City of Rochester, NY

2013-2014 Budget

one city ROCHESTER

Thomas S. Richards, Mayor
City of Rochester, NY

hope unity commitment

Vision

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

Values and Guiding Principles

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

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

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

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

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

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

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

CITY OFFICIALS

City Council

Lovely A. Warren (Northeast District)
President
Dana K. Miller (At-Large)
Vice President

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

Mayor
Thomas S. Richards

Deputy Mayor
Leonard E. Redon

Office of Management & Budget

Christopher M. Wagner
Budget Director

Budget Staff
Sarah E. Boyce
Alan Bredekamp
Sharla D. Davenport
James Gillis
Joe Mustico
Kabutey Ocansey
Sarah E. Ruekberg
Josephus Tisdale
Victoria Wehbring
Suzanne P. Warren

BUDGET AT A GLANCE

	Amended Budget 2012-13	Proposed Budget 2013-14	Dollar Change
BUDGET	$491,796,000	$481,695,300	-$10,100,700
PROPERTY TAX LEVY (Before STAR)	$167,149,400	$167,149,400	$0
TYPICAL HOMESTEAD BURDEN*			
Property Tax	$1,352.40	$1,376.20	$23.80
Service Charges	$914.00	$932.52	$18.52
Subtotal	$2,266.40	$2,308.72	$42.32
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	$11,267.68	$11,021.31	-$246.37
Local Works Charge	$802.64	$818.70	$16.06
Total	$12,070.32	$11,840.01	-$230.31
PROPERTY TAX RATES (PER $1,000)			
Homestead	$19.32	$19.66	$0.34
Non-Homestead	$42.99	$42.05	-$0.94
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	$340.96	$348.20	$7.24
Refuse	$359.00	$366.00	$7.00
Local Works	$214.04	$218.32	$4.28
	$914.00	$932.52	$18.52

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

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

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Budget Process

This budget is for the City's 2013-14 fiscal year, which begins on July 1, 2013 and closes on June 30, 2014. 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. Mission Statement of the organization is provided. Vital Customers defines who are the primary recipients of this unit's work. Critical Processes present the critical processes this unit uses to carry out its mission. 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.

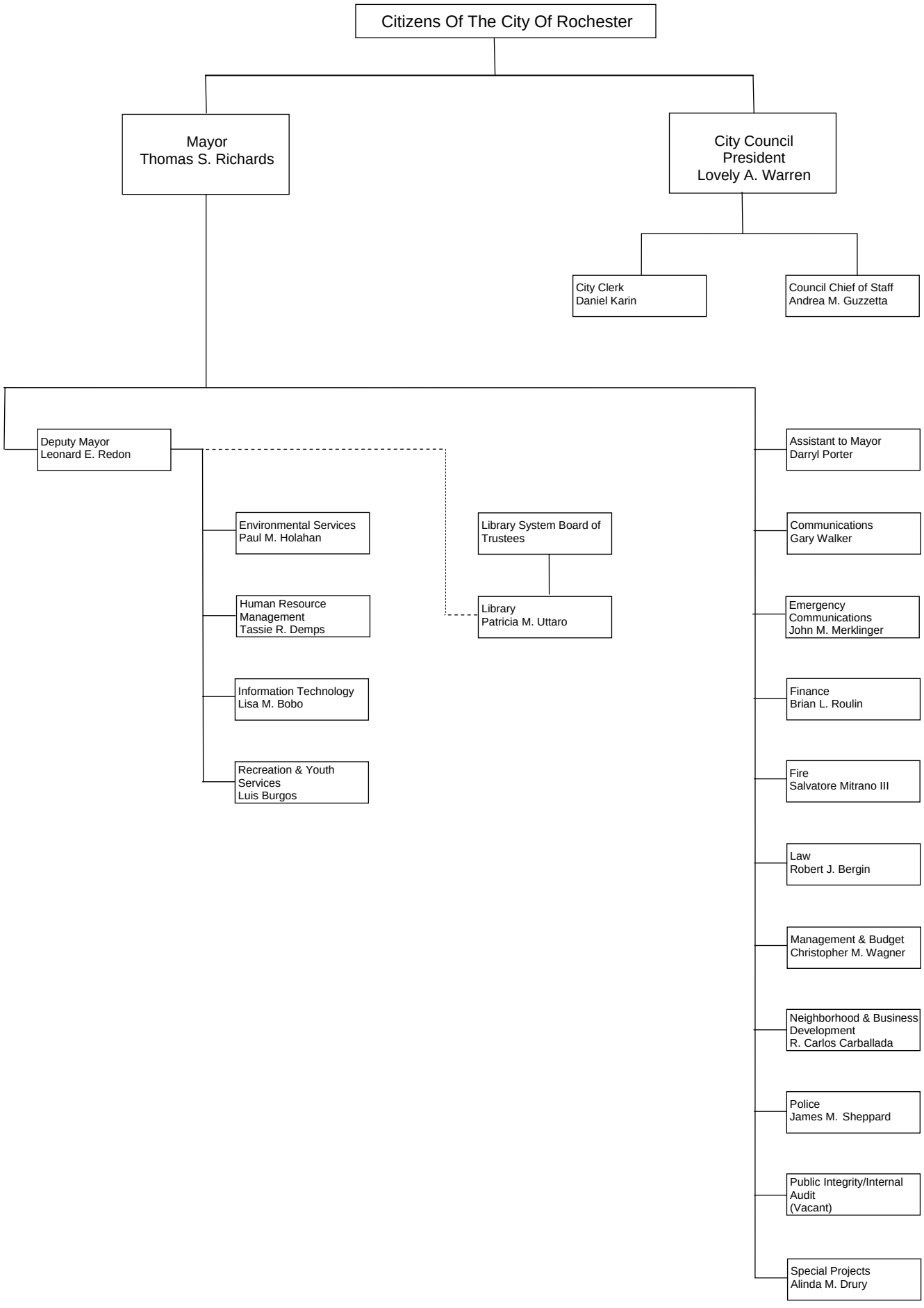
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

