
Implement parent support effort	Education	Second Quarter
Launch Pregnancy Prevention website	Education	Second Quarter
Relocate Bureau of Youth Services from Sibley Building to Rundel Library	Customer Service	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2010-11	Budget 2011-12	Change	Percent Change
Office of the Commissioner	460,500	481,200	20,700	4.5%
Recreation	7,658,400	7,602,100	-56,300	-0.7%
Employment Opportunities	1,898,400	1,345,800	-552,600	-29.1%
Youth Services	2,887,800	1,487,500	-1,400,300	-48.5%
Total	12,905,100	10,916,600	-1,988,500	-15.4%
Employee Years	192.9	198.9	6.0	3.1%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
81,000	70,700	54,000	0	-28,600	-2,165,600	-1,988,500

Major Change Highlights

Rochester City School District funding for the Hillside Works Scholarship program will be contracted directly with Hillside	-600,000
Funding for Hillside Works Scholarship Program has reduced due to budget constraints	-300,000
SNUG grant is partially complete	-259,300
State grant for Summer of Opportunity Program	250,000
Eliminate five full time positions in the Bureau of Recreation due to budget constraints	-196,900
PRIME II initiative is partially complete	-188,600
Eliminate one full time and two part time Pathways to Peace positions and one full time position in PRIME due to budget constraints	-184,200
Part time and seasonal staff funded in the Bureau of Recreation	175,600
Reduction in allocation for food for the Summer Foods Program due to reduced demand	-149,200
One time budget reduction does not recur	114,700
Eliminate School #28 After School Program due to budget constraints	-76,800
Eliminate funding for Teen Court due to budget constraints	-50,000

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	6,776,236	6,800,100	6,645,200	5,861,500
Materials & Supplies	428,647	345,200	402,700	348,300
Services	5,789,600	4,800,900	5,397,300	4,333,700
Other	16,700	324,000	459,900	373,100
Total	13,011,183	12,270,200	12,905,100	10,916,600
Appropriation by Activity				
Office of the Commissioner	1,007,350	457,900	460,500	481,200
Recreation	8,642,536	7,740,800	7,658,400	7,602,100
Employment Opportunities	0	1,717,600	1,898,400	1,345,800
Youth Services	3,361,297	2,353,900	2,887,800	1,487,500
Total	13,011,183	12,270,200	12,905,100	10,916,600
Employee Years by Activity				
Office of the Commissioner	14.4	5.0	6.0	5.0
Recreation	167.2	150.8	153.0	158.0
Employment Opportunities	0.0	26.4	26.4	24.4
Youth Services	12.5	12.5	7.5	11.5
Total	194.1	194.7	192.9	198.9

Mission Statement

The Commissioner's Office supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* through management policy and sets goals and performance standards. It coordinates the Department's annual budget and capital planning processes; maintains fiscal operations and payroll matters; coordinates the purchasing of supplies; and manages the City Council submission process.

Vital Customers

- Internal staff
- City Council
- Rochester City School District
- Community agencies
- City youth

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Relocate Commissioner's Office to Recreation Administration Building 400 Dewey Ave.	Customer Service	First Quarter
Provide leadership role for community in the design of an out of school time system	Education	Fourth Quarter

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	460,500	481,200	20,700
Employee Years	6.0	5.0	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
10,500	1,900	-3,500	0	9,400	2,400	20,700

Major Change

One-time budget reduction in 2010-11 does not recur	60,700
Transfer of an administrative position to Recreation Bureau to enable efficiencies	-50,300
Performance award eliminated due to budget constraints	-7,500
Productivity improvement result in savings	-500

DEPARTMENT OF RECREATION & YOUTH SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	873,456	364,600	367,400	335,800
Materials & Supplies	3,936	2,200	2,200	2,000
Services	129,958	91,100	90,900	143,400
Other	0	0	0	0
Total	1,007,350	457,900	460,500	481,200
Appropriation by Activity				
Commissioner's Office	514,241	457,900	460,500	481,200
Pathways to Peace	493,109	0	0	0
Total	1,007,350	457,900	460,500	481,200
Employee Years by Activity				
Commissioner's Office	6.0	5.0	6.0	5.0
Pathways to Peace	8.4	0.0	0.0	0.0
Total	14.4	5.0	6.0	5.0

FULL TIME POSITIONS

Br.	Title	Budget 2010-11	Proposed 2011-12
36	Commissioner of Recreation & Youth Services	1.0	1.0
28	Manager of Administrative Support	1.0	1.0
18	Municipal Assistant	1.0	0.0
18	Secretary to Commissioner	1.0	1.0
7	Clerk III with Typing	1.0	1.0
6	Receptionist Typist	1.0	1.0

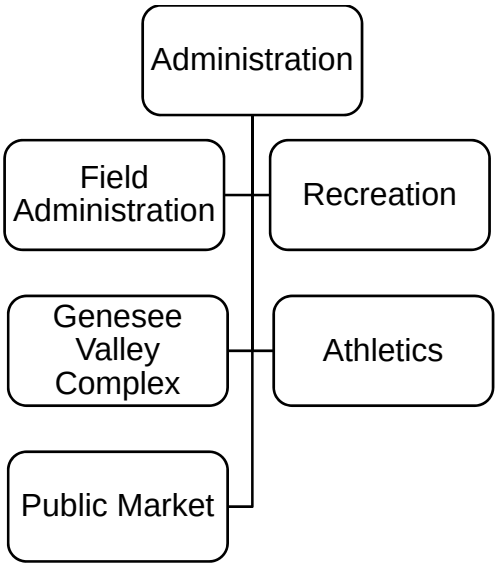
EMPLOYEE YEARS		
Full Time	6.0	5.0
Overtime	0.0	0.0
Part Time, Temporary, Seasonal	0.0	0.0
Less: Vacancy Allowance	0.0	0.0
Total	6.0	5.0

Mission Statement

The Bureau of Recreation supports the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* through providing quality leisure time programs and services to residents of all ages with an emphasis on youth. This is accomplished by utilizing a youth development philosophy with a focus on: competence, usefulness, belonging, and power of influence. The Bureau acts as stewards, interpreters and champions of our City's recreational and horticultural resources including parks, playgrounds, green spaces and related facilities. It plans and implements capital improvement projects in parks, recreation facilities, and the Public Market.

The Bureau also manages and operates the Rochester Public Market in a manner that: ensures its financial viability, fosters local economic development, promotes and sustains farmers and vendors, and provides consumers with access to a fresh, nutritious, and affordable food source.

Organization



Vital Customers

- Residents and visitors of all ages
- Vendors and customers at the Public Market
- Community partners and collaborators
- City youth and their families
- Parks patrons

Critical Processes

- ❑ Maintain Employee Professional Development System (EPDS), including skill inventory
- ❑ Conduct Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis bi-annually at each site with all staff
- ❑ Hold Town meetings bi-annually to engage the public in service feedback
- ❑ Conduct surveys annually for youth who do not attend our centers and semi-annually with youth who do attend
- ❑ Hold semi-annual meetings with vendors at the Public Market
- ❑ Conduct Rapid Market Assessments on a bi-annual basis at the Public Market

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Initiate Phase II Recreation On the Move	Customer Service	First Quarter
Launch After School in the Parks Program II (ASIPP)	Customer Service Education	First Quarter
Complete Gantt Center Rehabilitation	Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUTOMER PERSPECTIVE				
Recreation:				
Registrations:				
● Adams/Gardiner	3,399	4,309	3,000	3,500
● Avenue D	2,580	3,560	2,600	3,500
● Campbell	1,645	1,706	1,500	1,550
● Carter/Norton Village	2,051	2,012	2,000	2,100
● Edgerton/Pierpont/Charlotte/LaGrange	3,590	3,957	3,200	3,750
● Flint	2,844	3,468	3,700	3,700
● Gantt	2,560	2,755	2,500	2,800
● South/Field/Cobbs Hill	2,821	3,881	2,400	3,000
● Thomas P. Ryan/Humboldt	3,202	1,466	3,500	3,500
● Total registrations	24,692	27,114	24,400	27,400

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Attendance per year:				
● Adams/Gardiner	40,334	36,358	43,000	34,300
● Avenue D	55,140	57,363	45,000	53,900
● Campbell	43,611	39,573	34,000	38,000
● Carter/Norton Village	38,725	36,563	40,000	36,000
● Edgerton/Pierpont/Charlotte/LaGrange	84,440	85,771	87,000	80,000
● Flint	59,168	63,826	62,000	60,000
● Gantt	59,270	59,387	39,000	50,400
● South/Field/Cobbs Hill	56,147	56,774	39,000	53,000
● Thomas P. Ryan/Humboldt	130,105	143,029	70,000	139,600
● Rec On The Move	N/A	1,052	N/A	12,600
● Total attendance	566,940	579,696	459,000	557,800
Genesee Valley Park Complex:				
Registrations - Special Events	800	800	850	1,000
Attendance per year:				
● GVP Ice Rink	42,715	44,277	40,000	46,000
● GVP Pool	15,659	29,778	11,000	25,000
● Manhattan Square Ice Rink	51,791	56,339	50,000	60,000
Athletics:				
Adult softball games held	1,310	1,310	1,310	1,310
Aquatics attendance per year:				
● Douglass	1,813	2,297	3,000	2,500
● Durand Beach- total visitors	98,459	119,984	78,000	100,000
●Durand Beach –bathers	N/A	9,998	N/A	11,000
● Franklin	1,796	2,825	3,400	3,000
● Wilson Academy/formerly known as Madison	2,751	2,530	3,000	2,600
● Marshall	2,891	3,304	2,300	3,000
● Monroe	1,063	1,363	1,800	1,400

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Public Market:				
Market days held	155	153	155	155
Special event days	32	40	33	40
Occupancy Rate (%):				
● Shed A	100	100	100	100
● Shed C	100	100	100	100
● Winter Shed	100	100	100	100

FINANCIAL/COST

Public Market:				
Public market revenue ($)	704,400	711,000	768,600	724,900

N/A – Not Applicable

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	7,658,400	7,602,100	-56,300
Employee Years	153.0	158.0	5.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
66,500	32,200	62,100	0	-18,000	-199,100	-56,300

Major Change

Eliminate five full time positions due to budget constraints	-196,900
One-time funding for four full time positions is complete	-149,500
Part time and seasonal staff funded	175,600
Eliminate School #28 After School Program due to budget constraints	-76,800
After School in the Parks (ASIPP) at Norton Village funded as second pilot	63,800
Add Recreation On The Move II program	57,800
Transfer in of an administrative position from the Commissioner's Office	50,300
Increase security costs for the Public Market to reflect actual costs	45,000
Productivity improvements result in savings	-39,000
Eliminate part time and seasonal staff for MYSEP and Graffiti Program due to budget constraints	-31,400

Major Change

Reclassification of two full time positions reduces expense as an efficiency measure	-27,000
One-time Youth Voice One Vision grant is complete offset by increased funding	-21,000
Performance award eliminated due to budget constraints	-20,000
One-time funding for summer Youth Program positions eliminated	-17,700
Add part time staff and operation expenses for Boat Launch at the Marina	17,300
One-time budget reduction in 2010-11 does not reoccur	16,900
Reduction in printing and advertising due to budget constraints	-15,300
Rochester HeLP Program is complete	-14,300
Reduce overtime expense by 75% at the Public Market due to budget constraints	-13,100
Transfer of RASA funding to Trust Fund	-11,700
Increase professional fees to reimburse Friends of the Market for tram driver expenses	11,500
Increase temporary wages due to Recreation On The Move staff work year round	11,400
One-time Right Move Boxing Program is complete	-10,000
One-time Recreation On The Move grant is partially complete	-5,000

Program Change

The Bureau of Recreation is expanding their Recreation On The Move II program. This addition to the program allows a second mobile vehicle to visit non-traditional sites. City residents who have not traditionally used, or do not have access to recreation facilities, will be able to experience the services offered by the City's Recreation facilities at near parks, vacant lots, schools, and other facilities around the community.

After School in the Parks Program (ASIPP) will be expanding and a second fee-based, licensed after school program will be implemented. After School in the Parks Program at Norton Village will be an alternative for youth to be supervised after school. This program will provide activities for youth and offer staff that will assist youth with homework if needed.

The Gantt Community Center will continue to undergo the design process of its interior space renovation.

City Recreation assumes responsibility for operating Boat Launch from Monroe County.

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	5,252,376	4,788,400	4,470,800	4,418,200
Materials & Supplies	365,808	274,900	289,900	277,400
Services	3,024,352	2,646,100	2,866,300	2,883,400
Other	0	31,400	31,400	23,100
Total	8,642,536	7,740,800	7,658,400	7,602,100
Appropriation by Activity				
Administration	2,200,608	2,441,900	2,578,100	2,652,300
Field Administration	194,733	81,500	66,000	129,700
Recreation	3,346,621	3,544,500	3,349,800	3,143,800
Genesee Valley Complex	548,707	566,900	560,100	575,000
Athletics	552,056	524,500	511,500	501,400
Public Market	628,946	581,500	592,900	599,900
Cemeteries	1,170,865	0	0	0
Total	8,642,536	7,740,800	7,658,400	7,602,100
Employee Years by Activity				
Administration	21.2	26.8	26.8	25.8
Field Administration	3.0	1.5	1.5	2.5
Recreation	90.4	87.1	89.3	94.3
Genesee Valley Complex	13.0	17.1	17.1	17.1
Athletics	14.9	13.9	13.9	13.9
Public Market	4.5	4.4	4.4	4.4
Cemeteries	20.2	0.0	0.0	0.0
Total	167.2	150.8	153.0	158.0

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Field Administration	Recreation	Genesee Valley Complex	Athletics	Public Market
Br.	Title	Budget 2010-11	Proposed 2011-12						
34	Assistant Commissioner/Recreation	1.0	1.0	1.0					
30	Asst. Mgr. of Parks & Recreation	1.0	1.0	0.7					0.3
24	Program Development Specialist	1.0	0.0						
23	Area Coordinator	2.0	2.0	2.0					
23	Coordinator, Athletics & Aquatics	1.0	1.0	0.2			0.5	0.3	
23	Coordinator, Horticultural and Environmental Programming	1.0	1.0	1.0					
23	Coordinator, Training and Special Projects	0.0	1.0	1.0					
21	Recreation Center Director	6.0	6.0			6.0			
20	Administrative Analyst	1.0	1.0	1.0					
18	Supervisor of Markets	1.0	1.0						1.0
16	Administrative Assistant	2.0	1.0	1.0					
16	Program Coordinator	0.0	1.0	1.0					
15	Recreation Supervisor	14.0	13.0			12.0	0.5	0.5	
13	Program Support Aide	1.0	1.0		1.0				
10	Assistant Program Support Aide	0.0	1.0	1.0					
9	Clerk II with Typing	1.0	1.0	1.0					
9	Recreation Leader	22.0	15.0			15.0			
9	Recreation Leader Bilingual	3.0	3.0			3.0			
7	Clerk III with Typing	1.0	1.0	1.0					
57	Senior Security Guard	1.0	1.0	1.0					
41	Parks Operations Worker	1.0	1.0						1.0
EMPLOYEE YEARS									
Full Time		61.0	54.0	12.9	1.0	36.0	1.0	0.8	2.3
Overtime		1.0	1.0	0.1	0.0	0.6	0.0	0.0	0.3
Part Time, Temporary, Seasonal		96.1	108.1	13.0	1.5	62.0	16.6	13.2	1.8
Less: Vacancy Allowance		5.1	5.1	0.2	0.0	4.3	0.5	0.1	0.0
Total		153.0	158.0	25.8	2.5	94.3	17.1	13.9	4.4

Mission Statement

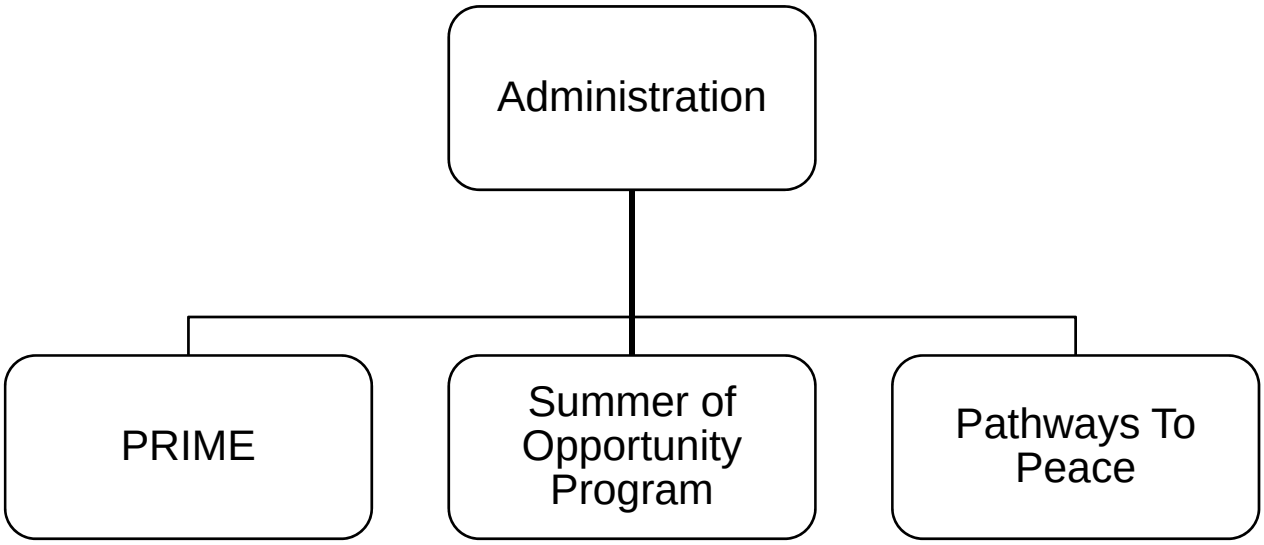
The Office of Employment Opportunities supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing workforce preparation and educational support.

The Bureau provides employment readiness and employment placement for city residents age 14 and older through its signature programs, the Providing Realistic Incentives for Maintaining Employment (PRIME) Program and the Summer of Opportunity Program (SOOP).

The Summer of Opportunity Program, which includes the Community Conservation Corps (CCC) and the Teens on Patrol (TOPS) programs, focuses on youth job development and employment placement. The PRIME program serves city residents with significant barriers to employment such as criminal records, under-education and poor work history through employment readiness and skill development.

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

Organization



Vital Customers

Employment Opportunities
- ❑ Youth ages 14 - 20
- ❑ Parents and families of youth
- ❑ Adults

Pathways to Peace
- ❑ Severely at-risk inner city youth and young adults
- ❑ Families of violent youth or in a crisis involving youth
- ❑ Community service providers
- ❑ The community at large

Critical Processes

Employment Opportunities
- ❑ Provide youth outreach and recruitment for employment
- ❑ Provide clients with access to resources
- ❑ Provide employment readiness for youth and adults

Pathways to Peace
- ❑ Provide targeted outreach
- ❑ Make home visits
- ❑ Provide mediations and presentations
- ❑ Provide service linkages

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement second phase of electronic processing (COMET)	Customer Service Economic Development	First Quarter
New program to create after-school jobs	Education Economic Development	Second Quarter
Relocate Office of Employment Opportunities from Sibley Building to Rundel Library	Customer Service	Fourth Quarter

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,898,400	1,345,800	-552,600
Employee Years	26.4	24.4	-2.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-4,600	9,100	200	0	-10,900	-546,400	-552,600

Major Change

SNUG grant is partially complete	-259,300
State grant for Summer of Opportunity Program	250,000
PRIME II initiative is partially complete	-188,600
Eliminate one full time and two part time Pathways to Peace positions due to budget constraints	-117,600
One time grant is complete	-76,000
One full time position in PRIME is eliminated due to budget constraints	-66,600

Major Change

Reduction in Pathways to Peace professional fees due to budget constraints	-35,000
One time ordinance to Pathways to Peace is complete	-34,000
One seasonal position is eliminated to create a full time position	31,800
Reduction in PRIME professional fees and temporary expenses due to budget constraints	-26,500
Reduction in Pathways to Peace wearing apparel, printing and advertising, dues and subscriptions, and training and meeting expenses due to budget constraints	-16,500
One-time budget reduction in 2010-11 does not reoccur	14,300
Rochester Re-entry Program is complete	-11,100
Performance award eliminated due to budget constraints	-10,000
Productivity improvements result in savings	-1,300
Six temporary grant funded Pathways to Peace positions are converted to full time positions for 2011-12 as grant funds continue	0

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Summer of Opportunity Program:				
Applicants for Summer of Opportunity (ages 14 – 20 years)	979	2,300	1,500	2,700
Number of employers participating in Summer of Opportunity	10	30	40	10
Trainees in Summer of Opportunity	1,600	700	250	250
Number of youth placed in Summer of Opportunity	439	300	300	420
Number of parents attending workshops	1,291	600	600	600
PRIME Program:				
Number of youth employed in the PRIME Initiative	121	85	140	50
PRIME applicants	379	572	370	630
PRIME participants	130	205	240	240
PRIME trained in job readiness training	130	205	240	160
PRIME trained in vocational training	88	24	140	40
PRIME participants finding full time employment	18	24	40	N/A
Employment Partnerships developed	10	30	10	10
Jobs created	121	85	140	50

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Pathways to Peace:				
Number of youth conflict incidents referred	115	125	140	110
Number of youth conflict incidents mediated	32	80	90	50
Percentage of incidents mediated	63%	64%	64%	75%
Number of youth referred to PTP	120	130	150	90
Number of youth referred that are linked to services	50	75	105	50
Percentage of youth referred linked to services	68%	60%	70%	70%
Number of youth referred not showing recidivism	85	85	100	90
Percentage of youth referred not showing recidivism	71%	65%	67%	75%

Abbreviations:

PTP – Pathways to Peace

PRIME – Providing Realistic Incentives for Maintaining Employment

N/A – Not Applicable

Program Change

The New York State grant for Summer of Opportunity Program will allow additional funding to provide more training and jobs to youth.

DEPARTMENT OF RECREATION & YOUTH SERVICES
OFFICE OF EMPLOYMENT OPPORTUNITIES
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	0	1,074,000	1,171,500	538,000
Materials & Supplies	0	22,300	48,000	30,600
Services	0	529,000	621,300	673,600
Other	0	92,300	57,600	103,600
Total	0	1,717,600	1,898,400	1,345,800
Appropriation by Activity				
Administration	0	269,100	288,800	249,200
PRIME	0	244,700	256,500	48,500
Summer Of Opportunity Program	0	401,500	400,800	573,800
Pathways to Peace	0	802,300	952,300	474,300
Total	0	1,717,600	1,898,400	1,345,800
Employee Years by Activity				
Administration	0.0	2.8	2.8	2.8
PRIME	0.0	1.2	1.2	0.2
Summer Of Opportunity Program	0.0	8.6	8.6	8.6
Pathways to Peace	0.0	13.8	13.8	12.8
Total	0.0	26.4	26.4	24.4

DEPARTMENT OF RECREATION & YOUTH SERVICES
OFFICE OF EMPLOYMENT OPPORTUNITIES
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PRIME	Summer Of Opportunity Program	Pathways To Peace
Br.	Title	Budget 2010-11	Proposed 2011-12				
33	Director/Office of Employment Opportunities	1.0	1.0	1.0			
26	Youth Intervention Supervisor	1.0	1.0				1.0
24	Program Development Specialist	1.0	0.0				
24	Senior Administrative Analyst	1.0	1.0	1.0			
20	Sr. Youth Intervention Specialist	1.0	3.0				3.0
18	Youth Intervention Specialist	2.0	5.0				5.0
18	Youth Intervention Specialist Bilingual	1.0	1.0				1.0
16	Program Coordinator	0.0	1.0	1.0			
EMPLOYEE YEARS							
Full Time		8.0	13.0	3.0	0.0	0.0	10.0
Overtime		0.4	0.4	0.0	0.0	0.0	0.4
Part Time, Temporary, Seasonal		18.3	11.3	0.0	0.2	8.6	2.5
Less: Vacancy Allowance		0.3	0.3	0.2	0.0	0.0	0.1
Total		26.4	24.4	2.8	0.2	8.6	12.8

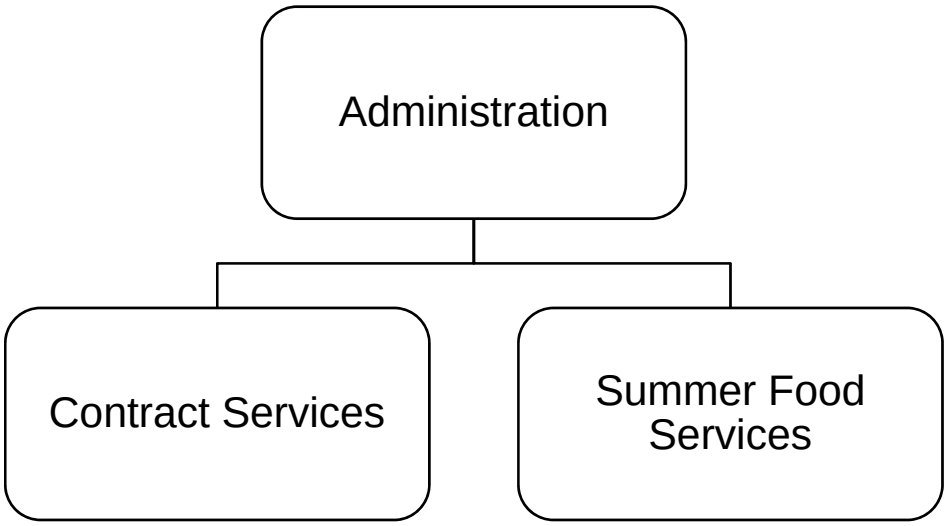
Mission Statement

The Bureau of Youth Services supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing support for academic enrichment, youth development, empowerment and other prevention-based programs and services.

The Bureau also provides support for parents and families of the youth they serve, and provides workshops, services, and access to community resources to assist them in their role as the primary investors and stakeholders in the successful development of their children.

The Bureau operates the Comprehensive Adolescent Pregnancy Prevention Services (CAPP) program, the Teen Pregnancy Prevention (TPP) program, Youth Training Academy (YTA), the Volunteer Intern Program (VIP), the Pillars of Hope program, the Mayor's Youth Advisory Council (MYAC), and the Rochester After School (RASA) program. It also runs the Summer Food Service Program, which is a federally funded activity that provides nutritious breakfasts and lunches to children at various recreation, day care, community centers, and other City locations.