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
Mayor
Thomas S. Richards
City Council
President
Lovely A. Warren
City Clerk
Daniel Karin
Council Chief of Staff
Andrea M. Guzzetta
Deputy Mayor
Leonard E. Redon
Environmental Services
Paul M. Holahan
Human Resource
Management
Tassie R. Demps
Information Technology
Lisa M. Bobo
Recreation & Youth
Services
Luis Burgos
Library System Board of
Trustees
Library
Patricia M. Uttaro
Assistant to Mayor
Darryl Porter
Communications
Gary Walker
Emergency
Communications
John M. Merklinger
Finance
Brian L. Roulin
Fire
Salvatore Mitrano III
Law
Robert J. Bergin
Management & Budget
Christopher M. Wagner
Neighborhood & Business
Development
R. Carlos Carballada
Police
James M. Sheppard
Public Integrity/Internal
Audit
(Vacant)
Special Projects
Alinda M. Drury

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one city ROCHESTER
Thomas S. Richards
Mayor

May 17, 2013

TO THE COUNCIL:

RE: The 2013-14 Budget

Ladies and Gentlemen:

In accordance with the City Charter, it is my pleasure to submit to you the City of Rochester's annual budget estimate for the 2013-14 fiscal year. The total 2013-14 proposed budget is $481,695,300. This amount is $10,100,700 or 2% less than the 2012-13 amended budget of $491,796,000.

Budgeting for Transformation

The transformation of our city imposes on the budget a set of priorities:

1. For this year, we must close a substantial $42.7 million structural gap;
2. We must maintain sufficient financial flexibility and capacity to cope with an anticipated substantial gap in future years; and
3. We must continue to invest in the capital projects and the services that will make our transformation possible.

These priorities can conflict with each other and achieving a balance can be delicate. In preparing this budget, we have approached this balance by evaluating the financial consequences of our choices relative to the needs of our transformation. For instance, amortizing the pension payment this year could mean we won't be able to take advantage of lower payments in the years ahead – but that must be balanced with the need to maintain future financial flexibility by saving our reserves and maintaining current capital and service investments.

We believe that this balance best supports our city's transformation. You will see this balance throughout the budget. Ultimately there will need to be some fundamental changes in the way we fund cities like ours. For this we will need the help of New York State, as it controls much of our revenue and our expense. Without such a change, the balance described above will eventually be impossible. Governor Cuomo has proposed a Financial Restructuring Board to deal with these issues. While we are encouraged by the attention to the issue and intend to actively participate, the timing and outcome remain uncertain. In the interim, the transformation of our city will march on and it is up to us to manage it to the benefit of our citizens. This requires new approaches to how we budget, how we use our resources and how we deliver projects and services. You will also see these new approaches throughout this budget.

We are building on the actions and decisions we made last year and the strategic decisions we are making this year. We have more money in reserves now than we had when we started and that preserves our flexibility.

Below are the main drivers of our budget gap closure plan:

Pension Amortization

The single largest decision made with respect to the budget gap was to amortize part of our pension expenses. The State's 10-year pension amortization option provides for our city's long-term viability by enabling us to pay a portion of our annual pension contribution over time, leading to smoother, more predictable pension costs.

Amortizing our pension payment is not my first choice. But it is the only viable choice we have. State mandated pension costs have doubled since 2010, going from $20.2 million to $44.1 million (before amortization) next year and are expected to peak at over $50 million in 2015.

Paying next year's bill without amortizing would unduly drain our reserves, make deep cuts to our workforce and slash vital city services. While that would avoid bankruptcy, our city would not be a place where people would want to live, work and raise a family.

The pension amortization will defer about $10.9 million in this budget. This will allow us to preserve critical services and programs, maintain our reserves and our flexibility for a longer period of time, and invest in things that we can no longer put off, such as improvements to information technology systems.

Amortizing will also buy us time to keep working with Albany for a more permanent solution to the financial realities cities face. Last year, New York State offered cities a one-time spin-up to help pay pension and other mandated costs.

This year, no additional dollars were offered, only a way to defer the costs, which we must do. Next year we hope to have a new dialogue and new options from the State to help pay for expensive mandates.

Cash Capital

The City has had a longstanding, conservative practice of supporting its capital budget with funds from its operating budget. A reduction in this cash capital program has the impact of reducing the operating budget shortfall.

We've made adjustments to the total cash capital plan to save $17 million. We were able to do so and still preserve a high level of capital investment by taking advantage of lower interest rates and reprogramming some previously approved capital funds.

Our capital program is as robust as ever. The approved 2012-13 Capital Program amount was $66.8 million. The proposed 2013-14 Capital Program amount is $67.9 million. When projects funded by Capital Acceleration and Old Cash Capital are included, our total Capital Program amount is $102.9 million.

Pension Savings

As a result of the impact on the State pension billing mechanism of the early retirement program and modest pay increases agreed to by our unions, our pension costs for this year were lowered by $7.5 million.

Closing the Budget Gap

In summary, a $42.7 million gap was closed by:

- $17.3 million Reduction in planned capital expenses and use of Enterprise Fund balances to support them;
- $10.95 million Pension amortization;
- $7.5 million Savings and credit on estimated pension bill;
- $2.75 million Savings in planned healthcare expenses;
- $1.7 million Enterprise fund fee increases;
- $1.4 million Increased revenue from Excellus lease buyout to provide tax relief;
- $0.9 million Transfer from Property Tax Overpayment Fund;
- $0.2 million Net of other changes

As a result of these actions, we were able to align our expenses in a way that maintained services overall, allowed additional investment in some areas and reduced the overall proposed budget by two percent.

Property Taxes and Burden

We will not be raising taxes. Our residents can ill afford more in property taxes. Once again, trying to fund a modern city with property taxes is not feasible. We must seek other solutions than taxes.

Despite no increase in the property tax levy, taxpayers will see a change in their tax bill. This is due to the state mandated shift from non-homestead properties to homestead properties.

The financial impact of the tax shift on the typical homeowner is an increase of $23.80. The financial impact on the typical business is a decrease of $246.37.

Change in Property Tax Burden		
	Typical Homestead Property	Typical Non-Homestead Property
Budgeted for 2012-13	$1,352.40	$11,267.68
State mandated tax shift and change in assessment	$23.80	-$246.37
Freeze tax levy	$0	$0
Budgeted for 2013-14	$1,376.20	$11,021.31
Net Change	$23.80 (1.76%)	-$246.37 (-2.19%)

Self-Supporting Enterprise Funds

The other factor impacting a change in the tax bill will be modest fee increases for our Enterprise Funds. In these funds, the fees charged relate directly to the cost of providing the service.

The proposed increases are:

- 2.1% in the Water Rate;
- 2% in the Local Works Rate; and
- 1.9% in the Residential Refuse Rate

The financial impact of these fee increases on the typical homeowner is an increase of $18.52. Parking fees increase to offset investment and build fund balance for future capital needs.

Employment Impacts

In sum, there will be an addition of 17 full-time positions and a loss of six for a net gain of 11 positions.

Departmental Summaries

Communications

- Re-organize FOIL processing by promoting part-time bilingual receptionist to full-time to keep up with changing demands. Data shows a large backlog of FOIL requests (1,472), consistently high application volume (3,200 annually), approximately 60 walk-ups per month and many more FOIL phone calls per month.
- Funding ($100,000) is added for such community events to help fund a number of worthy festivals and events that have requested support from the City. Some were supported by other departments, we seek to consolidate this support under Communications.

Information Technology (IT)

- Continue investment in information technology to support the applications and technical infrastructure that our core business functions depend on. The addition of four full-time employees and two interns ($307,100) will enable IT to expedite some of the following strategic initiatives.
- Continue replacing legacy mainframe data processing systems.
- Expedite upgrades to payroll and personnel systems.
- Continue Geographic Information System (GIS) installation.
- Launch initiative to automate finances and billing in the Parking Bureau.

Finance Department

- Parking Fund budget is increased to $7,876,300.
- Transition of the East End and Midtown parking garages to City management ($1,417,000). This amount includes costs for utilities, maintenance and professional fees and the addition of a junior accountant and clerical staff to support the transition.

Neighborhood and Business Development (NBD)

- Add part-time staff for contract management, a temporary full-time position for the accelerated demolition program, two full-time positions for project and housing program administration and a full-time position for neighborhood and community enhancement ($152,900).
- Funds for utilities are transferred to DES ($482,700) and funds are added ($82,800) for the use of the Maguire building and stadium operations.
- Funding related for building maintenance at High Falls is reduced (-$57,600).
- The Northwest and Southeast Neighborhood Service Centers will be moved to more strategically located areas within their quadrants to provide enhanced customer service and community engagement opportunities ($46,500).
- Professional fees for event sponsorships are reduced (-$30,000).

Department of Environmental Services (DES)

- Responsibility for energy costs at Sahlen's Stadium and the Port of Rochester facilities are transferred from NBD, increasing the DES budget ($482,700).
- We will fund the completion of our Automatic Vehicle Locating project on our entire public works fleet which will provide data to drive efficiencies and support decisions about future funding requirements ($150,000).
- Budget reductions include a new, lower-cost energy proposal from an electrical provider as well as continued mechanical upgrades (-$560,000) and improved bad debt collection efforts (-$235,000).
- The long-term health of the Water Fund will be secured through restructuring of tier and discount rate structure.
- Complete planning for transition to single-stream recycling.
- Invest ($150,000) to increase the number of residential snow plowing routes to improve our response times, especially during storms.

Emergency Communications Department

- The 2013-14 Emergency Communications Budget of $13.7 million reflects an increase in the overtime allocation ($92,300) in 911 Operations and a net decrease (-$19,200) for supplies and services. Administration and Operations are funded by the County of Monroe.
- 311 Call Center night hours between 11 p.m. and 6:30 a.m. eliminated during the first quarter of 2013-14 (-$40,000).
- Relocate Public Safety Aides to the Police Department during this time.
- Work with RPD and IT to evaluate relocation of Public Safety Aides from 311 Call Center to Public Safety Building.

Rochester Police Department

- Eliminate Mounted Patrol and reallocate those seven police officers to the Tactical Unit (-$57,600 in FY 2013-14 and -$96,700 annually thereafter) to enable RPD to increase ability to address gang and other violent crime issues proactively by deploying an additional team of officers in the Tactical Unit.
- Allocate funding ($39,100) to care for the horses and maintain the stable facility while the Mounted Patrol is disbanded.
- The Tactical Unit can be quickly and flexibly deployed citywide to deal with ongoing and developing gang or other violent crime issues.
- Increase Downtown RPD presence by relocating Patrol Division West (PDW) Downtown Detail to the Sibley Building. This office will house about 40 police officers and supervisors who are already assigned to the downtown area between 7 a.m. and 7 p.m. The office will also be available for use by PDW officers working Downtown after 7 p.m. Downtown Detail officers perform a combination of walking beats, bike patrols and vehicle patrols.
- Complete renovations to the Patrol Division West (PDW) Office due to the deferral of plans for a new PDW Office in the Bulls Head area.
- Fund a Police Academy class of up to 25 police recruits in February, 2014. RPD has averaged about 25 retirements per year and the recruit class will help stabilize sworn strength and ensure consistent operations and services. There is a 10-month period of Academy and field training for RPD recruits before they can be deployed for street duties.
- Relocate Public Safety Aides (PSAs) from the 311 Call Center to the Public Safety Building Command Center/Camera Room, enabling the RPD to cross-train PSAs on report taking and camera monitoring and be at the same location as their supervisors.
- Continue investing in camera maintenance and up to 30 additional cameras ($220,000). The addition of cameras will be made through a City governance process and funded from prior year funds in the IT capital budget ($1 million).
- Implement strategic planning goals to provide improvements in staff development, leadership development and community engagement.
- Explore current geographic and organizational structure with an independent review to assess impacts on service delivery, community engagement and employee and citizen satisfaction.
- Add a security supervisor to provide 24/7 on-duty coverage and reduce overtime expenses.
- Add funding for on-call security officers to provide temporary security services at Midtown Tunnel until the Midtown Garage is operational with contract security guards and appropriate technological support.
- Continue evaluating, planning and implementing consultant recommendations for Rochester Animal Services, including a possible expansion of the shelter, as well as service reductions to allow for a greater focus on the unit’s core mission.