Organization



Vital Customers

- ❑ Youth ages 12 – 25
- ❑ Parents and families of youth
- ❑ Teenage parents and their children

Critical Processes

- ❑ Provide parent and family skills training
- ❑ Provide clients with access to resources

2011-12 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Launch Pregnancy Prevention website	Education	First Quarter
Implement parent support effort	Education Economic Development	Second Quarter
Relocate Bureau of Youth Services from Sibley Building to Rundel Library	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
CUSTOMER PERSPECTIVE				
Administration:				
Applicants for Youth Training Academy (YTA) (ages 15 – 16 years)	51	60	60	60
Applicants for Volunteer Intern Program (VIP) (ages 12 – 14 years)	24	35	40	40
Number of students enrolled in YTA	32	30	50	40
Number of students enrolled in VIP	15	28	30	30
Number of students completing YTA	29	24	40	30
Number of students completing VIP	13	27	20	25
Contract Services:				
APPS participants	377	370	377	N/A
Hillside Work Scholarship participants	763	344	313	300
CDBG participants	1,500	900	1,000	680
APPS participants with no first or repeat pregnancies (%)	95%	95%	85%	N/A
CAPP participants	N/A	N/A	N/A	700
TPP participants	N/A	N/A	N/A	900
Special Projects:				
Youth participants in RASA-4	382	444	260	260
Adult participants in RASA-4	200	N/A	260	N/A
School attendance rates due to RASA-4	70%	70%	90%	75%
Percentage of students increasing Math and/or English tests enrolled in RASA programs	33%	50%	65%	50%

	Actual 2009-10	Estimated 2010-11	Budget 2010-11	Budget 2011-12
Summer Food Service:				
Summer Food Program breakfast sites	60	46	56	46
Summer Food Program lunch sites	70	56	73	73
Summer Food Program breakfasts served	79,949	29,136	74,000	51,000
Summer Food Program lunches served	68,484	77,258	110,000	79,500

FINANCIAL/COST

Contract Services:				
APPS allocation ($)	354,752	176,136	354,752	N/A
CBAPP	71,843	193,469	N/A	N/A
TPP	N/A	750,000	N/A	1,449,705
CAPP	N/A	272,987	N/A	545,973
CDBG program allocation ($)	266,039	266,039	266,039	214,339
Special Projects:				
New York State 21st Century - Phase 4 allocation ($)	700,000	847,771	847,771	847,771

Abbreviations:

APPS - Adolescent Pregnancy Prevention Services

CAAP- Comprehensive Adolescent Pregnancy Prevention

CBAPP- Community Based Adolescent Pregnancy Prevention

CDBG - Community Development Block Grant

RASA-4 - Rochester After School Academy Phase 4

TPP- Teen Pregnancy Prevention

VIP - Volunteer Intern Program

YTA - Youth Training Academy

N/A - Not Applicable

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,887,800	1,487,500	-1,400,300
Employee Years	7.5	11.5	4.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
8,600	27,500	-4,800	0	-9,100	-1,422,500	-1,400,300

Major Change

Rochester City School District funding for Hillside Work Scholarship Program will be contracted directly with Hillside	-600,000
City funding for Hillside Work Scholarship Program is reduced due to budget constraints	-300,000
Reduction in allocation for food for the Summer Foods Program	-149,200
Transfer of RASA funding to Trust Fund	-85,500
Adolescent Pregnancy Prevention Services grant is complete	-79,500
Community Based Adolescent Pregnancy Prevention grant is complete	-58,200
One time increase to fund pregnancy grant does not reoccur	-51,400
Eliminate funding for Teen Court due to budget constraints	-50,000
Eliminate one full time position due to budget constraints	-33,500
Productivity improvements result in savings	-24,500
One-time budget reduction in 2010-11 does not reoccur	22,800
One-time increases in funding for Youth development professional services is complete	-8,500
Performance award eliminated due to budget constraints	-5,000
Six full time positions added during 2010-11 funded by grants continue to be funded in 2011-12	0

Program Change

With the completion of the Adolescent Pregnancy Prevention Services (APPS) program and the Community Based Adolescent Pregnancy Prevention (CBAPP) program, the City continues its pregnancy prevention awareness with an additional two programs. The Comprehensive Adolescent Pregnancy Prevention (CAPP) program and the Teen Pregnancy Prevention (TPP) program will allow the staff to persistently increase the awareness of family planning and coordinate activities with several agencies to deliver the evidence based teen outreach programs within Rochester communities.

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	650,404	573,100	635,500	569,500
Materials & Supplies	58,903	45,800	62,600	38,300
Services	2,635,290	1,534,700	1,818,800	633,300
Other	16,700	200,300	370,900	246,400
Total	3,361,297	2,353,900	2,887,800	1,487,500
Appropriation by Activity				
Administration	246,244	246,900	247,900	257,700
Office of Employment Opportunities	2,166,990	0	0	0
Contract Services	574,544	1,844,900	2,154,100	886,100
Summer Food Service	373,519	262,100	485,800	343,700
Total	3,361,297	2,353,900	2,887,800	1,487,500
Employee Years by Activity				
Administration	2.5	2.8	2.8	2.8
Office of Employment Opportunities	4.9	0.0	0.0	0.0
Contract Services	3.8	7.3	3.2	7.3
Summer Food Service	1.3	2.4	1.5	1.4
Total	12.5	12.5	7.5	11.5

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES
PERSONNNEL SUMMARY

FULL TIME POSITIONS				Administration	Contract Services	Summer Food Service
Br.	Title	Budget 2010-11	Proposed 2011-12			
34	Assistant Commissioner/Youth Services	1.0	1.0	1.0		
24	Senior Administrative Analyst	2.0	2.0		1.9	0.1
16	Employment & Training Counselor	1.0	1.0	1.0		
11	Secretary Bilingual	1.0	1.0	1.0		
16	Program Coordinator	0.0	1.0		1.0	
9	Recreation Leader	0.0	3.0		3.0	
7	Clerk II/Typing	0.0	1.0		1.0	
6	Receptionist Typist Bilingual	1.0	0.0			
EMPLOYEE YEARS						
Full Time		6.0	10.0	3.0	6.9	0.1
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.2	2.2	0.0	0.6	1.6
Less: Vacancy Allowance		0.7	0.7	0.2	0.2	0.3
Total		7.5	11.5	2.8	7.3	1.4

Purpose

The Undistributed Expenses budget records allocations associated with, but not included in, departmental budgets or those that cannot reasonably be distributed to departmental budgets. This budget includes costs for both current and non-current employee benefits, general risk management, payments to other agencies, and other miscellaneous expenditures.

Year-To-Year Comparison

Main Functions	Budget 2010-11	Budget 2011-12	Change	Percent Change
Employee Benefits - Current	83,343,500	89,458,300	6,114,800	7.3%
Employee Benefits - Non-Current	19,995,400	23,876,500	3,881,100	19.4%
General Risk Management	2,204,700	1,769,500	-435,200	-19.7%
Other	5,053,600	2,215,500	-2,838,100	-56.2%
	110,597,200	117,319,800	6,722,600	6.1%
Interfund Credit*	0	-213,000	-213,000	N/A
Intrafund Credit*	-107,500	-137,800	-30,300	28.2%
Total	110,489,700	116,969,000	6,479,300	5.9%

*Reflects chargeback for Worker's Compensation costs.

Major Change Highlights

Employee Benefits – Current increases mainly due to anticipated higher retirement expense and an anticipated inflationary adjustment to medical insurance expense	6,114,800
Employee Benefits – Non-Current increases primarily due to an anticipated inflationary adjustment to retiree medical insurance expense and an allowance for higher unemployment compensation due to the reduction in the workforce	3,881,100
General Risk Management decreases due to postponement of reserve contribution due to budget constraints	-435,200
Other decreases primarily due to a one time contribution to the Tax Relief Fund in 2010-11	-2,838,100

UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	72,512,413	79,843,600	83,343,500	89,458,300
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	26,102,525	27,327,400	27,253,700	27,861,500
	98,614,938	107,171,000	110,597,200	117,319,800
Interfund Credit*	0	0	0	-213,000
Intrafund Credit*	-107,500	-113,100	-107,500	-137,800
Total	98,507,438	107,057,900	110,489,700	116,969,000
Appropriation by Activity				
Employee Benefits - Current	72,512,413	79,843,600	83,343,500	89,458,300
Employee Benefits - Non-Current	19,120,840	19,871,100	19,995,400	23,876,500
General Risk Management	5,765,683	2,004,700	2,204,700	1,769,500
Other	1,216,002	5,451,600	5,053,600	2,215,500
	98,614,938	107,171,000	110,597,200	117,319,800
Interfund Credit*	0	0	0	-213,000
Intrafund Credit*	-107,500	-113,100	-107,500	-137,800
Total	98,507,438	107,057,900	110,489,700	116,969,000

*Reflects chargeback for Worker's Compensation costs.

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in nine separate programs, four for civilians and five for uniformed employees. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

Tier	Hire Date (by any qualified public employer)	
	Non-Uniformed Employees	Uniformed Employees
1	Before July 1973	Before July 1973
2	July 1973 to July 1976	After July 1973
3	July 1976 to September 1983	Does not apply
4	After September 1983	Does not apply
5	January 1, 2010	January 9, 2010

The amount of the payment is the product of the projected wage base times the contribution rates for each tier. The wage base is the projection by the Comptroller based upon wages and salaries earned during the period April 1, 2011 to March 31, 2012. The Comptroller determines the contribution rates. The bill also includes a reconciliation of under or over payment based on the prior year's actual wages.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	28,051,700	33,470,800	5,419,100

Major Change

Increase due to higher retirement contribution rates	7,500,000
A credit is anticipated due to the wage base estimated by the Comptroller for the 2010-11 bill being higher than actual due to the lack of wage settlements for police and firefighters, plus savings from the hiring freeze	-1,400,000
Lower current year wage base reduces the projection for 2011-12	-680,900

SOCIAL SECURITY: under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first $106,800, then 1.45 percent after that for salaries and wages earned by each eligible employee. Certain earnings and deductions are not subject to these rates, such as flexible spending and payments to disabled employees.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	14,921,000	14,271,300	-649,700

Major Change

Savings due to workforce reduction	-649,700

HOSPITAL & MEDICAL INSURANCE: the City provides hospitalization and medical benefits through various programs. Agreements with the different labor unions determine specific coverage and the amount contributed by the City. In 2009, the City reached agreement with its unions to adopt a common, single provider health care plan that is experience rated. Coverage under the new plan started September 1, 2009 for union members. Administrative, Professional, and Technical employees and Confidential employees' coverage under the new plan commenced January 1, 2010.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	32,628,900	33,435,800	806,900

Major Change

Inflationary adjustment to medical insurance expense anticipated when plan rates are subject to change in January 1, 2012	1,331,900
Savings due to workforce reduction	-525,000

WORKER'S COMPENSATION: under a self-insurance program, the City directly finances the costs of medical and compensation payments to employees injured on the job. A private insurance firm that is responsible for investigating claims, making payments, and estimating future reserve requirements administers the program.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	3,816,600	4,279,300	462,700
Interfund Credit*	0	-213,000	-213,000
Intrafund Credit*	-107,500	-137,800	-30,300
	3,709,100	3,928,500	219,400

Major Change

	2010-11	2011-12	Change
Current Year Claims	247,100	350,800	103,700
Administrative Charge	77,200	84,000	6,800
State Assessments	600,000	629,900	29,900
Prior Years' Claims	2,892,300	3,214,600	322,300
Total	3,816,600	4,279,300	462,700
Interfund Credit	0	-213,000	-213,000
Intrafund Credit	-107,500	-137,800	-30,300
	3,709,100	3,928,500	219,400

New financial system requires direct interfund billing for departmental services	-213,000

Chargebacks – Current Year Claims

Department/Bureau	2010-11	2011-12
NEIGHBORHOOD & BUSINESS DEVELOPMENT	2,000	2,000
ENVIRONMENTAL SERVICES		
Commissioner	400	1,000
Operations & Parks	145,100	240,600
Water	45,000	45,000
Total	190,500	286,600
EMERGENCY COMMUNICATIONS	5,700	3,000
POLICE	27,200	33,000
FIRE	500	500
LIBRARY	1,200	10,000
RECREATION & YOUTH SERVICES	5,700	5,700
UNDISTRIBUTED	14,300	10,000
Total Interfund	139,600	213,000
Total Intrafund	107,500	137,800
CITY TOTAL	247,100	350,800

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,942,600	2,068,300	125,700

Major Change

Inflationary adjustment to dental insurance expense anticipated when plan rates are subject to change in January 1, 2012	195,700
Savings due to workforce reduction	-70,000

LIFE INSURANCE: the City provides term life insurance for all full time employees.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	99,200	98,700	-500

Major Change

Savings due to workforce reduction	-500

HRA CITY CONTRIBUTION: Under terms of negotiated labor agreements, the City is required to make annual contributions to Health Reimbursement Accounts (HRA) for union members. A contribution is also made by the City for Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,739,500	1,721,200	-18,300

Major Change

Savings due to workforce reduction	-98,000
Allowance is made for changes in the composition of the different classes of employees receiving HRAs	79,700

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	144,000	112,900	-31,100

Major Change

Initial cost projection for the new plan overly conservative	-29,200
Savings due to workforce reduction	-1,900

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	72,512,413	79,843,600	83,343,500	89,458,300
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	72,512,413	79,843,600	83,343,500	89,458,300
Interfund Credit*	0	0	0	-213,000
Intrafund Credit*	-107,500	-113,100	-107,500	-137,800
Total	72,404,913	79,730,500	83,236,000	89,107,500
Appropriation by Activity				
New York State Retirement	20,231,519	25,908,700	28,051,700	33,470,800
Social Security	14,386,969	14,458,900	14,921,000	14,271,300
Hospital and Medical	27,957,655	31,531,800	32,628,900	33,435,800
Cafeteria Benefits Plan	2,404,626	0	0	0
Worker's Compensation	3,700,354	4,465,200	3,816,600	4,279,300
Dental Insurance	1,613,407	1,804,700	1,942,600	2,068,300
Life Insurance	84,018	102,600	99,200	98,700
Union Trust Account	1,010,000	0	0	0
HRA City Contribution	1,100,000	1,466,700	1,739,500	1,721,200
Disability Insurance	23,865	105,000	144,000	112,900
	72,512,413	79,843,600	83,343,500	89,458,300
Interfund Credit*	0	0	0	-213,000
Intrafund Credit*	-107,500	-113,100	-107,500	-137,800
Total	72,404,913	79,730,500	83,236,000	89,107,500

*Reflects chargeback for Worker's Compensation costs.

DISABLED/OLD PENSION: this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for surviving spouses of firefighters who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,128,000	2,233,000	105,000

Major Change

The number of firefighters paid here increased from 68 to 69 in 2010-11 and one additional firefighter is anticipated in 2011-12	105,000

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	16,712,500	19,701,200	2,988,700

Major Change

An adjustment made in anticipation of an increase in the number of retirees	1,700,000
Inflationary adjustment to medical insurance expense anticipated when plan rates are subject to change January 1, 2012	1,288,700

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	138,000	138,000	0

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	40,100	41,200	1,100

Major Change

Increase based on projected need	1,100

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

	2010-11	2011-12	Change
Budget	976,800	1,763,100	786,300

Major Change

An allowance is made for higher unemployment compensation due to the reduction in the workforce	786,300

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	19,120,840	19,871,100	19,995,400	23,876,500
Total	19,120,840	19,871,100	19,995,400	23,876,500
Appropriation by Activity				
Disabled/Old Pension	2,208,355	2,163,000	2,128,000	2,233,000
Hospital and Medical - Retirees	16,009,761	16,830,800	16,712,500	19,701,200
Dental Insurance - Retirees	126,909	128,700	138,000	138,000
Life Insurance - Retirees	41,120	39,700	40,100	41,200
Unemployment Compensation	734,695	708,900	976,800	1,763,100
Total	19,120,840	19,871,100	19,995,400	23,876,500

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm, which handles all claims, administers the total insurance program. Contributions to Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,104,700	1,669,500	-435,200

Major Change

Cost Components	2010-11	2011-12	Change
Administrative Charge	118,000	118,000	0
Insurance Premium - Major Claims*	800,000	710,000	-90,000
Contribution to the Insurance Reserve	1,186,700	841,500	-345,200
	2,104,700	1,669,500	-435,200

Funding for insurance coverage at the Soccer Stadium transfers to Neighborhood & Business Development	-90,000

JUDGMENTS AND CLAIMS: this account is used to pay the City's liability for minor judgment-based obligations that may occur outside of the normal tort litigation covered by the City's general insurance.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	5,765,683	2,004,700	2,204,700	1,769,500
Total	5,765,683	2,004,700	2,204,700	1,769,500
Appropriation by Activity				
General Insurance	1,887,169	1,904,700	2,104,700	1,669,500
Judgments and Claims	114	100,000	100,000	100,000
Foreign Insurance Fund Reserve	3,878,400	0	0	0
Total	5,765,683	2,004,700	2,204,700	1,769,500

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by State law. Payments are also made to Monroe County for services provided to City Court facilities.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	1,081,100	1,095,800	14,700

Major Change

An inflationary adjustment is made for the lease expense of City Court with Monroe County	94,000
Funding for Pure Waters charges at parking facilities transfers to Finance	-76,300
Funding for Pure Waters charges at the Soccer Stadium transfers to Neighborhood & Business Development	-18,000
Additional funds required for payments to New York State for fingerprinting related to employment applications	15,000

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	525,000	434,000	-91,000

Major Change

Funds are reduced due to budget constraints	-91,000

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

	2010-11	2011-12	Change
Budget	245,000	210,000	-35,000

Major Change

Allocation reduced based on projected need	-40,000
An inflationary adjustment is made	5,000

TIME BANK ACCRUAL: to comply with the Governmental Accounting Standards Board (GASB) standards, specific time banks are required to be accrued by the City. Vacation time and uniformed compensatory time earned, but not yet taken, are accrued as an expense.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	521,500	521,500	0

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	50,000	50,000	0

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	500,000	600,000	100,000

Major Change

Funds added to support anticipated consolidations and reorganizations	100,000

TAX RELIEF FUND: this activity supports efforts to moderate future increases in property taxes.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	2,788,700	0	-2,788,700

Major Change

A contribution was made in 2010-11	-2,788,700

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Equipment Services Division. These costs are allocated to this Division so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	-1,656,800	-1,787,000	-130,200

Major Change

An adjustment is made to reflect higher employee benefits costs	-130,200

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, safe driver awards, employee assistance program, medical services, the Employer Assistance Housing Incentive (EAHI) to qualified City employees purchasing a City home, and International Sister Cities.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	999,100	1,091,200	92,100

Major Change

Credit card fees are added for small dollar transactions	300,000
Employer Assistance Housing Incentive is reduced based on need	-100,000
Funding for marketing outreach transfers to Administration, Bureau of Communications	-60,000
A reserve contribution to International Sister Cities is not required	-25,000
Reductions due to budget constraints	-24,000
Net of other	8,100
Miscellaneous expenses related to the Soccer Stadium transfers to Neighborhood & Business Development	-7,000

UNDISTRIBUTED EXPENSES
OTHER

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	1,216,002	5,451,600	5,053,600	2,215,500
Total	1,216,002	5,451,600	5,053,600	2,215,500
Appropriation by Activity				
Payments to Other Governments	822,395	845,300	1,081,100	1,095,800
Employee Development	158,302	330,000	525,000	434,000
CIty Channel 12 Operation	229,000	200,000	245,000	210,000
Time Bank Accrual	44,893	521,500	521,500	521,500
Title Reports	50,000	50,000	50,000	50,000
Efficiency & Effectiveness Initiatives	660,014	800,000	500,000	600,000
Tax Relief Fund	0	2,788,700	2,788,700	0
Motor Equipment Benefits Credit	-1,446,600	-1,656,800	-1,656,800	-1,787,000
Miscellaneous	697,998	1,572,900	999,100	1,091,200
Total	1,216,002	5,451,600	5,053,600	2,215,500

Contingency provides funds for difficult to project or otherwise unforeseen expenditures. The City Council specifically authorizes each expenditure through a budget transfer to the department incurring the expense.

Year-To-Year Comparison

	2010-11	2011-12	Change	Percent Change
Budget	12,526,500	17,713,400	5,186,900	41.4%

Major Change Highlights

Allocation is made for difficult to project or unforeseen expenditures, including the incremental cost of pending labor agreements	5,186,900

CONTINGENCY
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	12,226,500	12,526,500	17,713,400
Total	0	12,226,500	12,526,500	17,713,400
Appropriation by Activity				
General Contingency*	0	12,226,500	12,526,500	17,713,400

*Reflects remaining contingency after amendments. The original 2009-10 Contingency was $10,102,800; the original 2010-11 was $13,664,500.

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of "capital object or purpose" included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called "debt service". Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan.

Year-To-Year Comparison

Category	Budget 2010-11	Budget 2011-12	Change	Percent Change
Cash Capital	35,538,100	32,924,000	-2,614,100	-7.4%
Debt Service	32,166,700	32,076,700	-90,000	-0.3%
Total	67,704,800	65,000,700	-2,704,100	-4.0%

Major Change Highlights

CASH CAPITAL

New Projects:	
CVMF Building 100 Roof Replacement	973,000
PC Licenses	652,000
Hazardous Waste Remediation–Port of Rochester	500,000
Riverfront Development III	515,000
Network Security	390,000
Garage Elevator Program	250,000
NBD–Code Enforcement Compliance	200,000
Information Distribution System	160,000
Johnson and Seymour Race	150,000
Hazardous Waste Remediation–Pattonwood Landfill	150,000
Police Video Analytics	150,000
Changes in Existing Projects from 2010-11:	
Funding increases for Police Vehicles	2,529,000
Funding decreases for Reservoir LTS Compliance as Cash Capital is reassigned to debt	-1,965,000
Funding decreases for Fire Fighter Apparatus	-1,532,000

Funding decreases for Focused Investment as Cash Capital is reassigned to CDBG	-1,000,000
Funding decreases for Downtown Development	-900,000
Funding decreases for Police Records Management System	-692,000
Funding increases for Water Meter Replacement, as planned	558,000
Funding decreases for Forestry Tree Maintenance Program	-439,000
Funding decreases for Hazardous Waste Remediation	-382,000
Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement as Cash Capital is reassigned to Debt	-346,000
Funding decreases for Street Lighting Improvements	-325,000
Funding decreases for Demolitions	-250,000
Funding decreases for Tennis/Basketball Replacement	-250,000
Funding decreases for Rundel Library Renovations	-250,000
Funding decreases for Arts Installation and Enhancements	-245,000
Funding increases for Police Video Surveillance Cameras	229,000
Funding increases for city-wide Office Automation	218,000
Funding increases for Bridge and Parking Lot Development at Public Market	205,000
Funding increases for Motor Equipment in the Solid Waste Collections Division, as planned	203,000
Funding increases for Bridge and Parking Lot Development at Public Market	205,000
Funding decreases for Waring Road, as planned	-198,000
Records Management Grant	-149,200
Projects or Project Elements that will not recur:	
One time grant for Police Equipment	-787,400
Funding decreases for Ash Trees	-610,500
Funding for CVMF Building Generator is complete	-450,000
Funding for High Falls District Improvements	-320,000
One time allocation for SCBA Replacement	-364,000
One time allocation for Demolition of City Properties	-300,000
One time allocation for Police Facilities Improvements	-265,000
Funding for Art Walk II is complete	-244,000
One time allocation for Riverside Pond Drainage	-185,000
Blue Cross Arena Point of Sale System	-180,000
Funding increases for Midtown Development	122,000
DEBT SERVICE	
Expenditures increase in accordance with debt repayment schedules	-90,000

CAPITAL EXPENSE
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
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	98,002,719	67,665,400	67,665,400	64,961,300
Total	98,042,119	67,704,800	67,704,800	65,000,700
Appropriation by Activity				
Cash Capital	64,525,000	35,538,100	35,538,100	32,924,000
Debt Service	33,517,119	32,166,700	32,166,700	32,076,700
Total	98,042,119	67,704,800	67,704,800	65,000,700

TRANSPORTATION

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	5,249,000	5,277,000	28,000

Major Change

New Projects:	
Ridgeway Avenue Design	206,000
Mt. Hope Avenue Phase II	101,000
Changes in Existing Projects from 2010-11:	
Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement as Cash Capital is reassigned to Debt	-346,000
Funding decreases for Waring Road, as planned	-198,000
Funding decreases for Street Lighting	-115,000
Funding increases for Winton Road North, as planned	56,000
Funding decreases for Lake Avenue, as planned	-44,000
Funding decreases for Pavement Program	-36,000
Projects or Project Elements that will not recur:	
Funding for Art Walk II is complete	-244,000
Funding for the Inner Loop Sidewalks is complete	-125,000
Funding for Culver Road is complete	-27,000
Funding for Traffic Flow Study	-5,000
Purchasing Power Parity Increments:	
Residential Street Rehabilitation	476,000
Annual Bridge Maintenance	200,000
Street Treatment and Traffic Control	79,000
Hazardous Sidewalk and Sidewalk Ramp Installation Programs	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

	2010-11	2011-12	Change
Budget	1,965,000	3,052,000	1,087,000

Major Change

Projects funded in 2010-11 by Sale of Watershed:

Funding increases for Water Main Cleaning & Lining	1,423,000
Funding increases for Hydrant and Valve Replacement Program	597,000
Funding increases for Contamination Prevention Locks	107,000
Funding increases for Water Security	82,000
Funding increases for Filtration and Related Renovations	81,000
Funding increases for Conduit Valve & Vault Rehabilitation	76,000

Changes in Existing Projects from 2010-11:

Funding decreases for Reservoir LTS Compliance as Cash Capital is reassigned to debt	-1,965,000
Funding increases for Water Meter Replacement, as planned	558,000
Funding increases for SCADA System	74,000
Funding increases for Filtration Plant Small Equipment Replacement	37,000
Funding increases for SCADA System Maintenance	17,000

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

	2010-11	2011-12	Change
Budget	4,908,400	3,924,000	-984,400

Major Change

Changes in Existing Projects from 2010-11:

Funding increases for Police Vehicles	2,384,000
Funding decreases for Fire Fighter Apparatus	-1,532,000
Funding decreases for Street Lighting Improvements	-325,000
Funding decreases for Emergency Generators at Fire Houses	-120,000
Funding increases for SCBA Replacement, as planned	113,000
Funding decreases for Small Equipment in the Fire Department	-109,000

Major Change

Funding increases for Turnout Gear	90,000
Funding decreases for Cars, Vans and Utility Vehicles in the Fire Department	-56,000
Funding decreases for Police Facilities	-35,000
Funding increases for Police Equipment	22,000
Project or Project Elements that will not recur:	
One time grant for Police Equipment	-787,400
One time allocation for SCBA Replacement	-364,000
One time allocation for Police Facilities Improvements	-265,000
One time allocation for Emergency Communication Building Painting	-5,000
Purchasing Power Parity Increments:	
Street Lighting	4,000
Project Uplift	1,000

RECREATIONS & CULTURE

Recreation & Culture category includes equipment replacement and facility improvements for parks, cemeteries, recreation centers, and the Community Library.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	3,373,000	2,820,000	-553,000

Major Change

Transfer of Cemeteries to General City Development Section:	
Columbaria	-100,000
Roadway Improvements	-60,000
Fence Replacement	-50,000
Maintenance at Cemeteries	-30,000
Changes in Existing Projects from 2010-11:	
Funding increases for General Rehabilitation in the Department of Recreation and Youth Services	455,000
Funding decreases for Tennis/Basketball Replacement	-250,000
Funding decreases for Arts Installation and Enhancements	-245,000
Funding increases for Bridge and Parking Lot Development at Public Market	205,000
Funding increases for Trail Neighborhood Connections	170,000
Funding decreases for Aquatic Plan	-170,000

Major Change

Funding decreases for Public Market Winter Shed	-145,000
Funding decreases for Lighting Courts & Fields	-125,000
Funding decreases for High Falls	-114,000
Funding increases for Corn Hill Trail	77,000
Funding increases for Computer Replacement	71,000
Funding increases for War Memorial Small Equipment	68,000
Funding decreases for Traditional Materials at Branch Libraries	-33,000
Funding increases for Motor Equipment at Branch Libraries	25,000
Funding increases for Trails Genesee Riverway	24,000
Funding decreases for Furniture and Equipment at Branch Libraries	-20,000
Funding decreases for Recreation Motor Equipment	-7,000
Funding increases for Bicycle Enhancements	5,000
Funding increases for maintenance at Public Market	2,000
Projects or Project Elements that will not recur:	
One time allocation for Riverside Pond Drainage	-185,000
One time allocation for Guardrail Lower Falls	-75,000
One time grant for the recreation on the Move Vehicle	-35,000
One time allocation for the Mt. Hope Wayfinding Elements	-15,000
Purchasing Power Parity Increments:	
Rundel Library	2,000
War Memorial Standard Allocation	2,000

GENERAL CITY DEVELOPMENT

General City Development (projects to preserve and enhance the employment and tax base of the City) are included in this category.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	7,876,000	6,871,000	-1,005,000

Major Change

New Projects:	
Riverfront Development III	515,000
Garage Elevator Program	250,000
NBD–Code Enforcement Compliance	200,000
Johnson and Seymour Race	150,000
Dewey Intersection Realignment	72,000

Major Change	
Marina Facility	15,000
Transfer of Cemeteries from Recreation Section:	
Motor Equipment	204,000
Cemeteries Standard Allocation	190,000
Cemetery Development	35,000
Small Equipment	20,000
Cemeteries–Memorialization	15,000
Changes in Existing Projects from 2010-11:	
Funding decreases for Focused Investment as Cash Capital is reassigned to CDBG	-1,000,000
Funding decreases for Downtown Development	-900,000
Funding decreases for Municipal Garage maintenance	-335,000
Funding decreases for Demolitions	-250,000
Funding increases for Midtown Development	122,000
Funding increases for Port Infrastructure Roads	25,000
Funding increases for Homeownership Program	7,000
Projects or Project Elements that will not recur:	
One time allocation for Demolition of City Properties	-300,000
One time allocation for Hydro-Kinetic Study	-40,000

FACILITIES & EQUIPMENT

Facilities & Equipment provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities. The General Equipment subcategory consists of the ongoing replacement programs for general office equipment, non−motorized field equipment, and information processing systems.