Rochester Fire Department

- The 2013-14 Fire Department Budget of $45.7 million includes an increase of ($354,500) for four floating officer positions that complete the fire command's planned restructuring. The four additional officers will complete the complement of floating officers necessary to cover vacancies and reduce overtime.
- Increase funding ($326,100) for two recruit classes, which will be able to cover vacancies created by current and future retirements and contain overtime. Due to the demographic makeup of the current and future classes, diversity in the RFD will be increased. The additional officers and firefighters will provide optimal staffing levels to maximize efficiency under the new operating model by covering furloughs, sick and injury time, retirements and other unplanned vacancies. By the end of FY14, optimal staffing levels for the new operating model will be achieved.
- A Battalion Chief position is created in Health & Safety in 2012-13 ($112,200). The Metropolitan Medical Response System (MMRS) grant ends (-$189,800).
- Restructure Deputy Fire Chief roles by transferring Deputy Fire Chief from Health & Safety/ Emergency Management to Code Enforcement to fulfill the Fire Marshal role. Health & Safety duties will be assigned to a Deputy Chief in Suppression; Emergency Management duties will be assigned to the Deputy Chief of Training.

Rochester Public Library

- The Central Library of Rochester & Monroe County is principally funded by Monroe County and is in the second year of a multi-year reorganization focusing on the areas of Staffing & Supervision, Administration, Customer Service, Communication, Technology & Physical Space, and Reference & Collections.
- Efficiencies realized in prior years result in the elimination of three full-time clerical and administrative support positions.
- Create a new Media Center at Bausch & Lomb Public Library, which is the first in a four phase master space plan.
- Perform an in-depth analysis of the collection at the Central Library with an emphasis on preservation, content creation and collaboration in storage and access with other area libraries and archives (increase in personnel of $208,500, with miscellaneous efficiencies of -$50,300).
- Begin first phase of a general examination and reorganization of service delivery at Rochester City Branch Libraries, which are funded by the City. This reorganization is driven by an overview of demographics and library performance metrics completed by CGR in April 2013.
- Modify quadrant based Community Library model of administration created in 2008, creating efficiencies (-$41,700).
- A full-time quadrant leader position will be eliminated in the second quarter due to a retirement; the remaining three quadrant leader positions will be restructured into two area coordinators who will oversee the libraries in the north and south parts of the city, and one literacy coordinator who will oversee and administer all literacy programs in the city libraries.

- Day-to-day management of the ten branch libraries will be provided by existing full-time staff, some of whom will be upgraded to branch manager level. New part-time staff will be brought in to fill any gaps left by the change in quadrant leadership.
- During the first, second, and third quarters, library administration will explore and implement a variety of efficiencies at selected branches that will further inform the deployment of staff and other resources, (such as collection and development funds) based on individual branch needs.

Department of Recreation and Youth Services

- Since 2005-06 a number of functions have been re-organized and transferred to departments outside of DRYS to enable the department to focus on youth program operations and development, reducing the total DRYS budget by nearly 40 percent.
- The re-organizations resulted in transfers of numerous functions to the Department of Environmental Services such as Forestry, Equipment Maintenance, Parks Operations, Custodial Services and Cemeteries; transfers to Neighborhood and Business Development for municipal facilities such as High Falls, the Convention Center and Blue Cross Arena; and transfers to Communications for Special Events and graphics services.
- The 2013-14 budget of $11.1 million for DRYS includes a number of Federal, State and local grants totaling over $1.8 million. These grants substantially enhance the level of youth services provided by the City, but their cyclical nature causes the budget to undergo frequent annual and even mid-year budget changes.
- The primary driver of the decrease in the DRYS budget compared to 2012-13 is a multitude of adjustments to grants (-$738,700). Some grants have ended, such as the 21st Century Rochester After-School Academy and a Pathways to Peace overtime grant, while others are adjusted due to differences in the grant year versus the City fiscal year.
- Continue provision of high-demand services in spite of grant reductions and expand successful DRYS program models to meet community needs. This includes funding ($74,700) for Pathways to Peace staffing including one full-time position, one part-time position, and additional seasonal summer hours, the re-development of an after-school program at Edgerton ($91,000), and a new after-school program at School 17 ($34,100). City investment increases by $437,200.
- Increase funding for a new full-time position at the Public Market and added funds for a staff position that is no longer covered by grant funding ($84,300 combined).

Mayor’s Office

- Collaborate with the City School District to review the youth services programs that are provided by the City through the Department of Recreation and Youth Services and the District to produce a coordinated total program.
- Continue the effort in collaboration with community supporters to obtain a fair share of AIM Aid from the State.
- Actively engage with the Governor’s Local Government Task Force to develop a sustainable financing structure for cities.

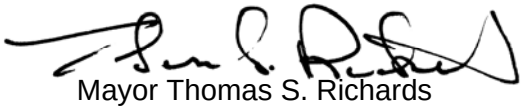
- Continue the effort though budget control, efficiency development and internal restructuring to create a sustainable expense base.
- Continue to oversee the public safety diversity effort.
- Continue to develop alternative mechanisms to maintain investment in the City's capital needs.
- Implement Citizens Budgeting Program ($200,000 funded in Undistributed) to stem neighborhood violence and crime.

Conclusion

I hope you agree that this budget presents a good plan for the next fiscal year and beyond. It closes a substantial $42.7 million structural gap and maintains financial flexibility and the capacity to cope with future structural shortfalls while continuing to invest in projects and services for our residents to make our transformation possible. We have to do things differently in order to achieve these goals.

I look forward to your review and comments.

Respectfully submitted,



Mayor Thomas S. Richards

This section will be provided in the Approved Budget.

Increases

Revenue:

- ❑ Sales tax increases $2,346,000
- ❑ Delinquent and Supplemental taxes increase $799,400
- ❑ In-Lieu-of-Tax payments increase $619,700
- ❑ Red light Photographic Enforcement Program increases $400,000
- ❑ A water rate increase is proposed to balance the budget
- ❑ A local works rate increase is proposed to balance the budget
- ❑ A residential refuse rate increase is proposed to balance the budget

Expense:

- ❑ Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- ❑ Program enhancements
- ❑ Four additional rank positions in the Fire Department to complete restructuring
- ❑ Additional resources in Information Technology to support Payroll system and Parking system design and implementations
- ❑ Midtown and East End Garage operations commence
- ❑ Additional Pathways to Peace staffing in Recreation & Youth Services
- ❑ Allocation for Citizen Budgeting

Decreases

Revenue:

- ❑ Aid & Incentives to Municipalities spin-up does not recur $15,469,000
- ❑ COPS Hiring Grant ends $1,900,000
- ❑ Charges for service decrease due to the potential loss of West Brighton contract $750,000
- ❑ Utilities Gross Receipts Tax decreases $400,000

Expense:

- ❑ Pension amortization defers expense
- ❑ Savings and credit on estimated pension bill
- ❑ Decrease in cash capital expense

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

General Fund 2013-14 revenue estimates are $354,299,500 or 5.0% less than the 2012-13 Budget. The $15,469,000 spin-up in Aid & Incentives to Municipalities does not recur. A one-time transfer from fund balance committed for retirement costs does not recur, $3,280,000. Growth in sales tax revenue is expected to produce $2,346,000 additional revenue. The Federal COPS Hiring grant of $1,900,000 expires.

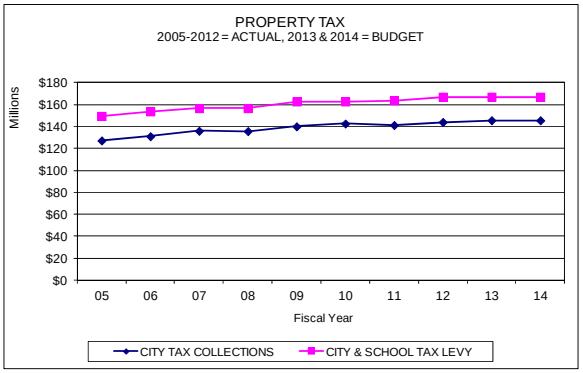
Special Fund 2013-14 revenue estimates are $17,618,000 or .1% less than the 2012-13 Budget. Support from Monroe County for the Central Library is reduced due to the deferral of pension expense.

Enterprise Fund 2013-14 revenue estimates are $109,777,800 or 8.4% more than the 2012-13 Budget. Rate increases are budgeted for the Water, Local Works, and Refuse Funds. The appropriation of fund balance for Water increases $449,200 and for Refuse $2,578,800 to fund capital expenditures. Operation of the East End and Midtown garages commence producing $1,757,600 in revenue. Increases in parking garage rates, on-street meter fees as well as parking fines are budgeted.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

	Amended 2012-13	Proposed 2013-14	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	137,388,000	137,000,100	-387,900	-0.3%
Delinquent & Supplemental Taxes	2,691,000	3,490,400	799,400	29.7%
In-Lieu-of-Tax Payments	10,380,400	11,000,100	619,700	6.0%
Interest & Penalties	2,445,000	2,412,000	-33,000	-1.3%
Sales Tax	136,986,000	139,332,000	2,346,000	1.7%
Utilities Gross Receipts Tax	6,400,000	6,000,000	-400,000	-6.3%
Mortgage Tax	1,500,000	1,500,000	0	0.0%
Taxes Total	297,790,400	300,734,600	2,944,200	1.0%
Departmental Income	7,346,300	6,717,400	-628,900	-8.6%
Use of Money & Property	620,000	314,900	-305,100	-49.2%
Fines & Forfeitures	5,212,400	5,697,400	485,000	9.3%
Licenses & Permits	2,623,400	2,597,400	-26,000	-1.0%
Sale of Property & Compensation for Los	1,274,100	738,600	-535,500	-42.0%
Miscellaneous	7,875,300	7,494,400	-380,900	-4.8%
Intergovernmental – New York State	122,559,700	106,934,300	-15,625,400	-12.7%
Intergovernmental – Federal	7,415,300	4,745,200	-2,670,100	-36.0%
Intergovernmental – Other	18,829,500	18,829,200	-300	0.0%
Interfund Revenue & Transfers	-98,590,600	-100,503,900	-1,913,300	1.9%
General Total	372,955,800	354,299,500	-18,656,300	-5.0%
Animal	1,676,000	1,653,800	-22,200	-1.3%
Library	15,919,300	15,964,200	44,900	0.3%
Water	38,154,400	39,931,800	1,777,400	4.7%
War Memorial	2,959,300	2,906,600	-52,700	-1.8%
Parking	11,939,400	15,999,200	4,059,800	34.0%
Cemetery	2,484,000	2,843,900	359,900	14.5%
Public Market	1,014,500	814,600	-199,900	-19.7%
Refuse	25,344,700	28,095,200	2,750,500	10.9%
Local Works	19,348,600	19,186,500	-162,100	-0.8%
Grand Total	491,796,000	481,695,300	-10,100,700	-2.1%