The Motor Equipment subcategory provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

Year-To-Year Comparison

	2010-11	2011-12	Change
Budget	12,166,700	10,980,000	-1,186,700

Major Change

New Projects:

CVMF Building 100 Roof Replacement	973,000
PC Licenses	652,000
Hazardous Waste Remediation–Port of Rochester	500,000
Network Security	390,000
Information Distribution System	160,000
Hazardous Waste Remediation–Pattonwood Landfill	150,000
Police Video Analytics	150,000
Call Center Live Chat System	75,000
Rundel Library Fire Suppression System	50,000
Fire Education Management System	50,000
Kronos Time Clocks	39,000

Changes in Existing Projects from 2010-11:

Funding decreases for Police Records Management System	-692,000
Funding decreases for Forestry Tree Maintenance Program	-439,000
Funding decreases for Hazardous Waste Remediation	-382,000
Funding decreases for General Rehabilitation of non-public safety facilities	-320,000
Funding decreases for Rundel Library Renovations	-250,000
Funding increases for Police Video Surveillance Cameras	229,000
Funding increases for city-wide Office Automation	218,000
Funding increases for Motor Equipment in the Solid Waste Collections Division, as planned	203,000
Funding decreases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	-172,000
Funding decreases for Motor Equipment I the Bureau of Operations & Parks, as planned	-142,000
Funding decreases for Public Safety Building maintenance	-130,000
Funding decreases for City Hall Annual Allocation	-81,000
Funding decreases for Asbestos Management	-80,000
Funding decreases for Process and Systems Integration	-53,000
Funding increases for Small Equipment in the Department of Environmental Services	53,000
Funding increases for Duplicating Equipment	30,000
Funding decreases for South Avenue Sidewalk Enhancements	-30,000
Funding increases for Small Equipment in the Department of Environmental Services	20,000
Funding decreases for Database Management and GIS	-13,000
Funding increases for Environmental Services Water Bureau Office Furnishing	12,000

Major Change	
Funding decreases for Department of Emergency Communications Small Equipment	-5,000
Funding increases for Motor Equipment in the Department of Environmental Services Commissioner's Office	1,000
Projects or Project Elements that will not recur:	
Funding decreases for Ash Trees	-610,500
Funding for CVMF Building Generator is complete	-450,000
Funding for High Falls District Improvements	-320,000
Funding for Green Fueling Station	-300,000
Blue Cross Arena Point of Sale System	-180,000
Records Management Grant	-149,200
Rundel Library Front Door Replacement	-85,000
Funding for War Memorial Catwalk Cabling	-75,000
Communications–Web Revitalization	-50,000
Police AVL Expansion	-49,000
Case Management System	-38,000
Human Resource System	-22,000
Communications–Web Video Hosting Server	-15,000
Finance Department Office Equipment	-6,000
Human Resources Office Equipment	-5,000
Purchasing Power Parity Increments:	
Standard allocation for routine maintenance at the Colfax Street Refuse Garage	2,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	64,525,000	35,538,100	35,538,100	32,924,000
Total	64,525,000	35,538,100	35,538,100	32,924,000
Appropriation by Activity				
Transportation	5,361,900	5,249,000	5,249,000	5,277,000
Water System	6,772,600	1,965,000	1,965,000	3,052,000
Public Safety	5,346,800	4,908,400	4,908,400	3,924,000
Recreation & Culture	6,972,800	3,693,000	3,373,000	2,820,000
General City Development	18,939,000	7,876,000	7,876,000	6,871,000
Facilities & Equipment	21,131,900	11,846,700	12,166,700	10,980,000
Total	64,525,000	35,538,100	35,538,100	32,924,000

CAPITAL EXPENSE
DEBT SERVICE

Principal payments consist of annual installment payments on long−term borrowing (Serial Bonds), Tax Repayment Fund, short−term borrowing (Bond Anticipation Notes) and Ferry debt.

Year-To-Year Comparison

	Budget 2010-11	Budget 2011-12	Change
Serial Bonds & Tax Repayment Fund	24,443,400	21,571,400	-2,872,000
Bond Anticipation Notes	1,287,400	4,075,000	2,787,600
Total	25,730,800	25,646,400	-84,400

Interest Payment consists of annual payments of interest on long−term borrowing (Serial Bonds), Tax Repayment Fund, short−term borrowing (Bond Anticipation Notes) and Ferry debt.

Year-To-Year Comparison

	Budget 2010-11	Budget 2011-12	Change
Serial Bonds & Tax Repayment Fund	6,561,300	5,702,800	-858,500
Bond Anticipation Notes	682,700	727,500	44,800
Total	7,244,000	6,430,300	-813,700

The following table illustrates the actual rates on borrowing contracted by the City during 2010-11. Rates vary with the type of borrowing, size of the issue, and general market conditions.

Date	Type of Issue	Interest Rate
August, 20010	Bond Anticipation Note	1.25
February, 2011	Bond Anticipation Note	1.25

Statement of Indebtedness - June 30, 2011

Category	Bonds	Notes	Total
General	97,996,400	43,324,500	141,320,900
Sewer*	2,797,500	260,000	3,057,500
Water	30,437,500	14,758,500	45,196,000
School	152,489,769	25,320,000	177,809,769
	283,721,169	83,663,000	367,384,169

Less:	
Items not subject to Constitutional Limit:	
-Sewer (partial)	100,000
-Water	45,196,000
Constitutional Debt	322,088,169
Constitutional Debt Limit	530,865,268
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	208,777,099

*$115,000 to be reimbursed by Monroe County Pure Waters

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2011

Fiscal Year	City	School	Total
2011-12	21,571,400	13,934,370	35,505,770
2012-13	19,380,000	13,321,400	32,701,400
2013-14	16,205,000	13,110,000	29,315,000
2014-15	13,560,000	13,263,000	26,823,000
2015-16	10,700,000	13,340,000	24,040,000
2016-17	8,250,000	12,999,000	21,249,000
2017-18	7,225,000	12,831,000	20,056,000
2018-19	6,740,000	12,909,000	19,649,000
2019-20	5,585,000	12,462,000	18,047,000
2020-21	4,885,000	11,645,000	16,530,000
2021-22	3,470,000	9,160,000	12,630,000
2022-23	2,995,000	6,765,000	9,760,000
2023-24	2,380,000	4,150,000	6,530,000
2024-25	2,145,000	1,895,000	4,040,000
2025-26	1,655,000	590,000	2,245,000
2026-27	1,530,000	115,000	1,645,000
2027-28	805,000		805,000
2028-29	625,000		625,000
2029-30	675,000		675,000
2030-31	680,000		680,000
2031-32	170,000		170,000
Total	$ 131,231,400	$ 152,489,769	$ 283,721,169

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual 2009-10	Estimated 2010-11	Amended 2010-11	Proposed 2011-12
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	33,477,719	32,127,300	32,127,300	32,037,300
Total	33,517,119	32,166,700	32,166,700	32,076,700
Appropriation by Activity				
Principal Payment	25,801,000	25,046,500	25,046,500	25,931,800
Interest Payment	7,716,119	7,120,200	7,120,200	6,144,900
Total	33,517,119	32,166,700	32,166,700	32,076,700

This CIP Document Notes section shows two things. First, an errata and addendum section makes corrections to the document published April 28, 2011. Second, a tax rate summary of the total expenditures proposed and the financial impact of the CIP program on the City's outstanding debt and tax levy for debt and cash capital. Assessed values and the distribution between the Homestead and Non-Homestead property categories are held at 2009-10 levels throughout the five-year period. The April 28, 2011 version of the CIP concludes this section of the budget.

ERRATA & ADDENDUM

Errata & Addendum that follow are changes and corrections should be made to the April 28, 2011 version of the CIP: all amounts (000s):

F-33 Enterprise System–Front Office Deployment

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
General						
Cash Capital	-600,000					

F-33 Enterprise System–Front Office Deployment

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
Water						
Cash Capital	600,000					

P-20 Police Vehicles

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
General						
Cash Capital	-145,000					

R-1 DRYS General Rehabilitation

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
Cash Capital	500,000					

R-1 Public Market Winter Shed

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
Public Market						
Cash Capital	-145,000					

T-3 Milling & Resurfacing

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
General Debt	250,000	500,000	500,000	500,000	500,000	

CAPITAL EXPENSE
TAX RATES

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
Expense ($000)						
Existing Debt	32,076.7	32,206.5	27,961.6	24,269.9	20,045.2	136,559.9
New Program		1,270.9	5,138.2	9,174.7	12,391.6	27,975.4
	32,076.7	33,477.4	33,099.8	33,444.6	32,436.8	164,535.3
Revenue ($000)						
Premium and Interest Fund	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	15,000.0
Monroe County Pure Waters	120.1	-	-	-	-	120.1
Sale Unclaimed Property	310.1	310.1	310.1	310.1	310.1	1,550.5
Fed. Transportation Reimb.	205.0	205.0	205.0	205.0	205.0	1,025.0
Sale of Real Property	826.0	826.0	826.0	826.0	826.0	4,130.0
Tax Repayment Fund	-	-				-
Enterprise Funds	11,415.1	12,036.2	12,646.6	13,554.0	13,623.5	63,275.4
	15,876.3	16,377.3	16,987.7	17,895.1	17,964.6	85,101.0
Tax Revenue Required ($000)	16,200.4	17,100.1	16,112.1	15,549.5	14,472.2	79,434.3
Tax Reserve	852.7	900.0	848.0	818.4	761.7	5,199.9
Tax Levy Required ($000)	17,053.1	18,000.1	16,960.1	16,367.9	15,233.9	84,634.2
Tax Rate per $1,000 Assessed Value						
Homestead	2.07	2.17	1.75	2.21	2.08	
Non-Homestead	4.37	4.61	4.34	4.19	3.9	

TAX RATES FOR CASH CAPITAL

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
Expense ($000)						
General Cash Capital	21,333.0	28,514.0	26,896.0	24,652.0	27,333.0	128,728.0
Library Cash Capital	800.0	1,690.0	1,318.0	1,084.0	957.0	5,849.0
Local Works Cash Capital	3,639.0	4,042.0	6,142.0	7,364.0	4,472.0	25,659.0
Water Cash Capital	3,856.0	3,942.0	6,808.0	5,134.0	4,419.0	24,159.0
War Memorial Cash Capital	311.0	242.0	220.0	220.0	220.0	1,213.0
Parking Cash Capital	853.0	1,783.0	1,073.0	1,090.0	1,108.0	5,907.0
Public Market Cash Capital	759.0	1,092.0	1,546.0	48.0	50.0	3,495.0
Cemetery Cash Capital	464.0	2,057.0	516.0	316.0	603.0	3,956.0
Refuse Cash Capital	909.0	2,230.0	1,990.0	7,594.0	9,692.0	22,415.0
	32,924.0	45,592.0	46,509.0	47,502.0	48,854.0	221,381.0
Revenue ($000)						
Monroe County Traffic Shares	258.0	258.0	258.0	258.0	258.0	1,290.0
CHIPS	3,064.9	3,064.9	3,064.9	3,064.9	3,064.9	15,324.5
Sale of Scrap	123.9	123.9	123.9	123.9	123.9	619.5
Street Opening Permits	290.0	290.0	290.0	290.0	290.0	1,450.0
Compensation for Loss	120.0	120.0	120.0	120.0	120.0	600.0
Enterprise Funds	11,591.0	17,078.0	19,613.0	22,895.0	21,521.0	92,698.0
	15,447.8	20,934.8	23,469.8	26,751.8	25,377.8	111,982.0
Tax Revenue Required ($000)	17,476.2	24,657.2	23,039.2	20,750.2	23,476.2	109,399.0
Tax Reserve	919.8	1,297.7	1,212.6	1,092.1	1,235.6	5,757.8
Tax Levy Required ($000)	18,396.0	25,954.9	24,251.8	21,842.3	24,711.8	115,156.8
Tax Rate per $1,000 Assessed Value						
Homestead	2.22	3.11	2.91	2.62	2.96	
Non-Homestead	4.71	6.58	6.14	5.54	6.26	

Capital Improvement Program

2011-12
City of Rochester, New York
April 28, 2011

CITY OFFICIALS

City Council

Lovely A. Warren (Northeast District)
President
Elaine M. Spaull (East District)
Vice President

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

Mayor
Thomas S. Richards

Bureau of Budget & Efficiency
William J. Ansbrow, Director of Management & Budget

Staff
Kabutey Ocansey, Operations Analyst

INTRODUCTION

CAPITAL EXPENDITURES

The Capital Improvement Program (CIP) is a financing plan for the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in the capital program, a project or item must be consistent with the definition of >capital object or purpose= included in Section 11 of the New York State Local Finance Law.

The financing of capital projects may occur through three means. First, a direct appropriation may be made; this type of appropriation is known as “cash capital”. Second, funds for projects may be obtained through the issuance of bonds and notes, two forms of debt. The subsequent repayment of this debt and related interest costs is called >Debt Service=. Funding for repayment of debt is included in the Debt Service allocation of the annual operating budget. Third, full or partial funding for some objects is obtained from outside agencies.

CIP DOCUMENT

This document represents a five-year capital investment program organized in three parts.

The first part is a financial summary overview of the recommended program. Categories, Funding Sources and Departments are summarized in this section.

The second part presents the project detail organized by six functional program types: Transportation, Water System, Public Safety, Recreation and Culture, General City Development and Facilities and Equipment. Each of these types is divided into Categories (e.g. G-7 Port of Rochester). Categories may contain one or more programs (e.g. G-7 Port of Rochester, Transient Marina Facilities).

Each category type is prefaced by a narrative description, a listing of new programs, and program changes.

Each program is described along with its cost and funding source for each year of the plan.

The third part contains appendices listing funding, program and departmental detail.

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General City Development	5
Facilities and Equipment	6

FY 2012-16

CAPITAL IMPROVEMENT PROGRAM

SUMMARY BY FUNDING SOURCE (000s)

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
CDBG	3,619	3,923	3,879	3,885	3,891	19,197
Monroe County Traffic	258	232	551	249	530	1,820
Federal	11,646	35,256	14,829	43	4,712	66,486
General Debt	16,329	19,340	22,298	16,142	15,916	90,025
Library Debt	0	1,565	0	0	0	1,565
Monroe County	1,000	1,000	1,100	1,200	1,200	5,500
New York State	14,800	313	0	0	2,000	17,113
Parking Debt	891	918	945	3,474	1,003	7,231
Private	0	0	0	0	450	450
Water Debt	10,523	13,979	4,675	5,847	5,800	40,824
General Cash Capital	21,320	28,282	26,345	24,403	26,803	127,153
Cemetery Cash Capital	464	2,057	516	361	603	4,001
Library Cash Capital	800	1,690	1,318	1,084	957	5,849
Local Works Cash Capital	3,639	4,042	6,142	7,364	4,472	25,659
Parking Cash Capital	853	1,783	1,073	1,090	1,108	5,907
Public Market Cash Capital	904	1,092	1,546	48	50	3,640
Refuse Cash Capital	909	2,230	1,990	7,594	9,692	22,415
Water Cash Capital	3,256	3,942	6,808	5,134	4,419	23,559
War Memorial Cash Capital	311	308	308	308	308	1,543
Grand Total	*91,522*	*121,952*	*94,323*	*78,226*	*83,914*	*469,937*

FY 2012-16

CAPITAL IMPROVEMENT PROGRAM

Category Summary

		2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Facilities and Equipment							
General Cash Capital		8,506	8,290	9,926	8,180	10,636	*45,538*
General Debt		2,452	3,183	1,200	900	900	*8,635*
Library Cash Capital		50	1,003	585	263	0	*1,901*
Library Debt		0	1,565	0	0	0	*1,565*
Local Works Cash Capital		1,123	719	2,710	3,829	898	*9,279*
New York State		842	0	0	0	0	*842*
Parking Cash Capital		73	0	0	0	0	*73*
Refuse Cash Capital		909	2,230	1,990	7,594	9,692	*22,415*
War Memorial Cash Capital		170	170	170	170	170	*850*
Water Cash Capital		149	470	1,126	1,012	368	*3,125*
Facilities and Equipment	Total	*14,274*	*17,630*	*17,707*	*21,948*	22,664	*94,223*
General City Development							
CDBG		3,439	2,930	2,930	2,930	2,930	*15,159*
Cemetery Cash Capital		464	2,057	516	361	603	*4,001*
Federal		5,552	25,079	7,520	0	0	*38,151*
General Cash Capital		5,627	7,317	6,219	6,141	6,149	*31,453*
General Debt		9,627	9,021	5,551	5,923	2,043	*32,165*
Monroe County Traffic		0	0	0	0	13	*13*
New York State		13,235	313	0	0	0	*13,548*
Parking Cash Capital		780	1,783	1,073	1,090	1,108	*5,834*
Parking Debt		891	918	945	3,474	1,003	*7,231*
Private		0	0	0	0	450	*450*
Water Debt		109	0	0	0	0	*109*
General City Development	Total	*39,724*	*49,418*	*24,754*	*19,919*	14,299	*148,114*

Category Summary 2012-16 CIP		2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Public Safety							
CDBG		75	75	75	75	75	*375*
Federal		241	0	0	0	0	*241*
General Cash Capital		4,069	5,400	5,602	5,273	4,804	*25,148*
General Debt		0	0	0	2,500	2,500	*5,000*
Public Safety	Total	*4,385*	*5,475*	*5,677*	*7,848*	7,379	*30,764*
Recreation and Culture							
CDBG		105	200	150	150	150	*755*
Federal		1,183	1,108	0	0	0	*2,291*
General Cash Capital		670	1,827	1,056	1,145	1,064	*5,762*
General Debt		0	925	2,800	0	0	*3,725*
Library Cash Capital		750	687	733	821	957	*3,948*
New York State		723	0	0	0	2,000	*2,723*
Public Market Cash Capital		904	1,092	1,546	48	50	*3,640*
War Memorial Cash Capital		141	138	138	138	138	*693*
Recreation and Culture	Total	*4,476*	*5,977*	*6,423*	*2,302*	4,359	*23,537*
Transportation							
CDBG		0	718	724	730	736	*2,908*
Federal		4,670	9,069	7,309	43	4,712	*25,803*
General Cash Capital		2,448	5,448	3,542	3,664	4,150	*19,252*
General Debt		4,250	6,211	12,747	6,819	10,473	*40,500*
Local Works Cash Capital		2,516	3,323	3,432	3,535	3,574	*16,380*
Monroe County		1,000	1,000	1,100	1,200	1,200	*5,500*
Monroe County Traffic		258	232	551	249	517	*1,807*
Water Cash Capital		55	21	122	131	152	*481*
Water Debt		791	2,492	1,539	2,605	2,447	*9,874*
Transportation	Total	*15,988*	*28,514*	*31,066*	*18,976*	27,961	*122,505*

Category Summary 2012-16 CIP		2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water System							
Water Cash Capital		3,052	3,451	5,560	3,991	3,899	*19,953*
Water Debt		9,623	11,487	3,136	3,242	3,353	*30,841*
Water System	Total	*12,675*	*14,938*	*8,696*	*7,233*	7,252	*50,794*
	Grand Total	91,522	21,952	94,323	78,226	83,914	469,937

FY 2012-16

CAPITAL IMPROVEMENT PROGRAM

Department Summary

		2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Administration							
General Cash Capital		80	5	1,265	5	5	*1,360*
Administration	Total	*80*	*5*	*1,265*	*5*	5	*1,360*
Emergency Communications Department							
General Cash Capital		30	285	60	70	35	*480*
Emergency Communications	Total	*30*	*285*	*60*	*70*	35	*480*
Environmental Services							
CDBG		0	718	724	730	736	*2,908*
Cemetery Cash Capital		464	2,057	516	361	603	*4,001*
Federal		11,065	35,031	14,829	43	4,712	*65,680*
General Cash Capital		8,280	13,327	10,293	10,392	12,153	*54,445*
General Debt		15,779	16,705	19,498	13,642	13,416	*79,040*
Local Works Cash Capital		3,601	3,966	6,104	7,364	4,472	*25,507*
Monroe County		1,000	1,000	1,100	1,200	1,200	*5,500*
Monroe County Traffic		258	232	551	249	530	*1,820*
New York State		14,230	313	0	0	2,000	*16,543*
Parking Cash Capital		250	727	0	0	0	*977*
Private		0	0	0	0	450	*450*
Refuse Cash Capital		851	2,114	1,932	7,594	9,692	*22,183*
Water Cash Capital		3,177	3,784	6,729	5,134	4,419	*23,243*
Water Debt		10,523	13,979	4,675	5,847	5,800	*40,824*
Environmental Services	Total	*69,478*	*93,953*	*66,951*	*52,556*	60,183	*343,121*
Finance							
General Cash Capital		30	40	40	50	60	*220*
Parking Cash Capital		530	1,056	1,073	1,090	1,108	*4,857*
Parking Debt		891	918	945	3,474	1,003	*7,231*
Finance	Total	*1,451*	*2,014*	*2,058*	*4,614*	2,171	*12,308*

Department Summary 2012-16 CIP		2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Fire							
CDBG		75	75	75	75	75	*375*
Federal		241	0	0	0	0	*241*
General Cash Capital		1,147	2,236	2,655	2,145	2,035	*10,218*
General Debt		550	680	0	2,500	2,500	*6,230*
Fire	Total	*2,013*	*2,991*	*2,730*	*4,720*	4,610	*17,064*
Information Technology							
General Cash Capital		4,349	2,558	2,455	1,721	3,050	*14,133*
Local Works Cash Capital		38	76	38	0	0	*152*
Parking Cash Capital		73	0	0	0	0	*73*
Refuse Cash Capital		58	116	58	0	0	*232*
Water Cash Capital		79	158	79	0	0	*316*
Information Technology	Total	*4,597*	*2,908*	*2,630*	*1,721*	3,050	*14,906*
Library							
Library Cash Capital		800	1,690	1,318	1,084	957	*5,849*
Library Debt		0	1,565	0	0	0	*1,565*
New York State		570	0	0	0	0	*570*
Library	Total	*1,370*	*3,255*	*1,318*	*1,084*	957	*7,984*
Neighborhood Business Development							
CDBG		3,439	2,930	2,930	2,930	2,930	*15,159*
General Cash Capital		3,105	4,915	4,965	5,465	5,465	*23,915*
War Memorial Cash Capital		311	308	308	308	308	*1,543*
Neighborhood Business	Total	*6,855*	*8,153*	*8,203*	*8,703*	8,703	*40,617*
Police							
General Cash Capital		3,828	3,672	3,844	3,698	3,224	*18,266*
Police	Total	*3,828*	*3,672*	*3,844*	*3,698*	3,224	*18,266*

Department Summary 2012-16 CIP	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Recreation & Youth Services						
CDBG	105	200	150	150	150	*755*
Federal	340	225	0	0	0	*565*
General Cash Capital	471	1,244	768	857	776	*4,116*
General Debt	0	1,955	2,800	0	0	*4,755*
Public Market Cash Capital	904	1,092	1,546	48	50	*3,640*
Recreation & Youth Services Total	*1,820*	*4,716*	*5,264*	*1,055*	976	*13,831*
Grand Total	91,522	21,952	94,323	78,226	83,914	469,937

TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

New Programs

T-2 City Funded Arterials

- Vincent Street South/Jay Street is added with construction in 2015-16.

T-9 Bridge Reconstruction and Rehabilitation

- Rochester Running Track Bridge is added in 2015-16.

Program Changes

T-2 City Funded Arterials

- Genesee Park Boulevard (Brooks Avenue to Genesee Street) delayed to 2015-16.
- Waring Road (Culver Road to Norton Street) delayed to 2015-16.
- Seneca Avenue (Norton Street to Ridge Road East) construction delayed to 2012-13.
- Ridgeway Avenue (Ramona Street to Minder Street) construction delayed to 2012-13.

T-9 Bridge Reconstruction and Rehabilitation

- Railroad Underpass Improvements is omitted.

T-1 County Assisted Arterial Improvements

Goodman Street — Bay Street to Clifford Ave.