Property Tax



New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first $8,200 owed on each parcel. Responsibility for collecting property taxes is vested in the Department of Finance, Bureau of Treasury. Property taxes are allocated to various funds as necessary to balance them. Beginning in 1994-95 City and School property tax collections are accounted for within the City Budget. Funding for the City School District is provided within the Interfund revenue section. Prior to 1994-95 the School District received property tax collections outside of the City Budget. Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 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 $21,515,159 or 0.37% from the 2012-13 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 2012-13 budget:

	2012-13	2013-14	Change
Expenses	491,796,000	481,695,300	-10,100,700
Non-Property Tax Revenue	346,117,500	336,087,100	-10,030,400
Property Tax Required (City & School)	145,678,500	145,608,200	-70,300

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 2013-14. In addition, anticipated collections for the first sixty days following the current year are accrued as 2012-13 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 2013-14 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 4,600 property owners will benefit from this program in 2013-14. All other owner-occupied property owners are eligible for the “Basic” STAR program. Approximately 25,400 property owners will take advantage of the “Basic” program in 2013-14. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Year-to-Year Comparison

All Funds

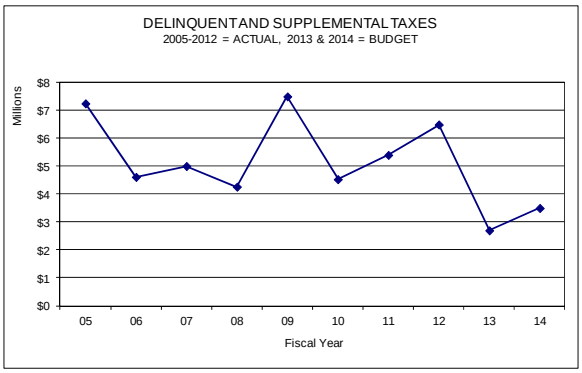
2012-13	2013-14	Change
145,678,500	145,608,200	-70,300

General Fund

2012-13	2013-14	Change
137,388,000	137,000,100	-387,900

Delinquent & Supplemental Taxes

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



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

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

Major Change

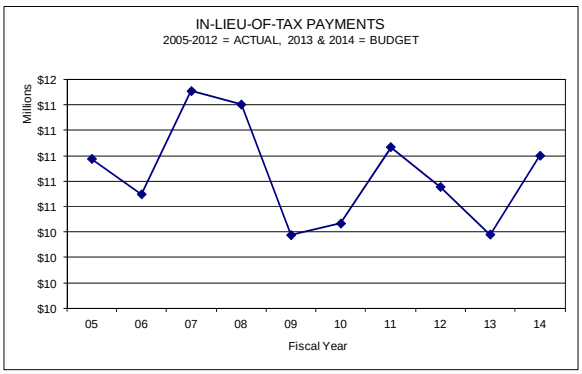
Increase in assumed collection rate of delinquent taxes due to tax lien sale and foreclosure actions.

Year-to-Year Comparison

2012-13	2013-14	Change
2,691,000	3,490,400	799,400

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 eighty-eight COMIDA projects make payments in lieu of taxes. Sixty three housing projects make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

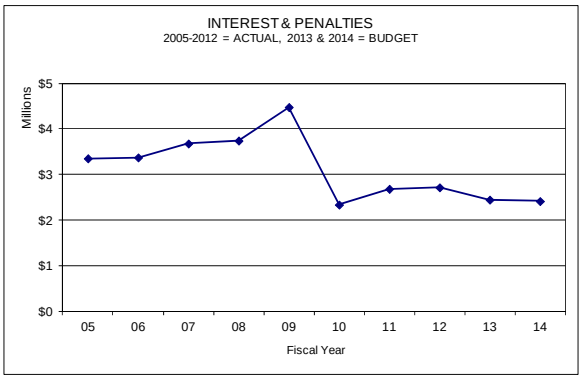
Major Change
Nine new COMIDA projects and seven new housing projects begin making payments in 2013-14. Reduced allowance for uncollectables results in additional revenue.

Year-to-Year Comparison

2012-13	2013-14	Change
10,380,400	11,000,100	619,700

Interest & Penalties

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



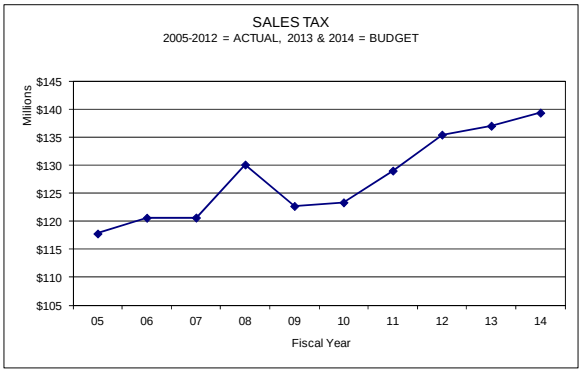
Major Change
Interest and penalties on real property taxes decrease $30,000 due to the slight decrease in the number of delinquent tax accounts. Interest & Penalties from bankruptcy cases decrease $3,000.

Year-to-Year Comparison

2012-13	2013-14	Change
2,445,000	2,412,000	-33,000

Sales Tax

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



Sales tax proceeds are collected by the State and distributed to the County every month. Under the current sales tax distribution formula the City receives 35.63 percent of total County collections generated from the 3 percent local share. The City's initial share of the additional 1 percent, approximately 4.1%, began on December 1, 1993, and was suspended on November 30, 1994. During that period the City School District received approximately 3.7% of the additional percent directly from the County. The City resumed sharing the additional 1 percent on December 1, 1995. Beginning in

December 1995 the City share of the additional 1 percent became 2.5%, and it increased annually for the next five years to 5%, 12%, 15.75%,19.22%, and 18.1%. The City share of the additional 1 percent decreased to approximately 17.7% in January 2011 to reflect population changes identified in the 2010 Census.