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	0	85	85
Monroe County	0	0	0	0	1,132	1,132
Water Cash Capital	0	0	0	0	45	45
	0	0	0	0	1,262	1,262

South Avenue (Elmwood Avenue to Bellvue Drive) — Elmwood Avenue (Mt. Hope Ave. to South Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	242	0	0	242
General Debt	0	0	0	1,158	0	1,158
Monroe County	1,000	1,000	1,100	1,200	68	4,368
Water Cash Capital	0	0	119	0	0	119
Water Debt	0	0	0	1,151	0	1,151
	1,000	1,000	1,461	3,509	68	7,038

T-10 Street Lighting

Street Lighting

In conjunction with street improvement projects

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	100	228	235	242	249	1,054
	100	228	235	242	249	1,054

T-2 City Funded Arterials

Future Street Planning & Projects

Staff time for design and construction of City Arterials. The specific projects are not yet designated.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	0	0	0	67	69	136
	200	200	200	267	269	1,136

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.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	0	386	386
Monroe County Traffic	0	0	0	0	2	2
Water Cash Capital	0	0	0	0	38	38
Water Debt	0	0	0	0	0	0
	0	0	0	0	426	426

Genesee Street — Genesee Park Blvd to Brooks Avenue

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	204	0	204
General Debt	0	0	0	0	1,977	1,977
Monroe County Traffic	0	0	0	8	73	81
Water Cash Capital	0	0	0	53	0	53
Water Debt	0	0	0	0	515	515
	0	0	0	265	2,565	2,830

Lake Avenue — Merrill Street to 600' South of Burley Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	5,150	0	0	0	5,150
General Debt	0	1,152	0	0	0	1,152
Monroe County Traffic	0	67	0	0	0	67
Water Debt	0	316	0	0	0	316
	0	6,685	0	0	0	6,685

Mt. Hope Avenue Phase II — Raleigh Street to Erie Canal

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	647	4,054	0	0	4,701
General Cash Capital	90	50	0	0	0	140
General Debt	0	0	944	0	0	944
Monroe County Traffic	0	0	70	0	0	70
Water Cash Capital	11	0	0	0	0	11
Water Debt	0	0	480	0	0	480
	101	697	5,548	0	0	6,346

Vincent Street South (Lake Avenue to Bausch Street) Jay Street (Child Street to Grape Street)

Jay Street (Verona Street to Lake Avenue) Bausch Street/Upper falls Blvd (Genesee River to Hudson Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	254	0	254
General Debt	0	0	0	0	2,504	2,504
Monroe County Traffic	0	0	0	24	207	231
Water Cash Capital	0	0	0	9	0	9
Water Debt	0	0	0	0	82	82
	0	0	0	287	2,793	3,080

Waring Road

Culver Road to Norton Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	0	0	43	4,712	4,755
General Cash Capital	0	0	0	9	0	9
General Debt	0	0	0	0	907	907
Monroe County Traffic	0	0	0	0	56	56
Water Cash Capital	0	0	0	2	0	2
Water Debt	0	0	0	0	975	975
	0	0	0	54	6,650	6,704

Winton Road North — Blossom Road to Corwin Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	52	0	0	0	0	52
General Cash Capital	57	0	0	0	0	57
General Debt	0	0	0	650	0	650
Monroe County Traffic	4	0	0	43	0	47
Water Cash Capital	44	0	0	0	0	44
Water Debt	0	0	0	605	0	605
	157	0	0	1,298	0	1,455

Seneca Avenue — Norton Street to Ridge Road East

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	226	0	0	226
General Debt	0	0	2,149	0	0	2,149
Monroe County Traffic	0	0	188	0	0	188
Water Cash Capital	0	0	3	0	0	3
Water Debt	0	0	34	0	0	34
	0	0	2,600	0	0	2,600

Ridgeway Avenue — Ramona Street to Minder Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	2,316	2,985	0	0	0	5,301
General Cash Capital	126	0	0	0	0	126
General Debt	0	2,235	0	0	0	2,235
Monroe County Traffic	80	0	0	0	0	80
Water Debt	0	1,375	0	0	0	1,375
	2,522	6,595	0	0	0	9,117

Seneca Parkway (Lake Avenue to Park View)/Maplewood Drive (Park View to Bridgeview) — Bridgeview Drive and Maplewood Drive (Maplewood Drive to Lake Avenue

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	401	0	0	0	401
General Debt	0	0	3,903	0	0	3,903
Monroe County Traffic	0	0	124	0	0	124
Water Cash Capital	0	21	0	0	0	21
Water Debt	0	0	201	0	0	201
	0	422	4,228	0	0	4,650

T-3 Asphalt Milling, Resurfacing and Curb Replacement

Milling & Resurfacing Program

Milling and Resurfacing, and micro-paving of streets including curb replacement, water and receiving basin improvements and traffic markings.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	700	3,243	1,340	1,441	1,545	8,269
General Debt	1,868	396	2,407	2,419	2,430	9,520
Monroe County Traffic	115	119	122	126	129	611
Water Debt	56	58	59	61	63	297
	2,739	3,816	3,928	4,047	4,167	18,697

Pavement Program

Pavement maintenance program for milling and resurfacing to extend the life of streets.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	2,302	0	0	0	0	2,302
General Debt	539	0	0	0	0	539
Monroe County Traffic	14	0	0	0	0	14
Water Debt	14	0	0	0	0	14
	2,869	0	0	0	0	2,869

T-4 Residential Street Rehabilitation

Neighborhood Right-of-Way Improvements

Improvements of the rights-of-way in CDBG eligible locations including the upgrade of road surfaces, curbing, tree lawns and catch basins.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
CDBG	0	203	209	215	221	848
	0	203	209	215	221	848

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, street lighting improvements, and tree planting for residential streets.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
CDBG	0	515	515	515	515	2,060
General Cash Capital	500	500	500	500	500	2,500
General Debt	1,843	2,428	2,531	2,592	2,655	12,049
Monroe County Traffic	45	46	47	48	50	236
Water Debt	721	743	765	788	812	3,829
	3,109	4,232	4,358	4,443	4,532	20,674

T-5 Street Treatment

Street Treatment and Traffic Control

Maintenance of residential, collector, and arterial streets, as well as the conduct of the neighborhood traffic control program. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	300	300	300	300	300	1,500
Local Works Cash Capital	800	915	952	981	1,010	4,658
	1,100	1,215	1,252	1,281	1,310	6,158

T-6 Hazardous Sidewalk Program

Hazardous Sidewalk Remediation Standard Allocation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Local Works Cash Capital	1,454	2,138	2,202	2,268	2,269	10,331
	1,454	2,138	2,202	2,268	2,269	10,331

Sidewalk Ramp Installation — Standard Allocation

Reconstruction of sidewalk ramps on residential streets at high priority locations.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Local Works Cash Capital	262	270	278	286	295	1,391
	262	270	278	286	295	1,391

T-8 Bridge Improvement Program

Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	375	454	499	514	585	2,427
	375	454	499	514	585	2,427

T-9 Bridge Reconstruction and Rehabilitation

Driving Park Bridge Rehabilitation

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	214	2,429	0	0	2,643
General Cash Capital	0	54	0	0	0	54
General Debt	0	0	607	0	0	607
	0	268	3,036	0	0	3,304

Elmwood Avenue Bridge Rehabilitation

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	73	826	0	0	899
General Cash Capital	0	18	0	0	0	18
General Debt	0	0	206	0	0	206
	0	91	1,032	0	0	1,123

Rochester Running Track Bridge Stability Measures

Bridge structural stability measures for future conversion to pedestrian multi-use facility.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	0	300	300
	0	0	0	0	300	300

Summary of Funding by Program: Transportation

		2011-12	2012-13	2013-14	2014-15	2015-16	Total
T-1	**County Assisted Arterial Improvements**						
	General Cash Capital	0	0	242	0	85	327
	General Debt	0	0	0	1,158	0	1,158
	Monroe County	1,000	1,000	1,100	1,200	1,200	5,500
	Water Cash Capital	0	0	119	0	45	164
	Water Debt	0	0	0	1,151	0	1,151
		1,000	1,000	1,461	3,509	1,330	8,300
T-10	**Street Lighting**						
	General Cash Capital	100	228	235	242	249	1,054
		100	228	235	242	249	1,054
T-2	**City Funded Arterials**						
	Federal	2,368	8,782	4,054	43	4,712	19,959
	General Cash Capital	473	651	426	667	586	2,803
	General Debt	0	3,387	6,996	650	5,388	16,421
	Monroe County Traffic	84	67	382	95	359	987
	Water Cash Capital	55	21	3	131	107	317
	Water Debt	0	1,691	715	605	1,572	4,583
		2,980	14,599	2,576	2,191	2,724	45,070
T-3	**Asphalt Milling, Resurfacing and Curb Replacement**						
	Federal	2,302	0	0	0	0	2,302
	General Cash Capital	700	3,243	1,340	1,441	1,545	8,269
	General Debt	2,407	396	2,407	2,419	2,430	10,059
	Monroe County Traffic	129	119	122	126	129	625
	Water Debt	70	58	59	61	63	311
		5,608	3,816	3,928	4,047	4,167	21,566

		2011-12	2012-13	2013-14	2014-15	2015-16	Total
T-4	**Residential Street Rehabilitation**						
	CDBG	0	718	724	730	736	2,908
	General Cash Capital	500	500	500	500	500	2,500
	General Debt	1,843	2,428	2,531	2,592	2,655	12,049
	Monroe County Traffic	45	46	47	48	50	236
	Water Debt	721	743	765	788	812	3,829
		3,109	4,435	4,567	4,658	4,753	21,522
T-5	**Street Treatment**						
	General Cash Capital	300	300	300	300	300	1,500
	Local Works Cash Cap	800	915	952	981	1,010	4,658
		1,100	1,215	1,252	1,281	1,310	6,158
T-6	**Hazardous Sidewalk Program**						
	Local Works Cash Cap	1,716	2,408	2,480	2,554	2,564	11,722
		1,716	2,408	2,480	2,554	2,564	11,722
T-8	**Bridge Improvement Program**						
	General Cash Capital	375	454	499	514	585	2,427
		375	454	499	514	585	2,427
T-9	**Bridge Reconstruction and Rehabilitation**						
	Federal	0	287	3,255	0	0	3,542
	General Cash Capital	0	72	0	0	300	372
	General Debt	0	0	813	0	0	813
		0	359	4,068	0	300	4,727

TRANSPORTATION TOTALS

	2011-12	2012-2013	2013-14	2014-15	2015-16	Total
CDBG	0	718	724	730	736	2,908
Federal	4,670	9,069	7,309	43	4,712	25,803
General Cash Capital	2,448	5,448	3,542	3,664	4,150	19,252
General Debt	4,250	6,211	12,747	6,819	10,473	40,500
Local Works Cash Capital	2,516	3,323	3,432	3,535	3,574	16,380
Monroe County	1,000	1,000	1,100	1,200	1,200	5,500
Monroe County Traffic	258	232	551	269	538	1,848
Water Cash Capital	55	21	122	131	152	481
Water Debt	791	2,492	1,539	2,605	2,447	9,874
	15,988	28,514	31,066	18,996	27,982	122,546

WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and General City Development categories.

Program Changes

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- There are no major changes to ongoing system infrastructure maintenance.
- The programs for infrastructure support continue at planned levels.
- SCADA System maintenance commences in 2011-12.
- Repairs to water bureau garage floors added in 2013-14.
- Interior Painting of Holly System added in 2013-14.
- Highland Upper Gatehouse is omitted.

W-1 Water Main Extension and Improvements

Bridges and River Crossings

Rehabilitate bridges over Genesee River.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	550	0	0	550
	0	0	550	0	0	550

Water Main, Extension & Improvement Program

Replacement of deteriorated water mains.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Debt	1,423	1,236	1,285	1,336	1,390	6,670
	1,423	1,236	1,285	1,336	1,390	6,670

W-11 Water Security

Water Security

Securing Water facilities by facility upgrade and access control.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	82	75	78	75	80	390
	82	75	78	75	80	390

W-2 Water Main Cleaning & Lining

Water Main Cleaning & Lining

Cleaning of water mains and installation of mortar lining to restore pipe capacity and slow deterioration.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	1,423	1,765	1,836	1,891	1,948	8,863
	1,423	1,765	1,836	1,891	1,948	8,863

W-3 Hydrant and Valve Replacement Program

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	597	618	643	666	689	3,213
	597	618	643	666	689	3,213

W-4 Water Meter Maintenance Program

Water Meter Replacement Program

Replacement and modernization of water meters.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	558	575	592	610	627	2,962
	558	575	592	610	627	2,962

W-5 General System Improvement

Contamination Prevention Hydrant Locks

Protects against tampering with Fire Hydrants contributing to fire suppression and water system safety.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	107	109	113	117	121	567
	107	109	113	117	121	567

Distribution System Vault Rehabilitation

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	400	0	0	400
	0	0	400	0	0	400

W-6 Reservoir, Conduit and Watershed Improvements

Cobbs Hill Reservoir Improvements

Repointing and recaulking concrete mortar joints.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Debt	0	3,000	0	0	0	3,000
	0	3,000	0	0	0	3,000

Conduit Modernization Program

Modernization of the City's Water supply conduit system.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Debt	1,700	1,751	1,851	1,906	1,963	9,171
	1,700	1,751	1,851	1,906	1,963	9,171

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	76	77	80	83	86	402
	76	77	80	83	86	402

Reservoir LT II Compliance

Long Term Enhanced Surface Water Treatment enhancements.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Debt	6,500	5,500	0	0	0	12,000
	6,500	5,500	0	0	0	12,000

Station Related Renovations

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	0	0	50	50
	0	0	0	0	50	50

Upland Bridge Rehabilitation

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	312	0	0	312
	0	0	312	0	0	312

W-7 Water Operations Center

Water Bureau Garage Floor Repairs

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	250	0	0	250
	0	0	250	0	0	250

W-8 Holly System

Interior Painting Replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	63	0	0	63
	0	0	63	0	0	63

W-9 Filtration Plant Complex

Filtration Plant and Related Renovations

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General repair is included as is the installation of sidewalks.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	81	16	180	43	171	491
	81	16	180	43	171	491

Filtration Plant Filter Underdrain Joint Rehabilitation

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	135	0	0	135
	0	0	135	0	0	135

Filtration Plant Roof Replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	0	430	0	430
	0	0	0	430	0	430

Filtration Plant Small Equipment Replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	37	35	217	76	127	492
	37	35	217	76	127	492

SCADA System

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	74	111	111	0	0	296
	74	111	111	0	0	296

SCADA System Maintenance

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	17	70	0	0	0	87
	17	70	0	0	0	87

Summary of Funding by Program: Water System

		2011-12	2012-13	2013-14	2014-15	2015-16	Total
W-1	**Water Main Extension and Improvements**						
	Water Cash Capital	0	0	550	0	0	550
	Water Debt	1,423	1,236	1,285	1,336	1,390	6,670
		1,423	1,236	1,835	1,336	1,390	7,220
W-11	**Water Security**						
	Water Cash Capital	82	75	78	75	80	390
		82	75	78	75	80	390
W-2	**Water Main Cleaning & Lining**						
	Water Cash Capital	1,423	1,765	1,836	1,891	1,948	8,863
		1,423	1,765	1,836	1,891	1,948	8,863
W-3	**Hydrant and Valve Replacement Program**						
	Water Cash Capital	597	618	643	666	689	3,213
		597	618	643	666	689	3,213
W-4	**Water Meter Maintenance Program**						
	Water Cash Capital	558	575	592	610	627	2,962
		558	575	592	610	627	2,962
W-5	**General System Improvement**						
	Water Cash Capital	107	109	513	117	121	967
		107	109	513	117	121	967
W-6	**Reservoir, Conduit and Watershed Improvements**						
	Water Cash Capital	76	77	392	83	136	764
	Water Debt	8,200	10,251	1,851	1,906	1,963	24,171
		8,276	10,328	2,243	1,989	2,099	24,935

Summary of Funding by Program: Water System

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
W-7 Water Operations Center						
Water Cash Capital	0	0	250	0	0	250
	0	0	250	0	0	250
W-8 Holly System						
Water Cash Capital	0	0	63	0	0	63
	0	0	63	0	0	63
W-9 Filtration Plant Complex						
Water Cash Capital	209	232	643	549	298	1,931
	209	232	643	549	298	1,931

WATER SYSTEM TOTALS

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
Water Cash Capital	3,052	3,451	5,560	3,991	3,899	19,953
Water Debt	9,623	11,487	3,136	3,242	3,353	30,841
	12,675	14,938	8,696	7,233	7,252	50,794

PUBLIC SAFETY

The Public Safety category contains projects that improve the ability of Fire, Police and Emergency Communications Departments to carry out their mission of protecting the public. Equipment replacement is a major component of this category.

Program Changes

P-15 Fire Facilities

- Fire House Replacement and Major Renovation delayed two years to 2014-15.

P-35 Emergency Communications Facilities

- Renovation to Operations Managers' Office is omitted.
- Renovation to Tape Room is omitted.
- Renovation to Theater Office is omitted.
- Funds are allocated for Theater Office.

P-10 Apparatus Replacement Program - Fire

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	975	975	1,024	886	3,860
	0	975	975	1,024	886	3,860

P-11 Small Equipment - Fire

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	40	40	40	40	40	200
	40	40	40	40	40	200

SCBA Replacement

Scheduled replacement and new purchase of small fire suppression equipment.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	496	80	80	80	80	816
	496	80	80	80	80	816

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
CDBG	75	75	75	75	75	375
General Cash Capital	346	357	368	379	390	1,840
	421	432	443	454	465	2,215

Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	171	0	0	0	0	171
General Cash Capital	265	350	300	175	175	1,265
	436	350	300	175	175	1,436

P-12 Motor Equipment - Fire

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	59	142	97	114	412
	0	59	142	97	114	412

P-15 Fire Facilities

Emergency Generators - Fire Houses

Supplies power for communications, utilities and automatic doors in case of an outage on the public grid.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	70	0	0	0	0	70
General Cash Capital	0	125	250	250	250	875
	70	125	250	250	250	945

Fire House Replacement and Major Renovation

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	150	400	0	0	550
General Debt	0	0	0	2,500	2,500	5,000
	0	150	400	2,500	2,500	5,550

P-20 Motor Equipment - Police

Police Vehicles

Scheduled replacement of marked vehicles supporting patrol and investigation activities.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	2,529	2,096	2,201	2,245	2,130	11,201
	2,529	2,096	2,201	2,245	2,130	11,201

P-21 Small Equipment - Police

Standard Allocation

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	212	187	187	176	176	938
	212	187	187	176	176	938

P-32 Motor Equipment - Emergency Communications Department

Emergency Communication Vehicles

Scheduled replacement of vehicles.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	25	0	0	25
	0	0	25	0	0	25

P-35 Emergency Communications Facilities

Expansion Center

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	250	0	0	0	250
	0	250	0	0	0	250

P-42 Street Lighting

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	68	70	72	74	76	360
	68	70	72	74	76	360

Street Lighting - Standard Allocation

Replacement, upgrade and improvement of poles and luminaries.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	113	116	119	123	127	598
	113	116	119	123	127	598

Street Lighting Improvements

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	325	325	325	325	1,300
	0	325	325	325	325	1,300

P-43 Public Safety Facility Improvements

Police Facilities

Structural repairs.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	220	118	285	35	658
	0	220	118	285	35	658

Summary of Funding by Program: Public Safety

		2011-12	2012-13	2013-14	2014-15	2015-16	Total
P-10	**Apparatus Replacement Program - Fire**						
	General Cash Capital	0	975	975	1,024	886	3,860
		0	975	975	1,024	886	3,860
P-11	**Small Equipment - Fire**						
	CDBG	75	75	75	75	75	375
	Federal	171	0	0	0	0	171
	General Cash Capital	1,147	827	788	674	685	4,121
		1,393	902	863	749	760	4,667
P-12	**Motor Equipment - Fire**						
	General Cash Capital	0	59	142	97	114	412
		0	59	142	97	114	412
P-15	**Fire Facilities**						
	Federal	70	0	0	0	0	70
	General Cash Capital	0	275	650	250	250	1,425
	General Debt	0	0	0	2,500	2,500	5,000
		70	275	650	2,750	2,750	6,495
P-20	**Motor Equipment - Police**						
	General Cash Capital	2,529	2,096	2,201	2,245	2,130	11,201
		2,529	2,096	2,201	2,245	2,130	11,201
P-21	**Small Equipment - Police**						
	General Cash Capital	212	187	187	176	176	938
		212	187	187	176	176	938

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
P-32 Motor Equipment - Emergency Communications Department						
General Cash Capital	0	0	25	0	0	25
	0	0	25	0	0	25
P-35 Emergency Communications Facilities						
General Cash Capital	0	250	0	0	0	250
	0	250	0	0	0	250
P-42 Street Lighting						
General Cash Capital	181	511	516	522	528	2,258
	181	511	516	522	528	2,258
P-43 Public Safety Facility Improvements						
General Cash Capital	0	220	118	285	35	658
	0	220	118	285	35	658

PUBLIC SAFETY TOTALS

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
CDBG	75	75	75	75	75	375
Federal	241	0	0	0	0	241
General Cash Capital	4,069	5,400	5,602	5,273	4,804	25,148
General Debt	0	0	0	2,500	2,500	5,000
	4,385	5,475	5,677	7,848	7,379	30,764

RECREATION and CULTURE

The Recreation and Culture category contains projects that promote the preservation an enhancement of recreational and cultural opportunities in the community.

New Programs

R-1 General Rehabilitation

- Provision for Cornerstone Park restoration in 2011-12 funded by NYS.
- Provision for Erie Harbor Enhancements commences in 2012-13.
- Provision for a Downtown Skate Park in 2015-16, funded by NYS.
- Provision for East River Wall repairs commences in 2012-13.

Program Changes

R-1 General Rehabilitation

- Turning Point Trailhead funded in 2010-11 with NYS Grant.
- Manhattan Square Park is delayed two years to 2013-14.
- Riverside Convention Center funded in 2010-11.
- Riverside Convention Center Exhibit Hall Renovations omitted.

R-1 General Rehabilitation

Aquatics Plan

Implementation of aquatics program city wide.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
CDBG	105	200	150	150	150	755
	105	200	150	150	150	755

Arts Installation and Enhancements

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	300	300	300	300	1,200
	0	300	300	300	300	1,200

Bicycle Enhancements

Design and construction of on-street bike lanes.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	20	225	0	0	0	245
General Cash Capital	5	56	0	0	0	61
	25	281	0	0	0	306

Cornerstone Park

Restoration of existing water fountain, and landscaping.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
New York State	723	0	0	0	0	723
	723	0	0	0	0	723

Downtown Skate Park

Construction of a skate park underneath Fredrick Douglass-Susan B. Anthony Bridge.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
New York State	0	0	0	0	2,000	2,000
	0	0	0	0	2,000	2,000

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	250	300	325	325	325	1,525
	250	300	325	325	325	1,525

East River Wall

Restoration of steel river railing and spot paver repair.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	25	0	0	0	25
General Debt	0	200	0	0	0	200
	0	225	0	0	0	225

Erie Harbor Enhancements Phase II

Phase II at Gateway Park.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	75	0	0	0	75
General Debt	0	725	0	0	0	725
	0	800	0	0	0	800

High Falls District

Standard Allocation.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	61	63	65	67	256
	0	61	63	65	67	256

High Falls District ROW

Replacement of public furnishings.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	61	63	65	67	256
	0	61	63	65	67	256

Lighting Courts & Fields

Strategic lighting of tennis and baseball facilities.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	125	125	125	125	500
	0	125	125	125	125	500

Manhattan Square Park

Allocations are for rehabilitation of the Chestnut Plaza area, main entrance from Strong Museum, lawn area by Court Street, and berm area adjacent to Woodbury.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	0	0	2,800	0	0	2,800
	0	0	2,800	0	0	2,800

Public Market Bridge & Parking Lot Development

Add formal curbcut and entrance from Scio Street.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Public Market Cash Capital	350	0	0	0	0	350
	350	0	0	0	0	350

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Public Market Cash Capital	42	44	46	48	50	230
	42	44	46	48	50	230

Public Market Winter Shed

Renovation. $1.5M anticipated in FY 2010-11 from New York State.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Public Market Cash Capital	500	1,000	1,500	0	0	3,000
	500	1,000	1,500	0	0	3,000

Riverside Convention Center - Food Service Equipment

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	200	0	0	0	200
	0	200	0	0	0	200

Tennis/Basketball Replacement

At facilities city wide.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	280	150	150	150	730
	0	280	150	150	150	730

Trail Corn Hill

New neighborhood trail connection.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	320	0	0	0	0	320
General Cash Capital	80	0	0	0	0	80
	400	0	0	0	0	400

Trail Genesee Riverway

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	95	883	0	0	0	978
General Cash Capital	24	220	0	0	0	244
	119	1,103	0	0	0	1,222

Trail Neighborhood Connections

New neighborhood trail connections.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	748	0	0	0	0	748
General Cash Capital	187	0	0	0	0	187
	935	0	0	0	0	935

War Memorial Standard Allocation

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
War Memorial Cash Capital	72	70	70	70	70	352
	72	70	70	70	70	352

R-2 Small Equipment Program

Standard Allocation

Replacement and purchase of small equipment for the War Memorial, cemeteries, and recreation centers.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	30	30	30	30	30	150
War Memorial Cash Capital	68	68	68	68	68	340
	98	98	98	98	98	490

R-5 Motor Equipment

Recreation and Youth Services Vehicles

Scheduled replacement of motor equipment for the Department of Recreation and Youth Services.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	94	94	0	85	0	273
Public Market Cash Capital	12	48	0	0	0	60
War Memorial Cash Capital	1	0	0	0	0	1
	107	142	0	85	0	334

R-6 Library Materials and Equipment

Library Materials Traditional Formats

Replacement of worn and obsolete materials and purchase of new materials and small equipment for branch libraries.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Cash Capital	508	591	620	651	710	3,080
	508	591	620	651	710	3,080

R-7 Library Facilities

Computer Replacements

Provision for cyclical replacement of computers.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Cash Capital	143	0	15	70	145	373
	143	0	15	70	145	373

Furniture and Equipment for Branches

Standard allocation.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Cash Capital	0	20	20	20	20	80
	0	20	20	20	20	80

Rundel Library

Standard allocation.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Cash Capital	74	76	78	80	82	390
	74	76	78	80	82	390

R-9 Library Motor Equipment

Standard Allocation

Replacement of motor equipment for the Rochester Public Library.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Cash Capital	25	0	0	0	0	25
	25	0	0	0	0	25

Summary of Funding by Program: Recreation and Culture

		2011-12	2012-13	2013-14	2014-15	2015-16	Total
R-1	**General Rehabilitation**						
	CDBG	105	200	150	150	150	755
	Federal	1,183	1,108	0	0	0	2,291
	General Cash Capital	546	1,703	1,026	1,030	1,059	5,364
	General Debt	0	925	2,800	0	600	4,325
	New York State	723	0	0	0	2,000	2,723
	Public Market Cash Capital	892	1,044	1,546	48	50	3,580
	War Memorial Cash Capital	72	70	70	70	70	352
		3,521	5,050	5,592	1,298	3,929	19,390
R-2	**Small Equipment Program**						
	General Cash Capital	30	30	30	30	30	150
	War Memorial Cash Capital	68	68	68	68	68	340
		98	98	98	98	98	490
R-5	**Motor Equipment**						
	General Cash Capital	94	94	0	85	0	273
	Public Market Cash Capital	12	48	0	0	0	60
	War Memorial Cash Capital	1	0	0	0	0	1
		107	142	0	85	0	334
R-6	**Library Materials and Equipment**						
	Library Cash Capital	508	591	620	651	710	3,080
		508	591	620	651	710	3,080
R-7	**Library Facilities**						
	Library Cash Capital	217	96	113	170	247	843
		217	96	113	170	247	843

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
R-9 Library Motor Equipment						
Library Cash Capital	25	0	0	0	0	25
	25	0	0	0	0	25

RECREATION AND CULTURE TOTALS

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
CDBG	105	200	150	150	150	755
Federal	1,183	1,108	0	0	0	2,291
General Cash Capital	670	1,827	1,056	1,145	1,089	5,787
General Debt	0	925	2,800	0	600	4,325
Library Cash Capital	750	687	733	821	957	3,948
New York State	723	0	0	0	2,000	2,723
Public Market Cash Capital	904	1,092	1,546	48	50	3,640
War Memorial Cash Capital	141	138	138	138	138	693
	4,476	5,977	6,423	2,302	4,984	24,162

GENERAL CITY DEVELOPMENT

The General City Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and the development of parking facilities.

PORT OF ROCHESTER

This project involves the ongoing development of Rochester's Port area as outlined by the City's Port Manager. Components of this program include a Marina, and Garage as well as port access roads, river channel dredging, the provision of boat slips, the rehabilitation of the former station in the immediate vicinity, and the acquisition of property from CSX.

Several revisions reflect changes in sequences and scheduling of related projects:

- ❑ Marina Facility maintenance is added beginning 2011-12.
- ❑ Port Facility Elevator is omitted.

New Programs

G-2 Cemetery Upkeep and Development

- ❑ Cemeteries upkeep program transfer to General City Development Section.

G-8 Dewey Avenue Intersection Realignment

- ❑ Funds are included in support of this initiative in 2011-12.

G-8 Gilmore-Merrimac Connector

- ❑ Funds are included in support of this initiative in 2014-15.

G-8 LaAvenida Streetscape Improvements

- ❑ Funds are included in support of design study for this project in 2012-13.

G-8 NBD Code Enforcement Compliance

- ❑ Funds are included in support of this initiative on 2011-12.

G-2 Cemetery Upkeep and Development

Cemeteries - Memorialization

Standard allocation for purchase and resale of cemetery memorials and markers, and installation of lettering on community mausoleum and columbarium crypt and niche fronts.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Cemetery Cash Capital	15	42	42	42	42	183
	15	42	42	42	42	183

Cemeteries Site Maintenance

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Cemetery Cash Capital	190	200	215	230	245	1,080
	190	200	215	230	245	1,080

Cemetery Development

Allocation for the design and construction of new interment space.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Cemetery Cash Capital	35	35	35	35	35	175
	35	35	35	35	35	175

Drainage & Roadway Improvements

Maintenance of roadways, crack sealing, patching and curbing.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Cemetery Cash Capital	0	1,500	0	0	0	1,500
	0	1,500	0	0	0	1,500

Motor Equipment

Standard allocation used for the replacement of motor equipment.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Cemetery Cash Capital	204	240	179	4	226	853
	204	240	179	4	226	853

Small Equipment

Standard allocation used for the replacement of motor equipment.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Cemetery Cash Capital	20	40	45	50	55	210
	20	40	45	50	55	210

G-3 Land Acquisition and Demolition

Acquisition/Economic Development

This is to purchase land/or site for development or other purposes.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	0	1,000	1,000	1,000	1,000	4,000

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
CDBG	1,000	1,000	1,000	1,000	1,000	5,000
General Cash Capital	2,000	2,000	2,000	2,000	2,000	10,000
	3,000	3,000	3,000	3,000	3,000	15,000

G-4 Municipal Garage Renovations

Garage Elevator Program

Comprehensive elevator repair program.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Parking Cash Capital	250	0	0	0	0	250
	250	0	0	0	0	250

Garage Maintenance Program

Maintenance and repair.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Parking Cash Capital	530	546	563	580	598	2,817
Parking Debt	891	918	945	974	1,003	4,731
	1,421	1,464	1,508	1,554	1,601	7,548

G-6 Parking Meters and Garage Equipment

Garage Equipment

Repair and installation of curbside meter an miscellaneous equipment in ramp garages.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Parking Cash Capital	0	300	300	300	300	1,200
	0	300	300	300	300	1,200

Parking Meters/Pay Stations

Repair and installation of curbside meters and miscellaneous equipment in ramp garages.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Parking Cash Capital	0	210	210	210	210	840
	0	210	210	210	210	840

G-7 Port of Rochester

Marina Facility

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

North Dock River Wall

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	150	0	0	150
	0	0	150	0	0	150

Port Infrastructure Roads

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	45	20	45	20	45	175
	45	20	45	20	45	175

Riverfront Development III

East side boat launch parking lot south of Petten street, removal of County boat launch, and boat launch north of Petten Street.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	515	18	0	0	0	533
General Debt	0	0	2,750	0	0	2,750
	515	18	2,750	0	0	3,283

Transient Marina Facilities Phase I

Excavation, dredging, quay wall construction, utility connections, floating dock slips and mounting devices.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	1,450	0	0	0	0	1,450
General Debt	0	7,318	0	0	0	7,318
New York State	2,235	0	0	0	0	2,235
	3,685	7,318	0	0	0	11,003

Transient Marina Facilities Phase II

Design.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	472	0	0	472
General Debt	0	0	0	5,723	0	5,723
	0	0	472	5,723	0	6,195

G-8 Special Projects

Center City Inter Modal Transportation Center

Center City Bus Station.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	3,745	0	0	0	3,745
New York State	0	313	0	0	0	313
	0	4,058	0	0	0	4,058

Crossroad Garage Rehabilitation

Top Slab Replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Parking Debt	0	0	0	2,500	0	2,500
	0	0	0	2,500	0	2,500

Dewey Avenue Intersection Realignment

Realignment of DeweyAve./Driving Park Ave.; intersection in Northwest Rochester.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	339	884	1,790	0	0	3,013
General Cash Capital	72	188	0	0	0	260
General Debt	0	0	380	0	0	380
	411	1,072	2,170	0	0	3,653

Downtown Development

Downtown development projects, including Midtown Tower.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	1,200	500	500	500	2,700
	0	1,200	500	500	500	2,700

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	133	137	141	145	556
	0	133	137	141	145	556

Durand Eastman Beach Improvements

Construction of bathhouse.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	450	5,730	0	0	6,180
	0	450	5,730	0	0	6,180

Focused Investment

Neighborhood stabilization and improvement.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
CDBG	2,439	1,930	1,930	1,930	1,930	10,159
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	2,439	2,930	2,930	2,930	2,930	14,159

Gilmore-Merrimac Connector

Connector Street.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	65	0	65
General Debt	0	0	0	200	0	200
	0	0	0	265	0	265

Goodman/Main Street Intersection

Reconfigure lane uses, intersection geometry and traffic calming techniques to make intersection more pedestrian friendly.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	0	44	44
General Debt	0	0	0	0	443	443
Monroe County Traffic	0	0	0	0	13	13
Private	0	0	0	0	450	450
	0	0	0	0	950	950

Historic Canal District

Re-watering of the 1842 historic Aqueduct, build out Aqueduct commons, modification to Court, Broad, and Aqueduct streets, and major expansion of the Downtown Riverfront Promenade.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	0	20,000	0	0	0	20,000
	0	20,000	0	0	0	20,000

Home Ownership Program

Closing cost/down payment assistance for homebuyers.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	350	400	400	400	400	1,950
	350	400	400	400	400	1,950

Johnson and Seymour Mill Race

Repairs to walls.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	150	250	0	0	0	400
General Debt	0	0	0	0	1,600	1,600
	150	250	0	0	1,600	2,000

LaAvenida Streetscape Improvements Phase II

Improvements from Avenue D to Norton Street including sidewalk replacement, stone curb replacement and resetting, brick pavement repair, and street tree improvements.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	320	0	0	0	320
	0	320	0	0	0	320

Market Rate Housing Acquisition and Support

The support and development of market rate housing city wide.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	540	500	500	1,000	1,000	3,540
	540	500	500	1,000	1,000	3,540

NBD - Code Enforcement Compliance

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	200	0	0	0	0	200
	200	0	0	0	0	200

G-9 Midtown Development

Midtown Redevelopment III

New interconnecting roads and public utilities to support the redevelopment of the Midtown site including reconstruction of the sidewalk and pedestrian facilities along E. Main St., S. Clinton Ave. & E. Broad St.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Federal	3,763	0	0	0	0	3,763
General Cash Capital	1,740	273	0	0	0	2,013
General Debt	9,627	1,703	2,421	0	0	13,751
New York State	11,000	0	0	0	0	11,000
Parking Cash Capital	0	727	0	0	0	727
Water Debt	109	0	0	0	0	109
	26,239	2,703	2,421	0	0	31,363

Summary of Funding by Program: General Development

		2011-12	2012-13	2013-14	2014-15	2015-16	Total
G-2	**Cemetery Upkeep and Development**						
	Cemetery Cash Capital	464	2,057	516	361	603	4,001
		464	2,057	516	361	603	4,001
G-3	**Land Acquisition and Demolition**						
	CDBG	1,000	1,000	1,000	1,000	1,000	5,000
	General Cash Capital	2,000	3,000	3,000	3,000	3,000	14,000
		3,000	4,000	4,000	4,000	4,000	19,000
G-4	**Municipal Garage Renovations**						
	Parking Cash Capital	780	546	563	580	598	3,067
	Parking Debt	891	918	945	974	1,003	4,731
		1,671	1,464	1,508	1,554	1,601	7,798
G-6	**Parking Meters and Garage Equipment**						
	Parking Cash Capital	0	510	510	510	510	2,040
		0	510	510	510	510	2,040
G-7	**Port of Rochester**						
	Federal	1,450	0	0	0	0	1,450
	General Cash Capital	575	53	682	35	60	1,405
	General Debt	0	7,318	2,750	5,723	0	15,791
	New York State	2,235	0	0	0	0	2,235
		4,260	7,371	3,432	5,758	60	20,881

G-8 Special Projects

CDBG	2,439	2,207	2,208	2,216	2,225	11,295
Federal	339	25,079	7,520	0	0	32,938
General Cash Capital	1,312	3,991	2,537	3,106	3,089	14,035
General Debt	0	0	380	200	2,043	2,623
Monroe County Traffic	0	0	0	0	13	13
New York State	0	313	0	0	0	313
Parking Debt	0	0	0	2,500	0	2,500
Private	0	0	0	0	450	450
	4,090	31,590	2,645	8,022	7,820	64,167

G-9 Midtown Development

Federal	3,763	0	0	0	0	3,763
General Cash Capital	1,740	273	0	0	0	2,013
General Debt	9,627	1,703	2,421	0	0	13,751
New York State	11,000	0	0	0	0	11,000
Parking Cash Capital	0	727	0	0	0	727
Water Debt	109	0	0	0	0	109
	26,239	2,703	2,421	0	0	31,363

GENERAL DEVELOPMENT TOTALS

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
CDBG	3,439	3,207	3,208	3,216	3,225	16,295
Cemetery Cash Capital	464	2,057	516	361	603	4,001
Federal	5,552	25,079	7,520	0	0	38,151
General Cash Capital	5,627	7,317	6,219	6,141	6,149	31,453
General Debt	9,627	9,021	5,551	5,923	2,043	32,165
Monroe County Traffic	0	0	0	0	13	13
New York State	13,235	313	0	0	0	13,548
Parking Cash Capital	780	1,783	1,073	1,090	1,108	5,834
Parking Debt	891	918	945	3,474	1,003	7,231
Private	0	0	0	0	450	450
Water Debt	109	0	0	0	0	109
	39,724	49,695	25,032	20,205	14,594	149,250

FACILITIES and EQUIPMENT

The Facilities and Equipment category includes projects to preserve City-owned facilities and equipment as well as to improve automated information systems.

New Programs

F-1 Building Renovation Program

- A number of building improvements are funded in 2011-12, including CVMF Building 100 Roof Replacement.

F-33 Information Technology Applications

- Funding is provided to expand and improve the performance of our networks, invest in ad hoc initiatives with direct impact on the operating budget.

Program Changes

F-11 City School Partnership

- Funding is provided for the Adams Street Recreation Center in 2012-13.
- Funding for the Flint Street Recreation Center is delayed to 2012-13.

F-2 Hazardous Waste Remediation

- Funding for Pattonwood Landfill is provided in 2011-12.

F-1 Building Renovation Program

Andrews Street

Mechanical System replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	402	0	0	0	0	402
	402	0	0	0	0	402

Asbestos Management

Implementation of the Asbestos Management Study.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	80	80	80	82	322
	0	80	80	80	82	322

Bausch and Lomb Library HVAC

HVAC Improvements

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Cash Capital	0	481	340	263	0	1,084
	0	481	340	263	0	1,084

Blue Cross Arena

Mechanical and Electrical Improvements.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
War Memorial Cash Capit	170	170	170	170	170	850
	170	170	170	170	170	850

Chestnut Street Firehouse

Plumbing system replacement.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	550	680	0	0	0	1,230
	550	680	0	0	0	1,230

City Hall Air Handler

Replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	250	243	0	0	493
	0	250	243	0	0	493

City Hall Annual Allocation

Repairs and replacements of building systems and components.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	85	88	91	93	357
	0	85	88	91	93	357

Colfax Street Facility

Maintenance and repair of the Refuse Enterprise facility on Colfax Street.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Refuse Cash Capital	53	55	57	59	61	285
	53	55	57	59	61	285

CVMF Building 100 Roof Replacement

Roof replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	415	0	0	0	0	415
Local Works Cash Capital	206	0	0	0	0	206
Refuse Cash Capital	352	0	0	0	0	352
	973	0	0	0	0	973

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicles Maintenance Facility

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	40	40	40	40	40	200
Local Works Cash Capital	40	40	40	40	40	200
Refuse Cash Capital	40	40	40	40	40	200
Water Cash Capital	10	10	10	10	10	50
	130	130	130	130	130	650

DES Mt. Read Facilities

Provides an annual allocation for the upkeep of the Operations Center, Central Vehicle Maintenance Facility and the salt shed.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	88	90	90	95	363
Local Works Cash Capital	0	56	57	59	60	232
Refuse Cash Capital	0	56	57	59	60	232
	0	200	204	208	215	827

Edgerton Recreation Center

Various improvements.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	500	500	866	1,866
	0	0	500	500	866	1,866

General Rehabilitation

Renovation, rehabilitation, repair, and replacement of buildings systems, city architectural staff, and components at City facilities as prioritized in an annual review.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	339	350	360	371	1,420
	0	339	350	360	371	1,420

Genesee Valley Park Arena

Facility improvements.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	0	1,350	1,350
	0	0	0	0	1,350	1,350

High Falls Festival Site Gorge Wall

Wall stabilization

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	153	695	848
	0	0	0	153	695	848

Maplewood Training & Safety Building

Roof replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	0	148	0	0	0	148
	0	148	0	0	0	148

Marina Auto Stadium

Structural and building repairs.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	50	50	50	150
	0	0	50	50	50	150

New York State Power Authority

Payments to the New York Power Authority for cooperative major improvements to selected HVAC and electrical systems.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	160	160	160	160	160	800
	160	160	160	160	160	800

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	134	138	142	146	560
	0	134	138	142	146	560

Rundel Library Fire Suppression System

Replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Cash Capital	50	522	245	0	0	817
	50	522	245	0	0	817

Rundel Library Renovations

Structural and building repairs.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Library Debt	0	1,565	0	0	0	1,565
New York State	570	0	0	0	0	570
	570	1,565	0	0	0	2,135

F-11 City School Partnership

Adams Street Recreation Center

Facilities renovation and repair.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	0	1,000	0	0	0	1,000
	0	1,000	0	0	0	1,000

Flint Street Recreation Center

Facilities renovation and repair.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	0	755	0	0	0	755
	0	755	0	0	0	755

F-2 Hazardous Waste Remediation

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, and city environmental staff.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	200	787	647	537	617	2,788
General Debt	0	200	0	900	900	2,000
	200	987	647	1,437	1,517	4,788

Investigation and Remediation - Andrews Street

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	300	0	0	0	0	300
	300	0	0	0	0	300

Investigation and Remediation - Emerson

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	1,000	400	1,200	0	0	2,600
	1,000	400	1,200	0	0	2,600

Investigation and Remediation - Fire Stations

Tank closure & replacement.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Debt	200	0	0	0	0	200
	200	0	0	0	0	200

Investigation and Remediation - Pattonwood Landfill

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	150	0	0	0	0	150
	150	0	0	0	0	150

Investigation and Remediation - Port of Rochester

Funding for design and investigation of contaminated sites at the Port of Rochester.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	500	232	0	0	250	982
	500	232	0	0	250	982

Investigation and Remediation - Vacuum Oil Refinery Site

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	200	0	0	0	200
	0	200	0	0	0	200

F-3 Information Technology Infrastructure

Office Automation

New and replacement installations of personal computers and terminals.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	789	400	400	400	400	2,389
	789	400	400	400	400	2,389

F-33 Information Technology Applications

Communications - Web Revitalization

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	50	30	0	0	80
	0	50	30	0	0	80

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	0	26	14	14	54
	0	0	26	14	14	54

Enterprise System - Back Office Deployment

Process and System Integration.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	852	870	825	121	0	2,668
Local Works Cash Capital	38	76	38	0	0	152
Parking Cash Capital	73	0	0	0	0	73
Refuse Cash Capital	58	116	58	0	0	232
Water Cash Capital	79	158	79	0	0	316
	1,100	1,220	1,000	121	0	3,441

Enterprise System - Front Office Deployment

Process and System Integration.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	1,150	1,150	1,150	1,150	1,150	5,750
	1,150	1,150	1,150	1,150	1,150	5,750

Enterprise System Infrastructure

Process and System Integration.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	317	88	50	50	0	505
	317	88	50	50	0	505

Fire - Education Management System

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Information Distribution

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	160	0	0	0	0	160
	160	0	0	0	0	160

IP Telephony

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	0	0	1,500	1,500
	0	0	0	0	1,500	1,500

Kronos Time Clocks

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	39	0	0	0	0	39
	39	0	0	0	0	39

Network Revitalization

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	0	1,260	0	0	1,260
	0	0	1,260	0	0	1,260

Network Security

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	390	0	0	0	0	390
	390	0	0	0	0	390

OMB - Call Center Live Chat System

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	75	0	0	0	0	75
	75	0	0	0	0	75

PC Licenses

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	652	0	0	0	0	652
	652	0	0	0	0	652

Police - Records Management System

Upgrades centralized computer operation.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	308	400	300	300	0	1,308
	308	400	300	300	0	1,308

Police - Video Analytics

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	150	150	0	0	0	300
	150	150	0	0	0	300

Police - Video Surveillance Cameras

Address high problem areas.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	579	435	850	500	687	3,051
	579	435	850	500	687	3,051

F-4 Office Equipment

Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

Environmental Services

Routine replacement of office furnishings.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	12	13	13	14	14	66
Local Works Cash Capital	4	4	4	4	4	20
Refuse Cash Capital	4	4	4	4	4	20
	20	21	21	22	22	106

Environmental Services/Water Bureau

Routine replacement of office furnishings.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	12	13	13	14	15	67
	12	13	13	14	15	67

Fire Department

Routine replacement of fire houses furnishing.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

Recreation and Youth Services

Routine replacement of office furnishings.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	12	12	12	12	12	60
	12	12	12	12	12	60

F-5 Duplicating Equipment

Duplicating Equipment - Standard Allocation

Regular replacement of central and some distributed duplicating equipment.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	30	40	40	50	60	220
	30	40	40	50	60	220

F-6 Small Equipment

Emergency Communications

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	30	35	35	70	35	205
	30	35	35	70	35	205

Environmental Services

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Local Works Cash Capital	17	17	18	18	19	89
Refuse Cash Capital	199	205	211	217	223	1,055
Water Cash Capital	48	48	50	50	52	248
	264	270	279	285	294	1,392

Environmental Services - Small Equipment

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	50	56	57	58	59	280
	50	56	57	58	59	280

Environmental Services - Toter Replacement

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Refuse Cash Capital	0	1,200	1,200	1,200	0	3,600
	0	1,200	1,200	1,200	0	3,600

F-7 Motor Equipment

Motor Equipment - DES Commissioner

Standard allocation.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	22	54	54	0	0	130
	22	54	54	0	0	130

Motor Equipment - Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Refuse Cash Capital	203	554	363	6,015	9,304	16,439
	203	554	363	6,015	9,304	16,439

Motor Equipment - Water Bureau

Standard allocation.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
Water Cash Capital	0	241	948	924	277	2,390
	0	241	948	924	277	2,390

Motor Equipment- DES Operations

Standard allocation.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	1,143	1,287	1,588	2,354	984	7,356
Local Works Cash Capital	818	526	2,553	3,708	775	8,380
	1,961	1,813	4,141	6,062	1,759	15,736

F-8 Tree Maintenance

Forestry Tree Maintenance Program

Planting and upkeep of City trees.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	178	700	721	743	765	3,107
	178	700	721	743	765	3,107

Tree Pits

Porous tree pits in center city.

Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
General Cash Capital	48	0	0	0	0	48
New York State	272	0	0	0	0	272
	320	0	0	0	0	320

Summary of Funding by Program: Facilities and Equipment

		2011-12	2012-13	2013-14	2014-15	2015-16	Total
F-1	**Building Renovation Program**						
	General Cash Capital	615	1,176	1,739	1,666	3,948	9,144
	General Debt	952	828	0	0	0	1,780
	Library Cash Capital	50	1,003	585	863	0	2,501
	Library Debt	0	1,565	0	0	0	1,565
	Local Works Cash Capital	246	96	97	99	100	638
	New York State	570	0	0	0	0	570
	Refuse Cash Capital	445	151	154	158	161	1,069
	War Memorial Cash Capital	170	170	170	170	170	850
	Water Cash Capital	10	10	10	10	10	50
		3,058	4,999	2,755	2,966	4,389	18,167
F-11	**City School Partnership**						
	General Debt	0	1,755	0	0	0	1,755
		0	1,755	0	0	0	1,755
F-2	**Hazardous Waste Remediation**						
	General Cash Capital	850	1,219	647	537	867	4,120
	General Debt	1,500	600	1,200	900	900	5,100
		2,350	1,819	1,847	1,437	1,767	9,220
F-3	**Information Technology Infrastructure**						
	General Cash Capital	789	400	400	400	400	2,389
		789	400	400	400	400	2,389

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
F-33 Information Technology Applications						
General Cash Capital	4,722	3,193	4,515	2,171	3,387	17,988
Local Works Cash Capital	38	76	38	0	0	152
Parking Cash Capital	73	0	0	0	0	73
Refuse Cash Capital	58	116	58	0	0	232
Water Cash Capital	79	158	105	14	14	370
	4,970	3,543	4,716	2,185	3,401	18,815
F-4 Office Equipment						
General Cash Capital	29	130	130	131	131	551
Local Works Cash Capital	4	4	4	4	4	20
Refuse Cash Capital	4	4	4	4	4	20
Water Cash Capital	12	13	13	14	15	67
	49	151	151	153	154	658
F-5 Duplicating Equipment						
General Cash Capital	30	40	40	50	60	220
	30	40	40	50	60	220
F-6 Small Equipment						
General Cash Capital	80	91	92	128	94	485
Local Works Cash Capital	17	17	18	18	19	89
Refuse Cash Capital	199	1,405	1,411	1,417	223	4,655
Water Cash Capital	48	48	50	50	52	248
	344	1,561	1,571	1,613	388	5,477
F-7 Motor Equipment						
General Cash Capital	1,165	1,341	1,642	2,354	984	7,486
Local Works Cash Capital	818	526	2,553	3,708	775	8,380
Refuse Cash Capital	203	554	363	6,015	9,304	16,439
Water Cash Capital	0	241	948	924	277	2,390
	2,186	2,662	5,506	3,001	1,340	34,695

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
F-8 Tree Maintenance						
General Cash Capital	226	700	721	743	765	3,155
New York State	272	0	0	0	0	272
	498	700	721	743	765	3,427

FACILITIES AND EQUIPMENT TOTALS

	2011-12	2012-13	2013-14	2014-15	2015-16	Total
General Cash Capital	8,506	8,290	9,926	8,180	10,636	45,538
General Debt	2,452	3,183	1,200	900	900	8,635
Library Cash Capital	50	1,003	585	863	0	2,501
Library Debt	0	1,565	0	0	0	1,565
Local Works Cash Capital	1,123	719	2,710	3,829	898	9,279
New York State	842	0	0	0	0	842
Parking Cash Capital	73	0	0	0	0	73
Refuse Cash Capital	909	2,230	1,990	7,594	9,692	22,415
War Memorial Cash Capital	170	170	170	170	170	850
Water Cash Capital	149	470	1,126	1,012	368	3,125
	14,274	17,630	17,707	22,548	22,664	94,823

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for less than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the Summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These other than full time positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, the difference between the allocation actually required for personnel compensation and that which would be required if every position were filled at all times. Some number of positions are always unfilled at a given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced by various elements of the work force.

Personnel resources are approximated in “Employee Years”. Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	1.7
Part Time, Temporary, and Seasonal	2.3
LESS: Vacancy Allowance	1.1
	23.9

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations & Parks. Here workload requirements change throughout the year (e.g., from Leaf Collection in the Fall to Snow and Ice Control in the Winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

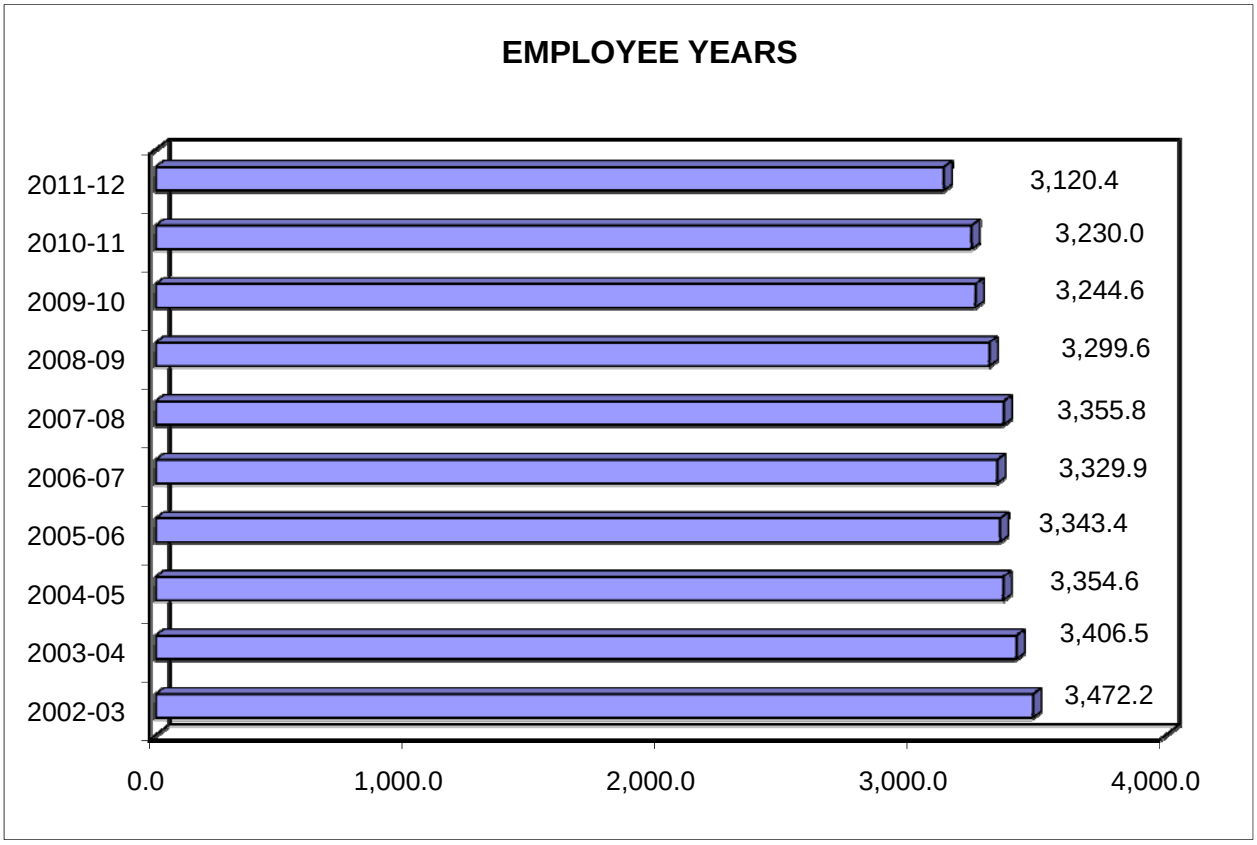
Title	Activities	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	0.9
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2008-09	Budget 2009-10	Budget 2010-11	Budget 2011-12
City Council and Clerk	27.2	26.7	26.7	25.7
Administration				
Mayor's Office	24.5	22.0	23.5	17.5
Neighborhood Service Centers	63.9	0.0	0.0	0.0
Office of Management & Budget	43.7	40.7	39.3	9.8
Human Resource Management	39.0	36.7	36.2	29.9
Communications	13.7	18.1	17.1	15.3
Law	23.5	21.4	20.0	20.0
	208.3	138.9	136.1	92.5
Information Technology	43.6	47.6	48.5	49.5
Finance				
Director's Office	5.2	3.6	3.2	2.9
Accounting	17.6	16.5	16.7	14.0
Treasury	23.8	22.1	21.0	17.1
Assessment	18.7	16.1	15.0	13.6
Parking Violations & Adjudication	16.0	35.0	37.9	36.4
Purchasing	13.1	13.7	12.6	11.9
	94.4	107.0	106.4	95.9
Neighborhood & Business Development				
Commissioner	0.0	11.2	11.2	10.7
Business & Development	0.0	44.7	44.2	39.2
Planning & Zoning	0.0	25.0	24.0	21.8
Neighborhood Preservation	0.0	21.1	20.9	21.9
Inspection & Compliance	0.0	52.5	52.9	46.4
	0.0	154.5	153.2	140.0
Community Development				
Commissioner	7.2	0.0	0.0	0.0
Buildings and Zoning	38.5	0.0	0.0	0.0
Housing & Project Development	35.1	0.0	0.0	0.0
Planning	10.0	0.0	0.0	0.0
	90.8	0.0	0.0	0.0
Economic Development	20.8	0.0	0.0	0.0
Environmental Services				
Commissioner	14.0	14.2	31.1	29.3
Architecture & Engineering	66.5	64.2	62.9	59.3
Operations & Parks	503.5	498.2	479.3	460.5
Water	144.2	139.5	139.3	135.6
	728.2	716.1	712.6	684.7
Emergency Communications	192.6	198.6	196.7	234.8

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2008-09	Budget 2009-10	Budget 2010-11	Budget 2011-12
Police	989.5	958.9	963.3	930.7
Fire	537.9	534.9	525.2	513.4
Library				
Central Library	125.4	120.5	119.5	110.4
Community Library	44.3	46.1	48.9	43.9
	169.7	166.6	168.4	154.3
Recreation & Youth Services				
Commissioner	21.3	14.9	6.0	5.0
Recreation	139.8	167.0	153.0	158.0
Special Services	25.7	0.0	0.0	0.0
Employment Opportunities	0.0	0.0	26.4	24.4
Youth Services	9.8	12.9	7.5	11.5
	196.6	194.8	192.9	198.9
Total	3,299.6	3,244.6	3,230.0	3,120.4