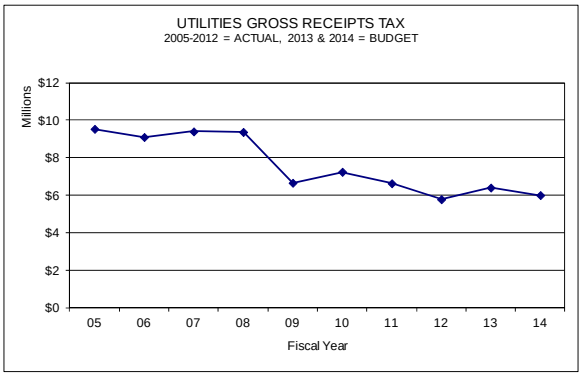
Major Change
Taxable Sales are expected to increase 2% on a lower base than anticipated in 2012-13.

Year-to-Year Comparison

2012-13	2013-14	Change
136,986,000	139,332,000	2,346,000

Utilities Gross Receipts Tax

As provided by Section 20b of the General City Law, Rochester imposes a 3% tax on the gross income of utility company transactions in the City. Rochester Gas & Electric Corporation and Frontier Corporation pay approximately 87% of these taxes.



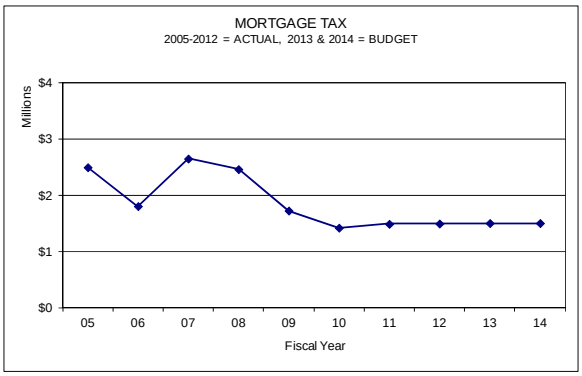
Major Change
Mild winters combined with the continued loss of revenue from Energy Service Companies (ESCOs) reduced expected revenue.

Year-to-Year Comparison

2012-13	2013-14	Change
6,400,000	6,000,000	-400,000

Mortgage Tax

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

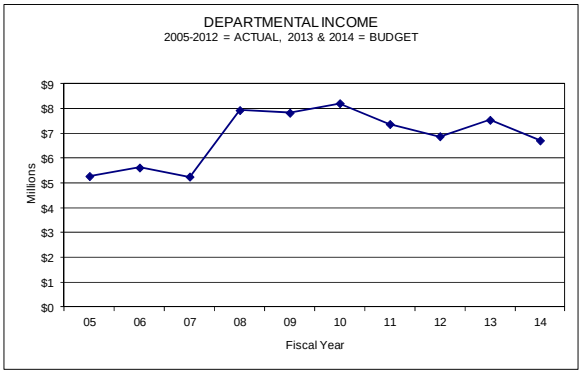


Year-to-Year Comparison

2012-13	2013-14	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

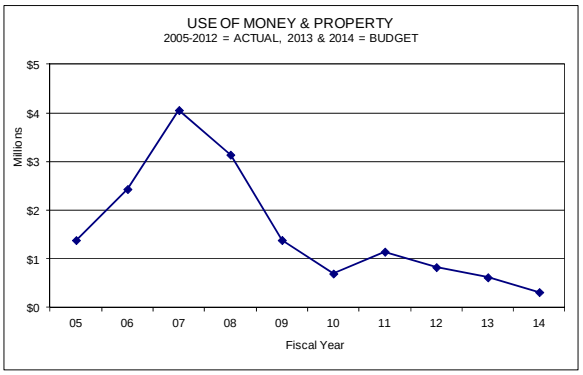
Potential loss of contract with West Brighton for primary fire protection and emergency medical first responder services reduces revenue $750,000; Workers' compensation refunds increase $200,000; decrease in City towing & storage fees $85,000; decrease in expected alarm box maintenance revenue $70,400; transfer from Communications Special Events trust fund decreases $58,900; charge for parking at Durand Eastman Beach is eliminated $50,000; Reaching Occupational Achievement for Residents of Rochester (ROAR) grant ends $48,800; NBD case management fees transfer from building permit category and decrease due to a reduction in notification schedule $50,000; miscellaneous DES staff reimbursement increases for work done in enterprise funds $30,000; increase in fingerprinting due to the increase in pistol permit applications $28,900; increase in demolitions $25,000 and property rehabilitation charges $10,000; new agreement with ATM Rochester increases revenue $22,000; decrease in Special Event Permits due to use of Lake Riley for After School in Parks Program (ASIPP) $17,000; fuel reimbursement from Rochester Housing Authority decreases due to fleet downsizing $15,000. Net of other changes is an increase of $300.

Year-to-Year Comparison

2012-13	2013-14	Change
7,346,300	6,717,400	-628,900

Use Of Money & Property

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



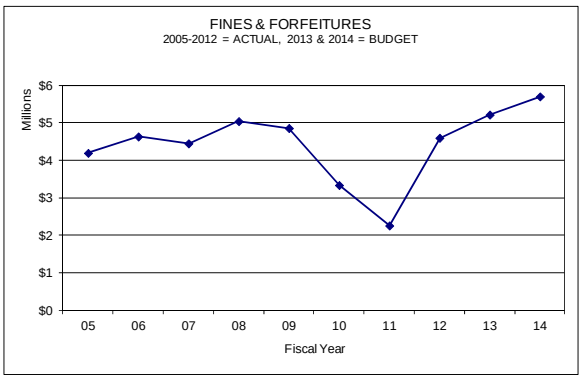
Major Change

Interest earnings decrease by $200,000 as money market rate is expected to decline. Decrease in rental of real property primarily resulting from relocation of Customs and Border Patrol from the Port and changes in real property inventory $105,100.