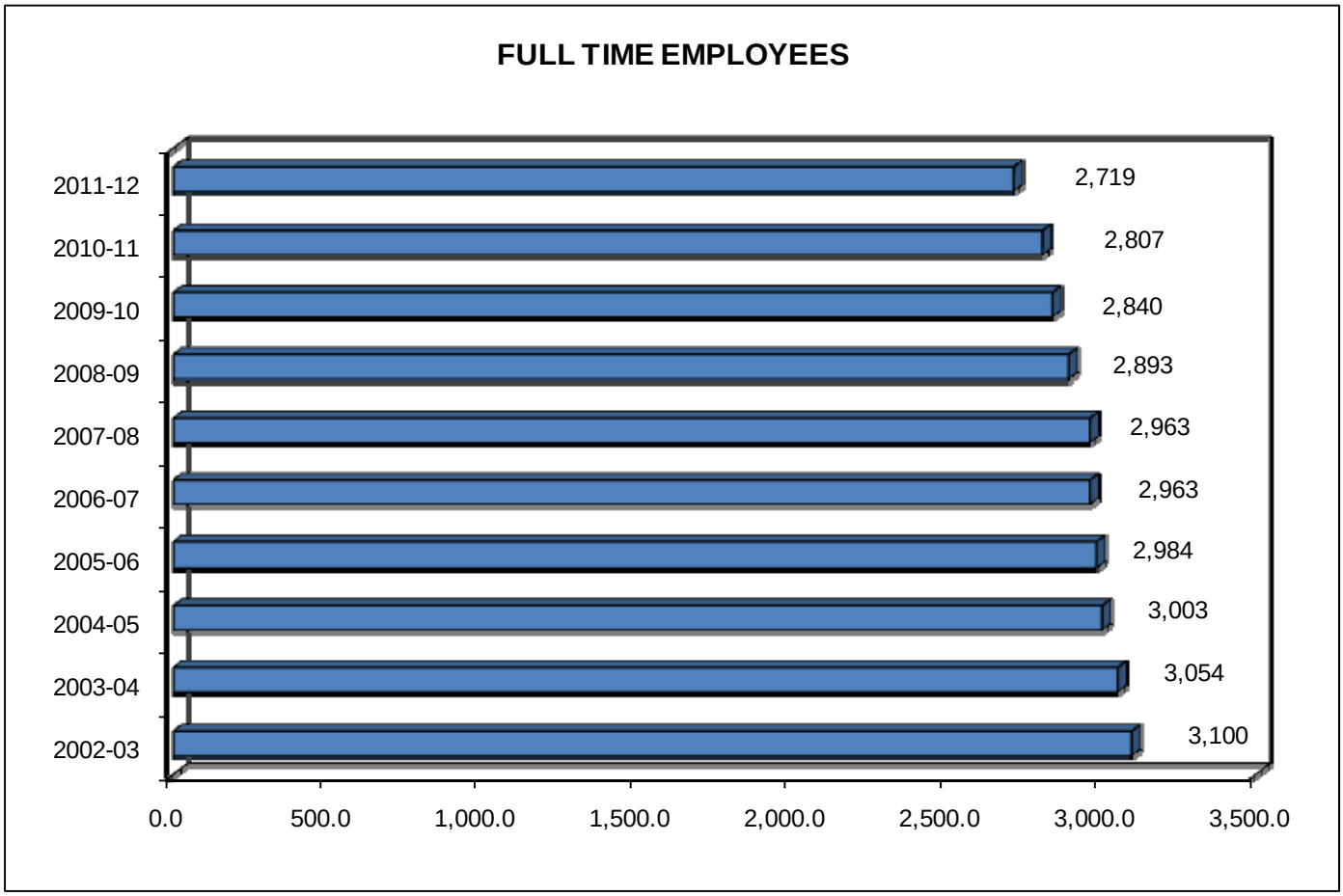


PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Full Time Positions	Budget 2008-09	Budget 2009-10	Budget 2010-11	Budget 2011-12
City Council and Clerk	12.0	13.0	13.0	12.0
Administration				
Mayor's Office	24.0	22.0	22.0	16.0
Neighborhood Service Centers	58.0	0.0	0.0	0.0
Office of Management & Budget	35.5	35.5	32.5	9.5
Human Resource Management	36.0	34.0	34.0	28.0
Communications	13.0	17.0	15.0	13.0
Law	23.0	21.0	20.0	20.0
	189.5	129.5	123.5	86.5
Information Technology	41.0	46.0	47.0	47.0
Finance				
Director's Office	5.0	3.0	3.0	3.0
Accounting	17.0	16.0	16.0	13.0
Treasury	23.0	22.0	20.0	17.0
Assessment	16.0	15.0	14.0	12.0
Parking Violations & Adjudication	14.0	30.0	32.0	31.0
Purchasing	13.0	13.0	12.0	11.0
	88.0	99.0	97.0	87.0
Neighborhood & Business Development				
Commissioner	0.0	10.0	10.0	10.0
Business & Development	0.0	44.0	44.0	39.0
Planning & Zoning	0.0	25.0	24.0	22.0
Neighborhood Preservation	0.0	15.0	15.0	12.0
Inspection & Compliance	0.0	52.0	52.0	44.0
	0.0	146.0	145.0	127.0
Community Development				
Commissioner	7.0	0.0	0.0	0.0
Buildings and Zoning	38.0	0.0	0.0	0.0
Housing & Project Development	35.0	0.0	0.0	0.0
Planning	10.0	0.0	0.0	0.0
	90.0	0.0	0.0	0.0
Economic Development	20.0	0.0	0.0	0.0
Environmental Services				
Commissioner	12.0	13.0	22.0	22.0
Architecture & Engineering	66.0	63.0	61.0	58.0
Operations & Parks	417.0	410.0	395.0	379.0
Water	133.0	127.0	127.0	123.0
	628.0	613.0	605.0	582.0
Emergency Communications	164.0	170.0	170.0	215.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Full Time Positions	Budget 2008-09	Budget 2009-10	Budget 2010-11	Budget 2011-12
Police	912.0	895.5	892.5	869.5
Fire	520.0	517.0	511.0	499.0
Library				
Central Library	102.0	98.0	97.0	90.0
Community Library	23.0	23.0	25.0	22.0
	125.0	121.0	122.0	112.0
Recreation & Youth Services				
Commissioner	19.8	12.3	6.0	5.0
Recreation	77.0	69.0	61.0	54.0
Employment Opportunities	0.0	0.0	8.0	13.0
Youth Services	6.7	8.7	6.0	10.0
	103.5	90.0	81.0	82.0
Total	2,893.0	2,840.0	2,807.0	2,719.0



PERSONNEL SUMMARY
EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes fringe benefits to appropriate units:

Employee Benefit Distribution

Department	Amount
City Council and Clerk	933,000
Administration	4,197,000
Law	963,000
Information Technology	1,985,300
Finance	3,468,800
Neighborhood & Business Development	5,569,700
Environmental Services	23,369,000
Emergency Communications	5,765,900
Police	39,312,300
Fire	22,413,800
Library	3,536,000
Recreation & Youth Services.	3,487,100
	115,000,900

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
AFSCME Local 1635	2011-12
Neighborhood & Business Development	
● Code Enforcement Officer	85,900
Department of Environmental Services	
● Environmental Services Operator - 6 Day	90,100
● Environmental Services Operator	77,400
Department of Recreation & Youth Services	
● Receptionist-Typist	57,100
Rochester Police Locust Club, Inc.	
Police Department	
● Police Officer	103,200
● Police Sergeant	103,900
International Association of Firefighters, Local 1071	
Fire Department	
● Captain	114,100
Total	631,700

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization	Agreement Dates
AFSCME Local 1635 Full Time	July 1, 2009 to June 30, 2012
AFSCME Local 1635 Part Time	July 1, 2007 to June 30, 2011
Rochester Police Locust Club, Inc.	July 1, 2005 to June 30, 2008
International Association of Firefighters, Local 1071, Uniformed	July 1, 2003 to June 30, 2008
International Association of Firefighters, Local 1071, Non-Uniformed	July 1, 2005 to June 30, 2009
International Union of Operating Engineers, Local 832-S	July 1, 2010 to June 30, 2014
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2009 to June 30, 2013

July 1, 2011

By virtue of the authority vested in me by law, I, Thomas S. Richards, Mayor of the City of Rochester, New York, do hereby create, effective July 1, 2011, all positions set forth in this Budget to be in existence for the fiscal year 2011-12 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 and as applying to reductions in workforce prior to July 29, 2011. All positions in existence prior to July 1, 2011, which are not set forth in this Budget shall be abolished effective July 1, 2011 or a later date as directed by this office, except for positions otherwise prescribed by law.

Thomas S. Richards
Mayor

CITY OF ROCHESTER SALARY SCHEDULE

Management Salaried Personnel
Effective July 1, 2008

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N
22	47,113	48,126	49,161	50,218	51,297	52,400	53,527	54,677	55,853	57,054	58,281	59,533	60,814	62,122
23	49,160	50,217	51,298	52,399	53,527	54,677	55,853	57,054	58,280	59,533	60,814	62,121	63,456	64,820
24	51,296	52,398	53,526	54,676	55,852	57,052	58,279	59,532	60,812	62,120	63,455	64,819	66,213	67,637
25	53,527	54,677	55,854	57,054	58,281	59,534	60,814	62,122	63,457	64,822	66,215	67,638	69,093	70,578
26	55,855	57,056	58,282	59,535	60,816	62,123	63,458	64,823	66,216	67,640	69,094	70,580	72,098	73,648
27	58,280	59,533	60,813	62,121	63,456	64,820	66,214	67,637	69,091	70,577	72,095	73,645	75,228	76,845
28	60,674	61,979	63,310	64,672	66,062	67,483	68,934	70,416	71,930	73,477	75,056	76,670	78,318	80,002
29	63,146	64,503	65,890	67,306	68,754	70,232	71,742	73,284	74,860	76,470	78,114	79,793	81,508	83,260
30	65,874	67,290	68,737	70,215	71,725	73,267	74,842	76,451	78,095	79,774	81,489	83,241	85,031	86,859
31	68,571	70,046	71,553	73,090	74,661	76,267	77,907	79,582	81,293	83,040	84,825	86,649	88,513	90,416
32	71,386	72,920	74,488	76,089	77,725	79,396	81,104	82,847	84,628	86,448	88,306	90,205	92,144	94,125
33	74,321	75,919	77,552	79,219	80,922	82,662	84,439	86,255	88,109	90,004	91,939	93,916	95,935	97,998
34	77,387	79,051	80,750	82,487	84,260	86,072	87,922	89,813	91,743	93,716	95,731	97,789	99,891	102,039
35	80,580	82,313	84,082	85,890	87,736	89,623	91,550	93,518	95,529	97,583	99,681	101,824	104,013	106,249
36	91,765	93,738	95,754	97,813	99,916	102,064	104,258	106,500	108,790	111,130	113,519	115,960	118,453	
86	102,323	104,881	107,503	110,190	112,945	114,000	117,420							
87	104,881	107,503	110,190	112,945	115,000	118,450								
88	90,113	91,948	93,824	95,740	97,694	99,690	101,718	103,798	105,916	108,081	110,283	113,592	117,000	120,510
96	102,323	104,881	107,503	110,190	112,945	114,000	117,420							
97	104,881	107,503	110,190	112,945	115,000	118,450								
98	90,113	91,948	93,824	95,740	97,694	99,690	101,718	103,798	105,916	108,081	110,283	113,592	117,000	120,510
197	105,793	108,437	111,148	113,927	116,000	119,480								

CITY OF ROCHESTER SALARY SCHEDULE

Non-Management Salaried Personnel
Effective July 1, 2011

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	25,358	26,142	26,950	27,807	28,665	29,399	29,996	30,541	31,230
2	26,003	26,807	27,637	28,516	29,399	29,996	30,541	31,230	32,007
3	26,528	27,348	28,194	29,100	29,996	30,541	31,230	32,007	32,835
4	27,010	27,845	28,706	29,626	30,541	31,230	32,007	32,835	33,565
5	27,617	28,472	29,352	30,289	31,230	32,007	32,835	33,565	34,482
6	28,308	29,183	30,087	31,050	32,007	32,835	33,565	34,482	35,347
7	29,046	29,945	30,870	31,849	32,835	33,565	34,482	35,347	36,311
8	29,686	30,604	31,551	32,559	33,565	34,482	35,347	36,311	37,362
9	30,501	31,445	32,418	33,449	34,482	35,347	36,311	37,362	38,507
10	31,264	32,230	33,228	34,290	35,347	36,311	37,362	38,507	39,702
11	32,116	33,109	34,133	35,222	36,311	37,362	38,507	39,702	40,938
12	33,049	34,072	35,125	36,241	37,362	38,507	39,702	40,938	42,362
13	34,062	35,116	36,201	37,354	38,507	39,702	40,938	42,362	43,637
14	35,119	36,205	37,323	38,507	39,702	40,938	42,362	43,637	45,107
15	36,211	37,332	38,486	39,714	40,938	42,362	43,637	45,107	46,479
16	37,463	38,622	39,815	41,090	42,362	43,637	45,107	46,479	48,088
17	38,597	39,792	41,022	42,328	43,637	45,107	46,479	48,088	50,012
18	39,893	41,126	42,398	43,753	45,107	46,479	48,088	50,012	52,069
19	41,106	42,376	43,685	45,085	46,479	48,088	50,012	52,069	54,173
20	42,531	43,845	45,201	46,645	48,088	50,012	52,069	54,173	56,378
21	44,229	45,596	47,007	48,508	50,012	52,069	54,173	56,378	58,715
110	27,306	34,133	35,222	36,311	37,362	38,507	39,702	40,938	42,166
150	30,788	38,486	39,714	40,938	42,362	43,637	45,107	46,479	47,875
170	32,818	41,022	42,328	43,637	45,107	46,479	48,088	50,012	51,515
180	33,918	42,398	43,753	45,107	46,479	48,088	50,012	52,069	53,631
190	34,948	43,685	45,085	46,479	48,088	50,012	52,069	54,173	55,797
200	36,161	45,201	46,645	48,088	50,012	52,069	54,173	56,378	58,067
210	45,596	47,007	48,508	50,012	52,069	54,173	56,378	58,715	60,477

CITY OF ROCHESTER SALARY SCHEDULE

Weekly and Hourly Personnel
Effective July 1, 2011

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	14.70	15.14	15.61	16.16	16.64	17.00	17.38	17.86	18.33
41	15.18	15.65	16.13	16.64	17.14	17.53	18.18	18.37	19.05
42	15.74	16.23	16.73	17.29	17.87	18.33	18.75	19.40	19.88
51	12.83	13.22	13.63	14.00	14.41	14.71	14.97	15.19	15.46
52	13.01	13.42	13.83	14.28	14.71	14.97	15.19	15.46	15.83
53	13.19	13.60	14.01	14.49	14.97	15.19	15.46	15.83	16.18
54	13.45	13.86	14.29	14.73	15.19	15.46	15.83	16.18	16.54
55	13.67	14.09	14.54	15.03	15.46	15.83	16.18	16.54	16.92
56	13.98	14.41	14.86	15.42	15.83	16.18	16.54	16.92	17.21
57	14.31	14.75	15.21	15.73	16.18	16.54	16.92	17.21	17.86
58	14.61	15.06	15.52	16.04	16.54	16.92	17.21	17.86	18.18
59	14.96	15.43	15.90	16.38	16.92	17.21	17.86	18.18	18.72
60	15.23	15.70	16.18	16.70	17.21	17.86	18.18	18.72	19.13
61	15.73	16.22	16.72	17.28	17.86	18.18	18.72	19.13	19.79
62	16.09	16.58	17.11	17.60	18.18	18.72	19.13	19.79	20.33
63	16.53	17.05	17.57	18.18	18.72	19.13	19.79	20.33	20.91
64	16.95	17.48	18.01	18.61	19.13	19.79	20.33	20.91	21.53
65	17.53	18.06	18.62	19.20	19.79	20.33	20.91	21.53	22.18
66	14.12	14.56	15.02	15.45	15.93	16.92			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	123.00	126.80	130.72					
69	148.60	153.19	157.94	168.00	178.06	188.15	193.73	199.33
70	158.04	162.93	167.83	173.48	178.76	184.95		

CITY OF ROCHESTER SALARY SCHEDULE

Uniformed Police Personnel
Effective January 1, 2008

Bracket	Step 1	Step 2	Step 3	Step 4	Step 5	Step A	Step B
90	34,977	43,151	50,760	58,197	61,077	65,457	69,435
92			65,957	69,935			
94			74,585	79,082			
95			84,160	89,235			

Uniformed Fire Personnel
Effective July 1, 2007

Bracket	Entry	Step 1A	Step 1B	Step 2	Step 3	Step 4
80	34,428	38,452	42,474	49,965	57,285	60,121
82					65,596	68,839
84					74,173	77,842
85					83,697	87,838

Non-Uniformed Fire Personnel
Effective July 1, 2008

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	37,711	38,876	40,330	41,772	43,237	44,691	46,144	47,598	49,051	50,505
75	39,596	40,820	42,397	43,971	45,547	47,120	48,698	50,274	51,849	53,425
78	42,427	43,740	46,081	48,422	50,763	53,105	55,446	57,787	60,128	62,469

Operating Engineers
Effective July 1, 2011

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	149 HVAC Trainee	15.30	15.76	16.23	17.37	17.89
150	150 Asst. HVAC Engineer	22.47	23.15	23.88	25.57	26.35
151	151 HVAC Engineer	23.39	24.10	24.84	26.61	27.43
152	152 Lead HVAC Engineer	25.17	25.95	26.74	28.62	29.56

PERSONNEL SUMMARY
SALARY SCHEDULES

Fixed Salary Rates
Effective July 1, 2010 or as otherwise noted

Title	Amount
Elected and Appointed Officals	
President of the Council*	42,109
Council Member*	32,109
Mayor*	133,814
Deputy Mayor	125,000
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 represent calendar 2011. 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 Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries.
**These positions are not compensated if filled by a City or RG&E employee.

CSEA Library Part Time
Effective July 1, 2011

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	19.65	20.26	20.93	21.58	22.01	22.45
Bookmobile Operator	N095	16.01	16.50	17.03	17.56	17.92	18.28
Class 5 Truck Driver	N085	15.61	16.09	16.60	17.13	17.47	17.82
Cleaner Library	N015	13.30	13.71	14.15	14.61	14.89	15.18
Clerk II Library	N095	16.01	16.50	17.03	17.56	17.92	18.28
Clerk III with Typing Library	N075	15.24	15.71	16.20	16.71	17.05	17.38
Clerk Typist Library	N035	13.93	14.35	14.79	15.27	15.59	15.89
Graphic Assistant	N145	18.43	18.99	19.63	20.23	20.64	21.06
Librarian I	N185	20.38	21.01	21.66	22.34	23.03	23.74
Librarian II	N195	21.57	22.25	23.00	23.67	24.15	24.63
Library Assistant	N145	18.43	18.99	19.63	20.23	20.64	21.06
Maintenanace Worker	N575	14.90	15.36	15.84	16.34	16.84	17.18
Retrieval Room Aide	N304	8.21	8.47	8.74	9.03	9.20	9.40
Security Guard Library	N015	13.30	13.71	14.15	14.61	14.89	15.18
Shipping Aide	N402	8.07	8.31	8.54	8.73	8.90	9.09
Sr. Retrieval Room Aide	N305	13.29	13.70	14.11	14.58	14.86	15.14
Stock Clerk P/T Library	N065	14.84	15.30	15.78	16.33	16.63	16.96
Youth Services Assistant	N075	15.24	15.71	16.20	16.71	17.05	17.38
Youth Services Coordinator	N145	18.43	18.99	19.63	20.23	20.64	21.06

AFSCME PART TIME
Effective July 1, 2010

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Administrative Analyst	N720	22.91	23.62	24.34	25.12	25.90
Animal Care Tech	P702	12.26	12.64	13.03	13.44	13.86
Auto Aide	P758	14.32	14.76	15.21	15.72	16.22
Cemetery Worker	P757	14.03	14.46	14.91	15.43	15.86
Cleaner	P701	11.95	12.32	12.70	13.11	13.51
Clerk II	N709	16.43	16.94	17.47	18.02	18.57
Clerk III / Typing	N707	15.64	16.13	16.63	17.16	17.69
Clerk Typist	N703	14.29	14.73	15.19	15.67	16.15
Code Enforcement Inspector	P761	15.43	15.90	16.39	16.93	17.52
Code Enforcement Officer	P721	20.85	21.49	21.65	22.87	23.58
Code Enforcement Officer Trainee	P718	18.80	19.38	19.99	20.62	21.26
Communications Aide	N716	20.18	20.81	21.44	22.14	22.82
Counseling Specialist	N718	21.49	22.15	22.84	23.56	24.30
Dispatcher I / OEC	N715	14.51	18.14	18.72	19.30	19.97
Ground Equipment Operator	P756	13.05	13.44	13.84	14.40	14.88
Interdepartmental Messenger	N706	15.25	15.72	16.21	16.74	17.24
Microfilm Equipment Operator	N706	15.25	15.72	16.21	16.74	17.24
Office Automation Specialist	N717	20.79	21.43	22.10	22.80	23.50
Parking Monitor	P710	14.74	15.19	15.66	16.16	16.66
Police Evidence Technician	N716	20.18	20.81	21.44	22.14	22.82
Principal Engineering Technician	N718	21.49	22.15	22.84	23.56	24.30
Project Assistant	N712	17.80	18.36	18.92	19.53	20.13
Property Conservation Inspector	P718	18.80	19.38	19.99	20.62	21.26
Receptionist Typist	N706	15.25	15.72	16.21	16.74	17.24
Secretary	N711	17.30	17.84	18.39	18.97	19.56
Security Guard	P752	12.75	13.15	13.56	14.00	14.42
Service Representative	N712	17.80	18.36	18.92	19.53	20.13
Vicitim Assistance Counselor	N714	18.92	19.51	20.10	20.75	21.39

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2011

Title	Bracket	Step A	Step B	Step C	Step D	Step E
Accountant	N170	21.21	21.86	22.54	23.26	23.96
Administrative Analyst	N200	23.37	24.09	24.83	25.62	26.42
Administrative Assistant	N160	20.58	21.23	21.87	22.57	23.28
Administrative Secretary	N130	18.72	19.29	19.90	20.52	21.15
Assistant Beach Manager	P840	13.58	14.03	14.38		
Assistant Exam Supervisor	P462	11.95				
Assistant GIS Technician	N030	14.58	15.02	15.49	15.98	16.47
Assistant Pool Manager	P840	13.58	14.03	14.38		
Assistant Summer Program Coordinator	P459	10.70				
Assistant Supervisor of Markets	P417	15.22	15.73	16.18		
Auto Aide	P588	14.61	15.06			
Beach Lifeguard	P826	9.90	10.27	10.70		
Beach Lifeguard Captain	P836	12.74	13.11	13.55		
Beach Lifeguard Lieutenant	P831	11.32	11.69	12.13		
Beach Manger	P850	16.77	17.28	17.81		
Building Maintenance Helper	P528	13.02	13.41	13.83	14.28	14.71
Car Pool Coordinator	P365	15.89	16.38	16.92		
Cemetery Worker	P578	14.31	14.75	15.21	15.73	16.18
Cleaner	P018	12.19	12.58	12.95	13.38	13.79
Clerical Aide	P350	12.05				
Clerk III	N070	15.95	16.45	16.96	17.50	18.04
Clerk IV	N030	14.58	15.02	15.49	15.98	16.47
Clerk Typist	N030	14.58	15.02	15.49	15.98	16.47
College Junior Intern	P452	12.73				
Coordinator Duplicating and Supply	N140	19.30	19.90	20.50	21.17	21.82
Crew Chief Seasonal	P360	15.29				
Day Camp Supervisor	P461	12.42				
Dispatcher	P648	16.94	17.48	18.01	18.60	19.14
Exam Proctor	P358	8.96	9.56	10.16		
Exam Supervisor	P460	14.33				
Field Auditor	N140	19.30	19.90	20.50	21.17	21.82
Fire Protection Gear Repairer	P298	32.00				
Firefighter Trainee	P354	7.53	8.08	16.96		
Forestry Worker	P618	15.73	16.22	16.72	17.28	17.86
Ground Equipment Operator	P362	13.31				
Grounds Worker	P451	9.20				

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2011

Title	Bracket	Step A	Step B	Step C	Step D	Step E
Human Resource Consultant II	N210	24.30	25.05	25.83	26.65	27.48
Interdepartmental Messenger	N060	15.56	16.03	16.53	17.06	17.58
Laborer	P456	8.43				
Lead Laborer	P455	11.25				
Legal Asst/CFB	N200	23.37	24.09	24.83	25.62	26.42
Legislative Aide	N160	20.58	21.23	21.87	22.57	23.28
Legislative Clerk	N070	15.95	16.45	16.95	17.50	18.04
Library Page	N400	7.25	7.75			
Lifeguard	P825	9.59	9.95	10.37		
Lifeguard Captain	P835	12.42	12.79	13.22		
Lifeguard Lieutenant	P830	11.01	11.37	11.80		
Maintenance Mechanic	P608	15.23	15.70	16.18		
Operations Worker	P418	15.18	15.66	16.14	16.64	17.14
Parks Operations Supervisor	P198	19.76	20.38	20.99	21.66	22.33
Parks Operations Worker	P418	15.18	15.66	16.14	16.64	17.14
Playground Supervisor	P449	9.95				
Pool Attendant	P457	10.56				
Pool Supervisor	P850	16.77	17.28	17.81		
Principal Engineering Tech	N180	21.92	22.59	23.30	24.04	24.79
Project Assistant	P128	15.89	16.38			
Property Conservation Inspector	P178	18.55	19.14	19.72	20.36	20.97
Public Safety Aide	P445	18.13	18.67	19.20		
Public Safety Intern	P447	9.41				
Purchaser	N190	22.58	23.28	24.00	24.78	25.54
Recreation Assistant	P815	8.86	9.17	9.45		
Recreation Clerical Aide	P820	8.64	8.87	9.16		
Recreation Leader	N300	16.77	17.28	17.81	18.37	18.95
Rink Aide	P448	8.52				
Rink Manager	P446	12.53				
School Traffic Officer	P459	10.70				
School Traffic Officer II	P458	12.44				
Secretary to Commissioner	N180	21.92	22.59	23.30	24.04	24.79
Secretary OC	N110	17.65	18.20	18.76	19.36	19.95
Secretary to Police Chief	N160	20.58	21.23	21.87	22.57	23.28

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2011

Security Guard	P528	13.01	13.41	13.83	14.28	14.71
Senior Cashier	N130	18.72	19.29	19.90	20.52	21.15
Senior Field Auditor	N180	21.92	22.59	23.30	24.04	24.79
Sr. Recreation Assistant	P810	12.80	13.19	13.57		
Stock Clerk	P068	13.61	14.04	14.46	14.93	15.39
Summer Program Clerk	P454	10.10				
Summer Program Coordinator	P338	17.96				
Vending Inspector	P359	14.27				
Water Maintenance Worker	P598	14.96	15.43	15.90		
Watershed Quality Aide	P453	9.75	10.85			
Youth Intervention Specialist	N180	21.92	22.59	23.30	24.04	24.79
Youth Worker	P353	7.85				

BUDGET SUMMARY

Revenue Summary

	2009-10 Actual	2010-11 Amended	2011-12 Proposed	$ Variance Fav/(Unfav)
GENERAL FUND				
Recurring State Aid	$ 427,445,217	$ 404,500,155	$ 411,312,637	$ 6,812,482
Building Aid	20,158,649	20,578,146	21,868,291	1,290,145
Other State Revenues	250,000	2,277,514	2,277,514	-
Prior Year State Aid Adjustments	175,553	(38,209)	(38,556)	(347)
Total New York State	**448,029,419**	**427,317,606**	**435,419,886**	**8,102,280**
City	119,100,000	119,100,000	119,100,000	-
Federal Medicaid	1,675,022	-	500,000	500,000
Local - Other	22,642,197	7,386,420	7,378,920	(7,500)
Appropriated Fund Balance for General Fund	-	25,879,694	2,128,941	(23,750,753)
Total General Fund	**591,446,638**	**579,683,720**	**564,527,747**	**(15,155,973)**
GRANT & SPECIAL AID FUND				
State Sources	27,463,976	27,296,793	26,386,353	(910,440)
Federal Sources	71,771,601	81,540,985	71,006,327	(10,534,658)
Local Sources	4,297,047	3,587,923	2,454,905	(1,133,018)
Total Grant & Special Aid Fund	**103,532,624**	**112,425,701**	**99,847,585**	**(12,578,116)**
SCHOOL FOOD SERVICE FUND	16,400,899	16,090,000	16,790,000	700,000
GRAND TOTAL REVENUE - ALL FUNDS	**$ 711,380,161**	**$ 708,199,421**	**$ 681,165,332**	**$ (27,034,089)**

Expenditure Summary

	2009-10 Actual	2010-11 Amended	2011-12 Proposed	$ Variance Fav/(Unfav)
COMPENSATION AND BENEFITS				
Salary Compensation	$ 327,820,550	$ 318,083,314	$ 285,289,453	$ 32,793,861
Other Compensation	16,511,502	18,170,437	14,505,885	3,664,552
Employee Benefits	124,799,677	140,254,365	150,462,183	(10,207,819)
Total Compensation and Benefits	**469,131,729**	**476,508,116**	**450,257,522**	**26,250,595**
Fixed Obligations With Variability	89,353,109	86,687,636	93,433,149	(6,745,513)
Debt Service	31,839,907	27,183,227	27,871,790	(688,563)
Cash Capital Outlays	17,323,625	12,287,585	10,463,099	1,824,486
Facilities and Related	42,377,520	44,938,711	40,527,310	4,411,401
Technology	1,903,238	1,803,010	1,074,490	728,520
All Other Variable Expenses	42,384,239	58,791,135	52,619,287	6,171,848
Total Non Compensation	**225,181,638**	**231,691,304**	**225,989,124**	**5,702,180**
Contingency Fund	-	-	4,918,686	(4,918,686)
GRAND TOTAL EXPENDITURES	**$ 694,313,367**	**$ 708,199,421**	**$ 681,165,332**	**$ 27,034,089**

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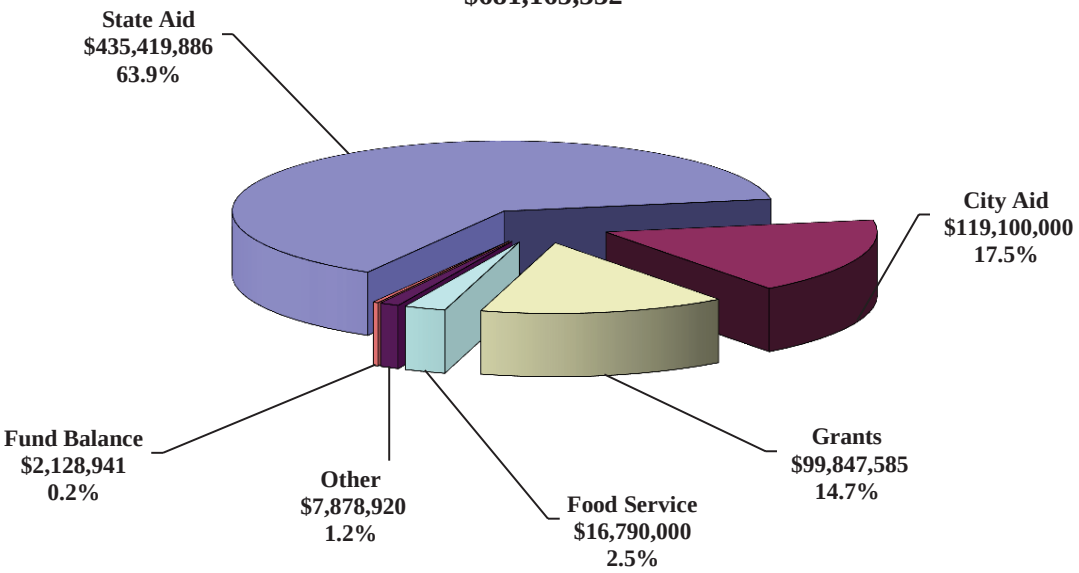
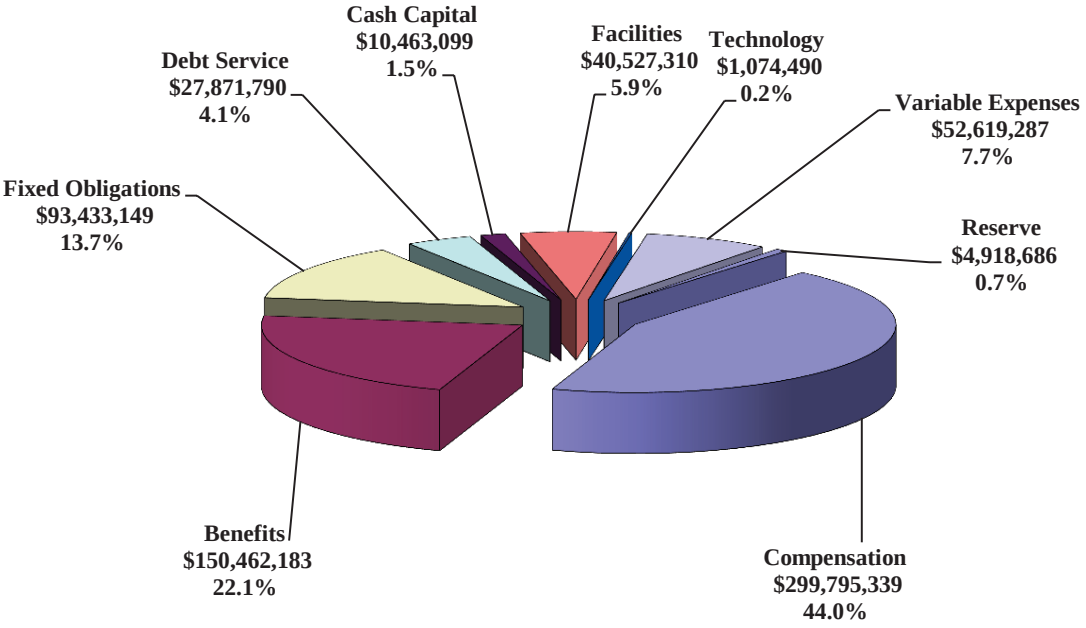
Revenue and Expenditure Charts

Revenue Summary - All Funds
$681,165,332



Expenditure Summary - All Funds
$681,165,332



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Assumptions & Priorities

Factors Related to the Balancing of the 2011-12 Budget

The challenges of developing a balanced budget for 2011-12 are many of the same that we have faced for the past two years. New York State continues to face a fiscal deficit. There continues to be political changes in State legislative branches, a fluctuating financial market, and a new governor that has stated a need for a three-year decline in educational funding. We also face rising costs in contractual obligations, employee benefits, utilities, transportation and other expenditures necessary to continue supporting our students. In addition, we have come to the end of our Federal American Recovery and Reinvestment Act (ARRA) stimulus funding, and the undesignated fund balance is insufficient to offset any portion of the deficit this year. This has forced us to further reduce our staff and programs in order to obtain a balanced budget.

Our budget process began early in September with a taskforce to implement Equitable Student Funding. This funding mechanism is a financial redesign that enables principals and schools to strategically manage resources in support of their academic improvement plans. The process continued through the end of March with the announcement of the adopted New York State Budget. This allowed us to review short-term assumptions such as revenue for the year and longer term assumptions which include reducing our structural deficit. Key assumptions are provided below. Our objective continues to be the building of a conservative plan and not to rely on “soft” revenue or “possible” savings. As with any budget, planning assumptions are based on the knowledge known at the time. Some will prove to be accurate while others will require modifications. As stated in our policy, budget amendments will be presented as we continue to refine the budget and execute our plan.

Revenue

State Funding – Deficit Reduction – Federal Stabilization

Our increase in State funding was approximately $8M. We were fortunate this year compared to other Big 4 districts due to a change in an estimated liability in Masters’ Arbitration cost recognized by the State in their aid calculations. The loss of the American Recovery and Reinvestment Act (ARRA) which flowed from the Federal government to the State and then to the individual districts, will end September, 2011. The intention of the district is to expend these funds before this date.

Federal Stimulus Funds – Title I and IDEA

In 2009-10, ARRA stimulus funding was provided by the Federal Government. This funding allowed the district to save jobs for the past two years. The Federal Government will not continue these stimulus packages. This is a loss of approximately $16M. During 2010-11, the Federal government did offer Educational Jobs Funding. The district’s portion of this is approximately $8.2M. We will carry this funding forward to 2011-12 to be used to save jobs. This funding is being treated the same as ARRA funding for reporting purposes. The funding will allow us to save positions within the schools.

Federal Grant Funding

We continue to research and apply for formula funding and competitive grants for school restructuring, school improvement, professional development, and adult education as well as grants for science, technology, engineering, mathematics, history, the arts, human services, and other subject areas and programs. Additional funding is being applied for Teacher Incentive Funds as well as Race to the Top dollars that are to be used to restructure our evaluation process of teachers. As we complete the application process and receive approval of awards we will include them in our 2011-12 revenue projection. We are hopeful that some of these funds will be given to us directly from the Federal government and/or as pass-through from the State. We again, will be cautious to avoid expenditures that we may not be able to sustain once funding stops.

Assumptions & Priorities – continued

Use of Undesignated Fund Balance
In order to balance the 2010-11 budget, the district chose to use $25M of our undesignated fund balance. Approximately $2M of this is necessary to cover our EPE liability. The remaining $23M was to offset our deficit. This pushed some of our structural deficit off to 2011-12. The remaining reserves are not sufficient to use as part of the budget revenue stream. In fact, our remaining estimated undesignated fund balance would cover only one payroll cycle of $16M. Using and depleting our undesignated fund balance is not the answer to our growing deficit. Finding efficient and effective ways of completing our work and restructuring our efforts is the best way to address this growing issue.

Structural Deficit
Each year, we are faced with rising costs in salaries, employee benefits, contractual requirements, fuel, utilities, inflation, and increased mandates from Federal and State agencies. This year's projected increase is approximately $51M. It is higher due to increases in pension costs and health insurance passed down from Federal changes in health reform. We would need an increase in revenue of this amount just to maintain current expenses. Without this increase we have a structural deficit. This year, we did not receive an increase in revenue to offset increasing expenses, and we are unable to use our undesignated fund balance which resulted in increased reductions in staffing and programs. We hope that as the year continues we will be able to support the reduction in programs as grant funding is approved.

Declining Enrollment
Projections show a continued decline in district enrollment overall. This is another consideration as we restructure our schools and the budget. This will continue to have a negative impact on future State funding and will cause corresponding reductions in school staffing. Reductions in staff started with the 2009-10 budget and has continued in our 2011-12 projection. Although we see a decrease in our overall enrollment, we do see an increase in our English Language Learner population and Special Education placement. Both groups require higher financial resources to meet their needs. The restructuring of our schools and curriculum will have an effect on the types of teachers required to meet the needs of our students.

Expenditures

In addition to the decline in State funding, the district is required to pay the reimbursement of EPE funds. In prior years, the district requested a waiver for the repayment of the $2.1M EPE reimbursement. A decision was made not to request the waiver this year due to the economic climate in State government. This amount will be paid from our appropriated fund balance.

Alignment of expenditures to support our goals of improving ELA scores, math scores, graduation rates, and school safety is reflected in the budget. We will use financial resources to continue our reform in creating new schools that will allow our students to become viable participants in our society whether they attend college or continue in various trades that require specific skills. Although we will not be able to continue all of last year's programs, we will invest our resources to ensure success of our students. Through a rigorous management review we eliminated or reduced support for programs that did not align with our goals or that were not producing the results necessary for sustainability. As grant funding is increased through the year we will restore programs when possible.

Assumptions & Priorities – continued

Short Term Fiscal Issues

- Health Insurance: Although the district was able to change the health care plan last year from the community rating to experience rating to recognize cost avoidance, we were met with an increase in rates due to the Federal Health Care Reform. This increase in cost was passed to us through our insurance carrier.
- Transportation costs: Savings that we were able to recognize in 2008-09 ended in 2009-10 and 2010-11 because of directives from the Board to safely transport our children to school. We are experiencing increasing gasoline prices and expect to see them continue through 2011-12.
- Retirement Incentive costs: The State offered a retirement incentive to eligible employees. This cost is being incurred by the district. The cost is approximately $6M each year for the next five years starting in 2011-12.
- Interest Revenue: Reduction is due to declining market conditions.

Long Term Fiscal Issues

- Collective Bargaining: Negotiations are currently in process with two of our five bargaining units, which include the Rochester Teachers Association (RTA) and the Rochester Association of Paraprofessionals (RAP).
- The remaining units have received increases that will continue for the next three years. Future funding will depend on the recovery of our economic system. Reductions will be passed to districts if the State continues its structural deficit. The impact will have a negative affect on the growth of our programs.
- Some programs, which are currently supported fully or partially by Special Aid or grants, will be underfunded as general funds are decreased.
- Decreased funding will lead to slightly increased class size which remains at or below contract and State averages. A multi-year program redesign and improvement process of the Special Education program has begun and will continue to be analyzed.
- Rates of some State and Federal reimbursements are lagging behind actual cost increases.
  The cost of textbooks and other instructional supplies continue to increase. Fuel and utilities costs continue to rise at rates higher than expected. Double digit increases in employee benefits is anticipated.

By law, and as a matter of sound business practice, we have prepared a balanced budget. This difficult task necessitated a reduced workforce and elimination of programs. We will continue to target the needs of our students, and support the goals of the district and the policies of the Board of Education. We continue to face many challenges, both at the State level and within the district itself. The investment and reinvestment of financial resources will move us toward the modernization of education with new academic initiatives and the development and implementation of the Rochester Curriculum. We need to continue to request academic program flexibility and changes in mandates from the State and Federal government. We will need to evaluate and address the rising costs of the collective bargaining structure as well as the benefit contribution from our employees. Equitable Student Funding was implemented in this budget. It is a fundamental change in the strategic management and resourcing of our schools. Equitable Student Funding enabled us to equitably address the district-wide deficit and provide transparency into our work. We will continue to distribute our resources in an equitable fashion with input from our schools, administration, parents, and community leaders. We will be challenged with tough fiscal realities but will resource critical education needs for all of our students. We have a clear strategic path that will guide our work this year and in the future.

Sincerely,

John W. Scanlan II
Deputy Superintendent of Administration

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REVENUE SUMMARY

Revenue Category	2009-10 Actual Revenues	2010-11 Amended Budget	2011-12 Proposed Budget	$ Variance Fav/(Unfav)
GENERAL FUND				
State				
Foundation Aid	$ 328,103,834	$ 319,402,714	$ 327,334,786	$ 7,932,072
NYS Stabilization Stimulus Funding	20,343,734	9,821,791	-	(9,821,791)
Special Services Aid	11,532,068	9,789,107	10,893,583	1,104,476
Special Education - Public High Cost Aid	4,030,169	3,891,092	5,613,747	1,722,655
Special Education - Private Excess Cost Aid	9,293,972	9,737,925	9,732,548	(5,377)
Transportation Aid	48,605,327	44,410,045	47,236,918	2,826,873
Computer Hardware Aid	773,179	765,161	752,720	(12,441)
Textbook Aid	2,171,094	1,954,833	2,144,989	190,156
Software Aid	545,108	375,498	529,722	154,224
Library Aid	227,431	209,108	221,012	11,904
Charter School Transitional Aid	1,819,301	4,142,881	6,852,612	2,709,731
Total Recurring State Aid	**427,445,217**	**404,500,155**	**411,312,637**	**6,812,482**
Total Building Aid	**20,158,649**	**20,578,146**	**21,868,291**	**1,290,145**
Other State Revenues				
NYS Legislative Grant	250,000	-	-	-
Incarcerated Youth Aid	-	2,277,514	2,277,514	-
Total Other State Revenues	**250,000**	**2,277,514**	**2,277,514**	**-**
Prior Year State Aid Adjustments				
Prior Year Aid Advance - Bond Bank	1,362,000	1,362,000	1,362,000	-
Prior Year Aid - Chapter 47, 66 & 721 Tuition	484,354	236,505	236,505	-
Prior Year Aid - $20M Spin Up Loan Payment	(667,000)	(667,000)	(667,000)	-
Local Share Deduction for Certain Students	(1,003,801)	(969,714)	(970,061)	(347)
Total Prior Year State Aid Adjustments	**175,553**	**(38,209)**	**(38,556)**	**(347)**
Total New York State Revenue	**448,029,419**	**427,317,606**	**435,419,886**	**8,102,280**
Total City of Rochester Aid	**119,100,000**	**119,100,000**	**119,100,000**	**-**
Total Federal Medicaid	**1,675,022**	**-**	**500,000**	**500,000**
Other Local Revenue				
Indirect Costs	3,392,481	2,376,675	2,242,959	(133,716)
Nonresident Tuition	679,969	575,000	575,000	-
Health Services Revenue	752,499	700,000	700,000	-
Rental and Use of Buildings	95,273	100,000	150,000	50,000
Sale of Obsolete Equipment	30,412	25,000	25,000	-
Prior Years Refunds	1,761,152	1,150,000	1,150,000	-
E-Rate Revenue	3,902,415	1,520,284	1,589,000	68,716
Student and Other Fees	59,795	60,000	75,000	15,000
Earnings - Capital Fund Investments	11,103,656	300,000	300,000	-
Earnings - General Fund Investments	260,643	250,000	250,000	-
Miscellaneous Revenue	457,821	180,029	180,029	-
Curriculum Based Programs	146,081	149,432	141,932	(7,500)
Total Other Local Revenue	**22,642,197**	**7,386,420**	**7,378,920**	**(7,500)**
Appropriated Fund Balance for General Fund	-	25,879,694	2,128,941	(23,750,753)
TOTAL GENERAL FUND	**591,446,638**	**579,683,720**	**564,527,747**	**(15,155,973)**

REVENUE SUMMARY – continued

Revenue Category	2009-10 Actual Revenues	2010-11 Amended Budget	2011-12 Proposed Budget	$ Variance Fav/(Unfav)
GRANT & SPECIAL AID FUNDS				
State Sources				
Universal Pre-Kindergarten	10,688,553	10,826,694	10,826,694	0
Other State Source Grants	16,775,423	16,470,099	15,559,659	(910,440)
Total State Sources	**27,463,976**	**27,296,793**	**26,386,353**	**(910,440)**
Federal Sources				
Formula (Recurring)	42,682,287	44,299,230	42,978,125	(1,321,105)
Federal Stimulus	12,670,421	28,064,675	9,747,895	(18,316,780)
One-Time Grants (Competitive)	11,306,516	7,947,758	18,280,307	10,332,549
Roll-Over Grants	5,112,377	1,229,322	-	(1,229,322)
Total Federal Sources	**71,771,601**	**81,540,985**	**71,006,327**	**(10,534,658)**
Total Local Sources	**4,297,047**	**3,587,923**	**2,454,905**	**(1,133,018)**
TOTAL GRANT & SPECIAL AID FUNDS	**103,532,624**	**112,425,701**	**99,847,585**	**(12,578,116)**
SCHOOL FOOD SERVICE FUND				
NYS Free & Reduced Price Reimbursement	516,992	508,000	514,000	6,000
Federal Free & Reduced Price Reimbursement	13,921,824	13,944,000	14,177,000	233,000
Federal Surplus Food Revenue	929,925	818,000	1,000,000	182,000
Summer Food Service Revenue	311,534	458,135	483,000	24,865
Other Cafeteria Sales	720,624	361,865	616,000	254,135
TOTAL SCHOOL FOOD SERVICE FUND	**16,400,899**	**16,090,000**	**16,790,000**	**700,000**
TOTAL REVENUE (ALL FUNDS)	**$ 711,380,161**	**$ 708,199,421**	**$ 681,165,332**	**$ (27,034,089)**

Revenue Summary Analysis

STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the adopted 2011-12 New York State Budget.

Foundation Aid **$327,334,786**

Foundation Aid is unrestricted aid to support the District's general operations such as salaries, benefits, utilities and other operating costs. Beginning in 2007-08, NYS combined a number of separate aid categories into Foundation Aid. These aid categories included: Public Excess Cost, Sound Basic Education, Extraordinary Needs, Limited English Proficiency and several categorical grants.

State Stabilization Stimulus **$0**

New York State used one-time federal funding to partially offset reductions to Foundation Aid in the previous fiscal year. This funding ends at the close of the 2010-11 fiscal year.

Special Services Aid **$10,893,583**

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 **$5,613,747**

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 **$9,732,548**

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 **$47,236,918**

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 **$752,720**

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 **$2,895,723**

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 **$6,852,612**

This aid partially offsets the cost of tuition that the District must provide for students attending Charter Schools.

Building Aid **$21,868,291**

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.

Revenue Summary Analysis – continued

Other State Revenues **$2,277,514**

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 **($38,556)**

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.

TOTAL STATE **$435,419,886**

Revenues From City **$119,100,000**

The City of Rochester funding includes the State funded STAR program.

Medicaid Revenue **$500,000**

The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.

OTHER LOCAL REVENUES

Indirect Costs **$2,242,959**

Many grant-funded programs provide revenue to offset overhead costs, which the district incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc.

Non-Resident Tuition From Other Districts **$575,000**

The district provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.

Health Services Revenue **$700,000**

The district provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The district bills these costs back to the student's home districts.

Rental And Use Of Buildings **$150,000**

This represents the fees charged to various groups for the use of buildings in accordance with district policy.

Sales Of Obsolete Equipment **$25,000**

This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.

Prior Years Refunds **$2,739,000**

This revenue is derived from several sources including federal E-Rate monies, BOCES refunds and refunds of prior year expense from vendors.

Student And Other Fees **$75,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

Revenue Summary Analysis – continued

Earnings - Capital Fund Investments **$300,000**

This revenue is earned primarily through two sources: Interest earned on authorized capital funds which have not yet been expended, and any unused capital fund authorizations.

Earnings - General Fund Investments **$250,000**

This revenue from investments is earned by the district's cash management program.

Premium – Ran **$0**

This represents the premium associated with the issuance of a Revenue Anticipation Note (RAN).

Miscellaneous Revenue **$180,029**

This represents revenues that do not fit in any other categories and are non-recurring.

Curriculum Based Programs **$141,932**

Revenue generated by student curriculum programs such as the Work Experience Program.

TOTAL LOCAL REVENUES **$7,378,920**

Appropriations From Fund Balance **$2,128,941**

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

TOTAL GENERAL FUND REVENUE **$564,527,747**

GRANT REVENUE SUMMARY

Grant Categories

	2010-11 Amended	2011-2012 Proposed	$ Variance Fav/(Unfav)
FEDERAL			
Advanced Placement Incentive Grant	$ 977,180	$ -	$ (977,180)
ARRA Homeless	76,523	-	(76,523)
ARRA TITLE II EETT	1,845,802	-	(1,845,802)
Education Job Funds	-	8,220,797	8,220,797
ESSC - Elementary	350,458	354,559	4,101
FLAP Foreign Language Assistance	279,653	290,605	10,952
GCC Perkins	101,263	-	(101,263)
IDEA 611 Federal Stimulus	5,066,004	-	(5,066,004)
IDEA 619 Federal Stimulus	235,921	-	(235,921)
IDEA Preschool Services & Section	494,193	494,193	-
IDEA Section 611 - EIS 15% Set-Aside	-	1,525,377	1,525,377
IDEA Support Services & Section	9,674,986	8,271,765	(1,403,221)
Impact Aid	19,110	15,000	(4,110)
Mentor Intern Program	65,000	-	(65,000)
NYSOTDA Educational Resources	-	112,500	112,500
NYSOTDA Food Stamp Employment	300,000	175,000	(125,000)
Perkins Adult Basic	196,909	50,000	(146,909)
Perkins Correctional	40,000	40,000	-
Perkins Secondary	563,647	500,000	(63,647)
Race To The Top	-	2,317,898	2,317,898
Raise Rochester Arts Impact	267,025	268,581	1,556
Safe & Drug Free at East	99,893	-	(99,893)
Safe Schools / Healthy Students	2,235,156	1,499,933	(735,223)
SED Homeless Children & Youth	40,323	40,323	-
SETRC	470,207	484,314	14,107
Student Violence Prevention Center	44,000	-	(44,000)
TAH A Historical Journey	332,329	331,622	(707)
Teaching as Historians	853,056	643,964	(209,092)
TITLE I	27,920,752	27,617,199	(303,553)
TITLE I School Improvement Grant	9,937,859	9,747,895	(189,964)
TITLE I Federal Stimulus	10,902,566	-	(10,902,566)
TITLE IIA Highly Qualified & Effective Teaching	4,803,129	4,705,408	(97,721)
TITLE IIB Math / Science Partnership	1,154,717	1,174,834	20,117
TITLE IID Enhancing EducationThru Technology	700,000	700,000	-
TITLE III Bilingual	564,838	574,560	9,722
TITLE IV Safe & Drug Free School	66,748	-	(66,748)
TITLE VII Native American Resource	61,666	50,000	(11,666)
WIA Literacy Zone	325,000	325,000	-
WIA Adult Literacy Education	125,072	125,000	(72)
WIA ELL Post-Secondary	100,000	100,000	-
Workforce Investment Act-Title II	250,000	250,000	-
TOTAL FEDERAL GRANTS	**81,540,985**	**71,006,327**	**(10,534,658)**

GRANT REVENUE SUMMARY – continued

	2010-11 Amended	2011-2012 Proposed	$ Variance Fav/(Unfav)
STATE			
CFC Cuban Haitian Entrants	39,650	38,100	(1,550)
ECHS Smart Scholars	201,893	111,875	(90,018)
Employment Preparation Education	3,206,720	2,886,048	(320,672)
Fresh Fruit & Vegetable Program	207,690	-	(207,690)
Learning Technology	49,618	49,618	-
Library Automation Rollover	554	-	(554)
Library Systems Rollover	1,230	-	(1,230)
School Health Services	6,292,705	6,292,705	-
School Library System - Automation	8,938	8,938	-
School Library System - Operating	89,375	89,375	-
Summer Program Special Education	5,393,926	5,183,000	(210,926)
Teachers of Tomorrow	977,800	900,000	(77,800)
Universal Pre-K	10,826,694	10,826,694	-
TOTAL STATE GRANTS	**27,296,793**	**26,386,353**	**(910,440)**
LOCAL SOURCES			
Community Pre-School Related Education Administra	463,088	486,811	23,723
Gates Charter Collaboration	-	50,892	50,892
Gates Foundation	515,000	-	(515,000)
Greater Rochester Health Foundation	295,776	131,479	(164,297)
IAT EXPED Learning	10,000	-	(10,000)
Monroe County Careers	466,000	-	(466,000)
NCFL Toyota Family Literacy	168,880	188,200	19,320
Pre-School Administration / County	381,972	397,250	15,278
Pre-School Integrated / Handicapped	902,268	938,358	36,090
RWI Career & Tech at Jefferson	22,185	-	(22,185)
RWI Garden Plots SWW	21,606	-	(21,606)
RWI Hospitality at Jefferson	25,194	-	(25,194)
RWI Law Prep SWW	21,655	-	(21,655)
Special Education / Itinerant TE	170,299	162,915	(7,384)
Sprint Foundation School #44	5,000	-	(5,000)
The Primary Project	99,000	99,000	-
Unicon Construction at Edison	20,000	-	(20,000)
TOTAL LOCAL GRANTS	**3,587,923**	**2,454,905**	**(1,133,018)**
TOTAL GRANT REVENUES	**$ 112,425,701**	**$ 99,847,585**	**$ (12,578,116)**

Federal Grant Detail

TITLE I FEDERAL ESEA – NCLB GRANT $27,617,199

Improving the Academic Achievement of the Disadvantaged

The purpose of Title I, Part A is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging State academic achievement standards and State academic assessments." RCSD is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need.

- Funds are generated based on poverty criteria of free and reduced lunch eligibility. Use of funds is determined by need.
- All Title I expenditures must be supplemental and not supplant required services and materials.
- Schools are required to use 20% of their Title I funds to meet the District's 10% of the total grant requirement for professional development for teachers.
- The total number of students in the District who qualify for free and reduced lunch is divided into the remaining balance to determine the Per Pupil Allocation (PPA). Each school receives Title I funds based on the Per Pupil Allocation ($220.89 in 2011/12). Use of funds is determined by need.

2011-2012 Title I Proposed Budget

Mandated Set-Asides and Pass-Throughs	
Supplemental Education Services (20%)	$ 5,523,440
PD for Highly Qualified Teachers (5%)	
Tuition	844,723
Professional Development Incentive	177,660
Remainder of 5% satisfied ELA/Math Specialists	(Note 1)
PD Requirement (10%)	(Note 1)
Parent Involvement (1%)	276,172
City Residents Attending Non Public Schools	441,937
Neglected & Delinquent Students	636,270
Homeless Students	100,098
Indirect Costs at 3.5%	933,915
District Initiatives	
Half-Day Kindergarten Teachers (to create full-day Kindergarten	4,073,429
School Innovation Initiatives	432,000
English Language Learners Initiatives	516,057
Office of Parent Engagement	475,865
ELA/Math Professional Development Leadership	133,372
Academic Intervention Services	564,929
Title I Administration	908,446
Technology/Instructional Support	491,162
NER Benchmark Assessment/Curriculum Writing	1,290,465
Newcomer Program	115,000
Accountability Support	734,446
Distribution to Schools	
Title I Distributed to Schools	6,034,275
Estimated Benefits on Title I Distributed to Schools	2,913,538
Total Title I Budget	**$ 27,617,199**

Note 1: ELA and Math Specialists at the schools provide imbedded PD to satisfy the Title I PD requirements.

TITLE I SCHOOL IMPROVEMENT GRANT $9,747,895

The School Improvement Grants under Section 1003(g) of the Elementary and Secondary Education Act of 1965, or SIG, provides financial assistance to the lowest achieving schools to significantly raise student achievement through the implementation of one of four recognized school intervention strategies (turnaround, restart, school closure, and transformation). Funding from the US Department of Education flows through the NYS Department of Education, who awards grants to individual school districts.

Continuing into 2011-2012, the school "turnaround" model will be implemented on the Edison and Franklin High School campuses. Franklin Global Media Arts High School is turning around into the Integrated Arts and Technology High School. Franklin Bioscience and Health Careers High School and Franklin International Finance and Economic Development High School are turning around into the Vanguard Collegiate High School. Edison Skilled Trades High School and Edison Business, Finance, and Entrepreneurship are turning around into the Robert Brown High School of Construction and Design, and Edison School of Engineering and Manufacturing and Edison School of Imaging and Information Technology are turning around into the Rochester STEM (Science, Technology, Engineering, and Math) High School. Through school turnaround, the Edison and Franklin schools will be phased out as the new schools are phased in. Similar to activities in the East High School transformation, effective teachers and administrators are participating in job-embedded professional learning and use student data to improve instruction.

District	$1,590,699
East High School	1,703,795
Robert Brown High School of Construction & Design	1,728,184
Integrated Arts and Technology High School	1,456,778
Rochester Science, Technology & Math High School	1,946,171
Vanguard Collegiate High School	1,322,268
Total	**$9,747,895**

TITLE IIA FEDERAL ESEA – NCLB Grant $4,705,408

Highly Qualified and Effective Teaching (ESEA/NCLB Title II A)

The purpose of Title IIA is to meet NCLB highly qualified teaching requirements, by:

- Providing high quality professional development to ensure teachers become, and remain, highly effective in helping all students learn and achieve high performance standards;
- Meeting 'highly qualified teacher' requirements for core course teaching through effective teacher recruitment, retention and professional development practices; and
- Ensuring strong instructional leadership through effective principal recruitment, retention and professional development practices

2011-2012 Title IIA Proposed Budget:

- Careers In Teaching
- Teaching & Learning Training
- Human Capital Recruitment
- Professional Development
- School Professional Development Allocation
- Tuition

TITLE IIB MATHEMATICS & SCIENCE PARTNERSHIP $1,174,834

The Mathematics Partnership Grant funds professional development for teachers and administrators in partnership with the State University of New York, College at Brockport and the Warner Graduate School of Education and Human Development at the University of Rochester. Teachers and administrators will participate in professional development focusing on the use of data to inform instruction. The objective is to generate systemic change and increase scores on mathematics assessment, increase the percentage of students passing a mathematics Regents exam and increase the percentage of students enrolling in and completing more rigorous high school mathematics courses.

The Science Partnership Grant funds professional development for teachers in partnership with Monroe Community College and the Rochester Institute of Technology. The goal is to increase student preparation and performance on the NYS ILST. Teachers will participate in professional development focused on increasing their own content knowledge, scientific understanding, and investigative skills. Inquiry-based instruction will be implemented to energize students' natural curiosity and increase their conceptual understanding and achievement in science.

2011 - 2012 Title II B Mathematics & Science Proposed Budget will fund:

- Salaries
- Professional Development
- Related Benefits
- Pre/Post Test Data Evaluation
- Local, State, Regional & National Conferences

TITLE IID ENHANCING EDUCATION THROUGH TECHNOLOGY $700,000

The NYS Title IID Enhancing Education Through Technology Grant is intended to thread Math, Science, English Language Arts and Instructional Technology in a unified effort to integrate curricula with technology and improve instruction. There are two primary components: embedded professional development on Technology Infusion and data driven, customized professional development on Technology Infusions and enhanced classroom settings.

2011-2012 Title IID Enhancing Education Through Technology Proposed Budget:

- Instructional Equipment
- In-service/Curriculum Development

TITLE III FEDERAL ESEA – NCLB GRANT $574,560

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.

TITLE III FEDERAL ESEA – NCLB GRANT – continued

More than 11% of the student population of the Rochester City School District is English Language Learners (ELL), and the predominant non-English language group is Spanish. Other languages spoken by RCSD students include Somali, Burmese, Arabic, and Korean/Chinese. RCSD programs receiving funds from Title III include Bilingual programs, Learning English through Academics Program (LEAP), Dual Language, and Free Standing ESOL.

2011 - 2012 Title III Proposed Budget:

- Salaries, Substitutes, In-service and Teacher Hourly Pay
- Non-Salary Operating Funds
- Related Benefits
- Indirect Cost

IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT $10,291,335

The IDEA Grants provide assistance to States for the Education of School-Aged (Section 611) and Pre-School Students (Section 619) with Disabilities.

The Individuals with Disabilities Education Act (IDEA) is a United States federal law that governs how states and public agencies provide early intervention, special education and related services to children with disabilities. The purpose of IDEA is to provide students with disabilities a Free Appropriate Public Education (FAPE) that prepares them for further education, employment and independent living. These grants provide funding to assist with the additional costs to the District.

2011 - 2012 IDEA Sections 611 and 619 Proposed Budgets:

- Pass-Through to Agencies, Charter Schools, and BOCES
- Hillside NorthSTAR Program
- Early Intervening Services

  Funds used to develop and implement coordinated, early intervening services for students in kindergarten through grade 12 who are not currently identified as needing special education or related services, but do need additional academic and behavioral support to succeed in a general education environment.

  1. District-wide Positive Behavior Support
  2. 50% Hillside Work Scholarship
  3. 50% (contract) Alternative to Suspension (ATS)

SAFE SCHOOLS HEALTHY STUDENTS $1,499,933

Safe Schools/Healthy Students Initiative is a collaborative of the US Departments of Education, Health & Human Services, and Justice. RCSD SS/HS Award: $6 million from July 1, 2008 – June 30, 2012, with potential for a fifth year no-cost extension with Monroe County Probation, Monroe County Office of Mental Health, the Rochester Police Department, and the City School District as the Lead Fiduciary Agency.

Required evaluation measures will align with Government Performance and Results Accountability Act:

- Student Victimization/Perception of School Safety
- Student Substance Use and Abuse
- Mental Health Services Provided

SAFE SCHOOLS HEALTHY STUDENTS – continued

Five (5) required elements to be addressed:

- Safe school environments and violence prevention
- Drug and alcohol prevention
- Student behavioral, social and emotional supports
- Mental health services
- Early childhood social and emotional learning

Expectations of approach:

- Employ programs/approaches with evidence of effectiveness
- Enact policy/systems changes that improve infrastructure/services/supports and are sustainable
- Engage parents, communities, social service agencies to create a sustainable infrastructure
- Help students develop skills, positive mental health, engagement in pro-social activities
- Help schools with activities, supports, systemic changes to ensure safe, disciplined, drug-free schools

EDUCATION JOBS FUND (EJF) $8,220,797

Education Jobs Fund (EJF) is a new grant award under the American Recovery and Reinvestment Act of 2009 (ARRA). While it serves the same overall purpose to retain or create school-level jobs as the ARRA Education Stabilization Fund, EJF allowable uses are more restrictive – aimed more directly at school-level jobs. Funding will be used for compensation and benefits to retain existing school-level employees.

RACE TO THE TOP GRANT $2,317,898

The purpose of the Race to the Top Grant is to increase the college and career readiness of all students. The goal will be achieved through the adoption of benchmarked standards and assessments, improved instructional data systems, effective teachers and principals, and turning around low-achieving schools.

2011/2012 Race to the Top Proposed Budget:

- Network Teams
- Teacher and Principal Effectiveness
- Inquiry Team Support
- Re-design School Support

OTHERS FEDERAL GRANTS $4,156,468

TOTAL FEDERAL GRANT REVENUE $71,006,327

STATE GRANT DETAIL

UNIVERSAL PRE-KINDERGARTEN	$10,826,694

This grant supports the District's efforts to provide environments and experiences in socialization, early literacy and motor skill development to all eligible four-year old children, including those with disabilities and children whose home language is other than English at 27 Rochester City School District sites. It also provides the support for four-year old Rochester City Residents who attend Pre-Kindergarten programs at 19 Community Based Organizations that are contracted and supervised by the District.

SCHOOL HEALTH SERVICES	$6,292,705

The purpose of the School Health Services grant is to provide the following:

- Mandated first aid
- Emergency services
- Screening
- Contagious disease management
- Services to children with special health concerns
- Documentation and State reporting

SPECIAL EDUCATION – EXTENDED SCHOOL YEAR (ESY)	$5,183,000

IDEA regulations define ESY services as Special Education and Related Services provided beyond the normal school year in accordance with an Individualized Educational Program (IEP), and at no cost to parents. Some students with special needs are in jeopardy of not being able to retain the skills they have learned during the school year unless given additional support throughout the summer. The cost of the ESY program is reimbursed by the State at 80% with the remaining 20% funded locally.

- Instruction
- Home Hospital
- Agency Tuition
- Transportation

TEACHERS OF TOMORROW	$900,000

This grant provides a variety of incentives that encourage prospective teachers to teach in a school district that is experiencing a teacher shortage or subject area shortage.

OTHER STATE GRANTS	$3,183,954
TOTAL STATE GRANT REVENUE	$26,386,353

LOCAL GRANT DETAIL

PRE-SCHOOL SPECIAL EDUCATION - SECTION 4410	$1,985,334

Section 4410 provides a portion of the resources for mandated Pre-School Special Education programs and services.

- Pre-School Integrated/Handicapped classrooms
- Pre-School Related Services
- Special Education/Itinerant Teachers (S.E.I.T.) Services
- CPSE Administration

OTHER LOCAL GRANTS	$469,571

TOTAL LOCAL GRANT REVENUE	**2,454,905**
GRAND TOTAL GRANT REVENUE	**$99,847,585**

EXPENDITURE SUMMARY

	2009-2010 Actual	2010-2011 Amended	2011-2012 Proposed	$ Variance Fav/(Unfav)
EXPENDITURES BY ACCOUNT				
Salary Compensation				
Teacher	$ 202,529,217	$ 199,958,973	$ 175,871,977	$ 24,086,995
Civil Service	62,652,683	60,042,592	57,358,578	2,684,013
Administrator	30,599,680	28,549,883	27,449,215	1,100,668
Hourly Teachers	15,843,193	13,550,944	11,877,067	1,673,877
Teaching Assistants	4,210,208	4,974,873	2,799,482	2,175,391
Paraprofessional	11,985,569	11,006,050	9,933,133	1,072,917
Total Salary Compensation	**327,820,550**	**318,083,314**	**285,289,453**	**32,793,861**
Other Compensation				
Substitute Teacher	11,713,655	11,821,216	8,523,714	3,297,502
Overtime Non-Instructional	3,049,617	3,308,634	2,817,174	491,460
Teachers In-Service	1,748,230	3,040,587	3,164,997	(124,410)
Total Other Compensation	**16,511,502**	**18,170,437**	**14,505,885**	**3,664,552**
Total Salary and Other Compensation	**344,332,052**	**336,253,752**	**299,795,339**	**36,458,413**
Employee Benefits				
Employee Benefits	102,959,607	110,403,779	109,464,971	938,809
State Employee Retirement	5,582,069	7,712,246	10,354,710	(2,642,465)
State Teachers Retirement	16,258,002	22,115,840	24,654,183	(2,538,344)
Voluntary Separation Plan	-	22,500	150,000	(127,500)
ERI Incentive	-	-	938,674	(938,674)
TRI Incentive	-	-	4,899,645	(4,899,645)
Total Employee Benefits	**124,799,677**	**140,254,365**	**150,462,183**	**(10,207,819)**
Total Sal., Other Comp., and Empl. Benefits	**469,131,729**	**476,508,116**	**450,257,522**	**26,250,595**
Fixed Obligations With Variability				
Special Education Tuition	30,241,297	18,516,655	18,843,954	(327,299)
Contract Transportation	43,213,477	44,776,087	44,945,778	(169,691)
Charter School Tuition	14,687,132	22,043,918	28,294,665	(6,250,747)
Health Service Other Districts	465,037	575,000	600,455	(25,455)
Insurance Non-Employee	746,166	775,976	748,297	27,679
Total Fixed Obligations	**89,353,109**	**86,687,636**	**93,433,149**	**(6,745,513)**
Debt Service	**31,839,907**	**27,183,227**	**27,871,790**	**(688,563)**
Cash Capital Outlays				
Cash Capital Expense	9,793,500	7,615,000	6,472,750	1,142,250
Textbooks	2,158,710	2,307,817	2,079,535	228,282
Equipment Other than Buses	1,456,898	1,079,432	647,133	432,299
Equipment Buses	-	-	300,000	(300,000)
Computer Hardware - Instructional	2,449,190	860,316	705,127	155,189
Computer Hardware - Non-Instructional	1,104,189	199,708	116,436	83,273
Library Books	361,137	225,312	142,118	83,194
Total Cash Capital Outlays	**17,323,625**	**12,287,585**	**10,463,099**	**1,824,486**

EXPENDITURE SUMMARY – continued

	2009-2010 Actual	2010-2011 Amended	2011-2012 Proposed	$ Variance Fav/(Unfav)
Facilities and Related				
Utilities	11,852,809	11,197,321	11,664,482	(467,161)
Instructional Supplies	6,580,609	8,000,671	6,746,898	1,253,773
Equip Service Contr & Repair	3,526,177	4,025,752	3,315,104	710,648
Facilities Service Contracts	1,493,186	2,143,238	1,283,506	859,732
Rentals	4,145,440	4,213,933	4,197,290	16,643
Maintenance Repair Supplies	1,100,417	1,164,459	984,719	179,740
Postage and Print/Advertising	1,416,631	2,040,141	1,184,849	855,292
Auto Supplies	874,753	896,780	578,930	317,850
Supplies and Materials	10,309,462	10,118,608	9,682,573	436,035
Custodial Supplies	523,289	622,980	464,324	158,656
Office Supplies	554,749	514,828	424,634	90,194
Total Facilities and Related	**42,377,520**	**44,938,711**	**40,527,310**	**4,411,401**
Technology				
Computer Software - Instructional	919,661	1,542,415	843,923	698,492
Computer Software - Non-Instructional	983,576	260,595	230,567	30,028
Total Technology	**1,903,238**	**1,803,010**	**1,074,490**	**728,520**
All Other Variable Expenses				
Miscellaneous Services	1,814,627	1,901,141	2,070,353	(169,212)
Professional Technical Service	26,762,013	27,652,638	21,885,047	5,767,591
Agency Clerical	1,859,557	2,460,500	2,042,604	417,896
Judgments and Claims	3,016,119	3,128,941	3,128,941	-
Grant Disallowances	(336,895)	1,235,554	1,063,603	171,951
Departmental Credits	(2,451,474)	(1,796,675)	(1,311,120)	(485,555)
Indirect Costs Grants	3,392,481	3,459,338	2,442,667	1,016,671
BOCES Services	6,469,197	18,479,765	19,460,040	(980,275)
Professional Development	1,858,614	2,269,933	1,837,153	432,780
Total All Other Variable Expenses	**42,384,239**	**58,791,135**	**52,619,287**	**6,171,848**
Total Non Compensation	**225,181,638**	**231,691,304**	**225,989,124**	**5,702,180**
Contingency Fund	-	-	4,918,686	(4,918,686)
Grand Total	**$ 694,313,367**	**$ 708,199,421**	**$ 681,165,332**	**$ 27,034,089**

POSITION SUMMARY

	2009 - 2010 Actual	2010 - 2011 Amended	2011-2012 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT				
Teacher	3,603.03	3,485.93	2,976.42	509.51
Civil Service	1,647.21	1,540.02	1,346.11	193.91
Administrator	312.50	296.70	266.41	30.29
Teaching Assistants	182.00	195.00	103.37	91.63
Paraprofessional	565.45	529.75	464.56	65.19
Hourly Teachers	0.00	0.80	0.00	0.80
Substitute Teacher	65.00	25.00	26.00	(1.00)
Overtime Non-Instructional	0.00	0.00	0.00	0.00
Teachers In-Service	0.00	0.00	0.00	0.00
Catastrophic Illness-C.S.	8.00	4.69	6.69	(2.00)
Catastrophic Illness-Tch.	4.00	8.00	6.00	2.00
Paid Illness Leave-T.P.	5.00	0.00	0.00	0.00
Grand Total	**6,392.19**	**6,085.89**	**5,195.55**	**890.34**

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Explanation of Changes to the Budget

The proposed 2011-12 Rochester City School District budget decreases to $681.2M from the 2010-11 February amended budget of $708.2M. This represents a decrease of $27.0M or 3.8%. The overall budget decrease was caused by reductions in Grant funding and the use Appropriated Fund Balance. The budget was balanced by significant district-wide staffing and operating budget reductions.

The district projects Salary and Other Compensation costs to decrease to $299.8M in 2011-12 from $336.3M in 2010-11. This represents a reduction of $36.5M or 10.8%. Contractual salary increases were offset by a reduction of 890.34 FTEs along with savings from district-wide Substitute Teacher and Overtime cost reductions.

Costs for Employee Benefits continue to rise. Overall, benefit costs increase to $150.5M in 2011-12 from $140.3M in 2010-11. This represents an increase of $10.2M or 7.3%. Retirement System costs are expected to increase by $5.2M due to rate increases in both the New York State Retirement System and the Teachers Retirement System. The district will also incur an additional $5.8M in costs for the 2010-11 Early Retirement Incentive. Unemployment costs are projected to rise by $3.3M related to staffing reductions. These cost increases are offset by a net reduction of $2.0M in Social Security costs due to staffing salary reductions, and $0.6M in Health and Dental Insurance which reflects a combination of staffing reductions and rate increases. The remaining items in this category show a net decrease of $1.5M.

Fixed Obligations with Variability, which includes Charter School Tuition, will increase by $6.7M to $93.4M in 2011-12. Charter School Tuition costs will increase by $6.3M to $28.3M. This increase is attributable to projected enrollment growth of 457 students. The enrollment growth is due to grade level additions in two existing schools and the opening of two new schools in the fall. The remaining budgets in this category show an increase of $0.4M.

The Debt Service budget will increase by $0.7M to $27.9M to reflect changes in the district's long-term debt schedule. This increase is due largely to new short-term Bond Anticipation Notes, which were issued to fund on-going construction projects.

The district anticipates Cash Capital Outlays will decrease by $1.8M to $10.5M in 2011-12. The Cash Capital Expense line was reduced by $1.1M to $6.5M. The remaining categories experienced a collective reduction of $0.7M as part of the district-wide budget reduction effort.

Facilities and Related expenses will decrease by $4.4M to $40.5M. The largest categories with reductions are Instructional Supplies, Facilities Service Contracts, Postage/Printing & Advertising and Equipment Service Contracts & Repairs, which are decreasing by a total of $3.7M. The remaining categories show a net decrease of $0.7M due to district-wide budget reductions.

Technology expenses will decrease by $0.7M to $1.1M. The district will be purchasing less Computer Software due to district-wide budget reductions.

All Other Variable Expenses will decrease by $6.2M to $52.6M due largely to a $5.8M reduction in Professional & Technical Services. This reduction reflects a combination of both grant funding and district-wide budget cuts. The remaining items in this category show a net decrease of $0.4M due to the district-wide budget reduction effort.

The 2011-12 budget also includes the establishment of a $4.9M Contingency Fund. This is intended to support the implementation of the Equitable Student Funding process, as well as facilitate needs arising from the significant staffing changes that will take place in the coming budget year.

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Multi-Year Projection

Overview

The multi-year projection represents a forecast of the district's revenue and expenditures for the next three fiscal years. The projections shown allow the district to begin the planning process to solve for anticipated deficit years.

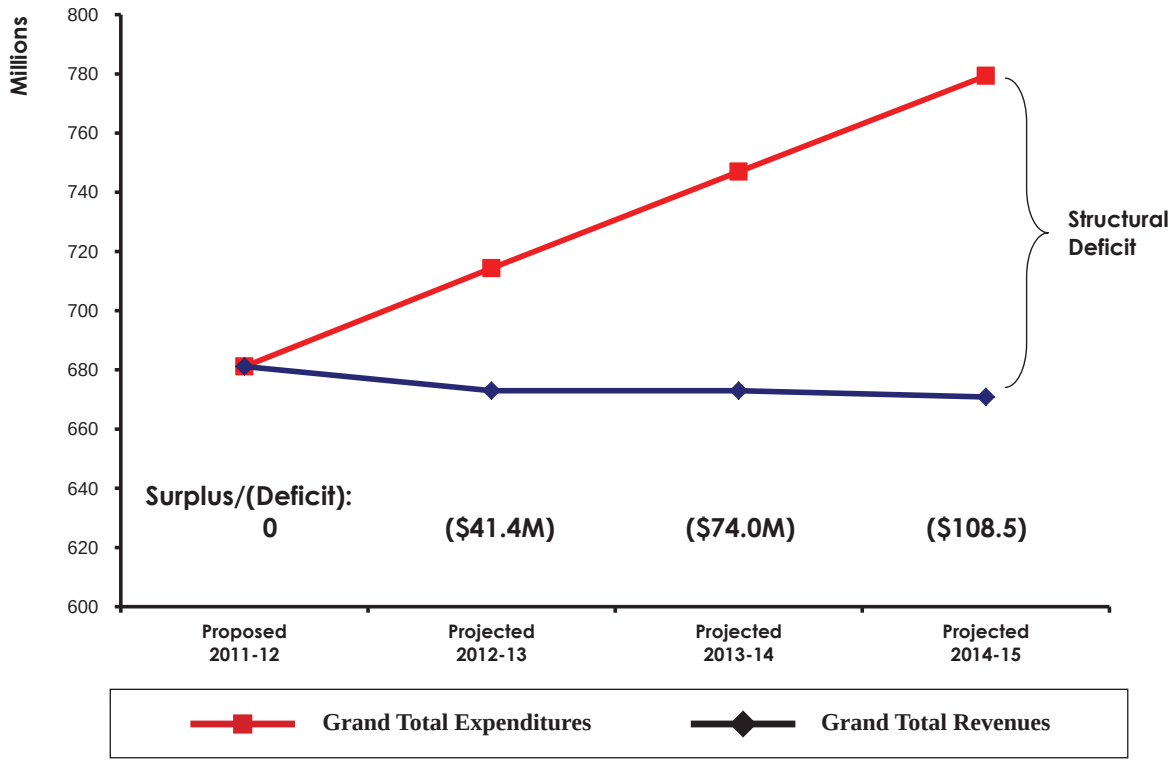
Given the State's fiscal situation, the projected revenues in this analysis anticipate that State Aid will not increase in the next few years. In addition, the last of the one-time Federal Stimulus funding will end in 2011-12, resulting in a $8.2M revenue reduction in 2012-13. Finally, the analysis assumes that the district will not be able to appropriate a significant amount of Fund Balance in future years.

Assumptions

Based on historical trend analysis and contractual commitments, the district utilizes the following annual rates of change to develop the projections:

	Projected 2012-13	Projected 2013-14	Projected 2014-15
Revenues:			
State Aid Revenue - Foundation Aid Increase	-	-	-
State Aid Revenue - Formula Aid Increase	-	-	-
City of Rochester Revenue Increase	-	-	-
All Other General Fund Revenue Increase	-	-	-
Appropriated Fund Balance	-	-	-
Grant and Special Aid Fund Increase	-	-	-
Federal Grant Stimulus Funding	($8,220,797)	-	-
Food Services Revenue Increase	-	-	-
Expenditures:			
Teacher Salary Increase	3.53%	3.53%	3.53%
Civil Service Salary Increase	3.00%	3.00%	3.00%
Administrative Salary Increase	3.00%	3.00%	3.00%
Teaching Assistants Salary Increase	3.95%	3.95%	3.95%
Paraprofessionals Salary Increase	3.95%	3.95%	3.95%
Other Compensation Annual Rate Increase	2.00%	2.00%	2.00%
Health Insurance Increase	11.65%	11.65%	11.65%
Employee Retirement System % of Payroll	16.30%	16.30%	16.30%
Teachers Retirement System % of Payroll	11.11%	12.00%	12.00%
Other Benefits Increase	4.00%	4.00%	4.00%
Charter Schools Tuition Increase	2.00%	2.00%	2.00%
Transportation Contracts incl. impact of Charters	3.50%	3.50%	3.50%
Utilities	7.00%	7.00%	7.00%
BOCES Services (Special Ed & Nursing Services)	4.00%	4.00%	4.00%
CPI	3.50%	3.50%	3.50%

Multi-Year Projection – continued



Closing the Deficit

Based on the assumptions above, the district projects a deficit situation in future years due to stagnating revenue and rising expenses. New York State law mandates that the district maintain a balanced budget.

Revenue

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The district can impact revenue in the following ways:

- Lobbying state government officials to continue funding proposed Foundation Aid increases
- Lobbying local government officials to continue their support of the district's needs
- Searching for and securing additional grant funding

Expenses

The district continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives.

MULTI-YEAR PROJECTION – continued

	Proposed 2011-12	Projected 2012-13	Projected 2013-2014	Projected 2014-2015
Revenue:				
New York State Foundation Aid	$ 328,103,834	$ 328,103,834	$ 328,103,834	$ 328,103,834
New York State Aid - Formula	83,208,803	83,208,803	83,208,803	83,208,803
New York State Building Aid	21,868,291	21,868,291	21,868,291	21,868,291
New York State Aid - Other	2,277,514	2,277,514	2,277,514	2,277,514
New York State Aid - Adjustments	(38,556)	(38,556)	(38,556)	(38,556)
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal - Medicaid	500,000	500,000	500,000	500,000
Other Local	7,378,920	7,378,920	7,378,920	7,378,920
Appropriated Fund Balance	2,128,941	2,128,941	2,128,941	-
Grant and Special Aid Fund	91,626,788	91,626,788	91,626,788	91,626,788
Federal Grant Stimulus Funding	8,220,797	-	-	-
Food Services	16,790,000	16,790,000	16,790,000	16,790,000
Total Revenue	681,165,332	672,944,535	672,944,535	670,815,594
Expenditures:				
Compensation	299,795,339	309,760,170	320,060,948	330,709,124
Employee Benefits	150,462,183	160,912,763	172,164,224	184,501,878
Total Compensation and Benefits	450,257,522	470,672,933	492,225,172	515,211,002
Fixed Obligations with Variability	93,433,149	100,476,691	107,786,533	115,367,444
Debt Service	27,871,790	27,871,790	27,871,790	27,871,790
Cash Capital Outlays	10,463,099	12,645,100	12,698,304	12,753,369
Facilities and Related	40,527,310	42,354,022	44,273,248	46,290,225
Technology	1,074,490	1,112,097	1,151,020	1,191,306
Other Variable Expenses	52,619,287	54,299,457	56,042,325	55,721,299
Total Non Compensation	225,989,124	238,759,158	249,823,220	259,195,434
Fund Balance Reserve	4,918,686	4,918,686	4,918,686	4,918,686
Total Expenditures	681,165,332	714,350,776	746,967,078	779,325,121
Total Surplus/(Deficit)	$ -	$ (41,406,241)	$ (74,022,543)	$ (108,509,527)

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Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Admin.	-	Administration
Council/Clerk	-	City Council and Clerk
DES	-	Environmental Services
ECD	-	Emergency Communications Department
DRYS	-	Recreation & Youth Services
IT	-	Information Technology
NBD	-	Neighborhood & Business Development

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