Year-to-Year Comparison

2012-13	2013-14	Change
620,000	314,900	-305,100

Fines & Forfeitures



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

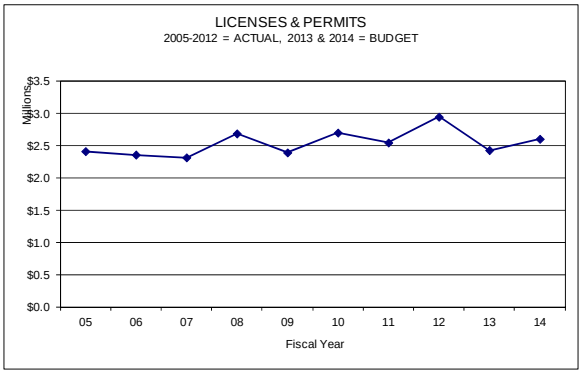
Major Change

Red Light Photographic Enforcement Program increases with installation of additional approaches in 2012-13 and increased collection activity $400,000. Ambulance contract fines increase $85,000.

Year-to-Year Comparison

2012-13	2013-14	Change
5,212,400	5,697,400	485,000

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

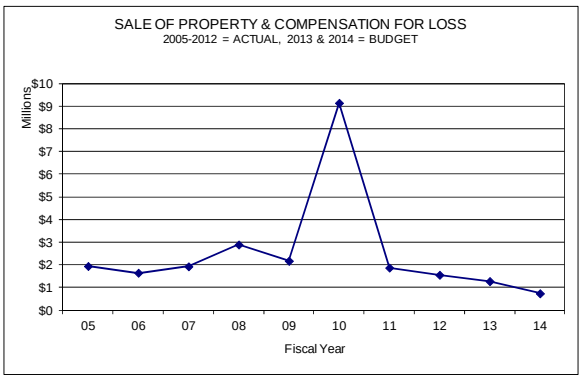
Case management fees in the amount of $200,000 are now reflected in departmental income. Professional licenses increase $208,000 due to the biannual schedule of renewal. Less license applications for taxicabs $40,100. Net of other changes is an increase of $6,100.

Year-to-Year Comparison

2012-13	2013-14	Change
2,623,400	2,597,400	-26,000

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

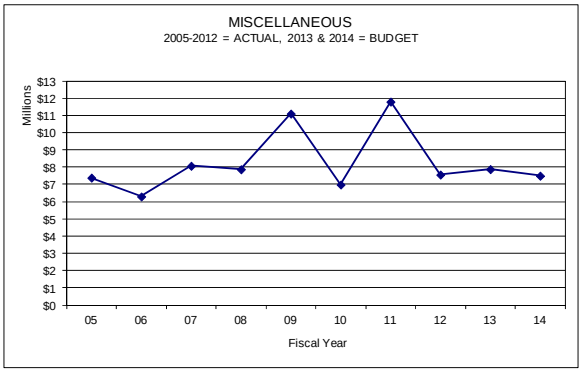
Sale of real property decreases $400,000 as a result of changes in inventory. Auto auction proceeds decrease due to reduced inventory $101,500. Compensation for loss decreases $25,000 to reflect actual experience. Sale of scrap increases $10,000.

Year-to-Year Comparison

2012-13	2013-14	Change
1,274,100	738,600	-535,500

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.



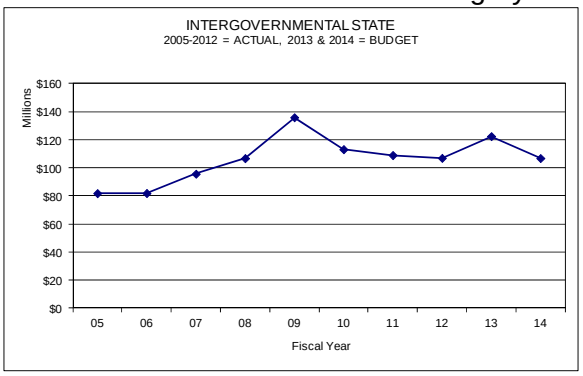
Major Change

Cable TV Franchise Revenue decreases $236,100 based on actual experience. Cancellation of prior year encumbrances decreases $100,000. Appropriation of general fund surplus decreases $60,000. Net of other changes is an increase of $15,200.

Year-to-Year Comparison

2012-13	2013-14	Change
7,875,300	7,494,400	-380,900

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.

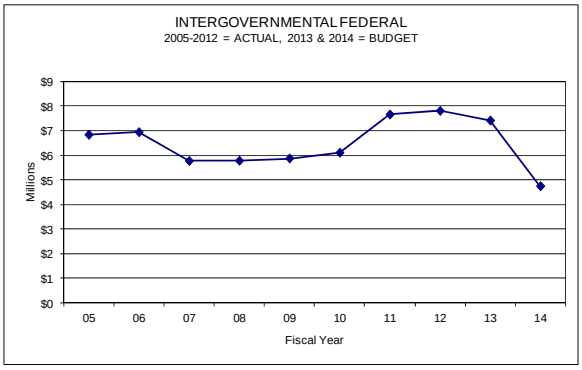
4. The New York State Tax Relief (STAR) Program provides revenue to municipalities to offset school property tax relief for targeted taxpayers.

Major Change
AIM aid decreases $15,469,000 from the loss of the one-time State spin up. Increase in Consolidated Highway Improvement Program funding 622,600. STAR revenue increases $70,300. Youth aid decreases $73,100. Miscellaneous state grants decrease $776,200 which is largely attributable to the following grants not recurring: Assessment Aid $330,000; RASA IV-21st Century Learning Program $234,400; Bomb Squad Initiative Grant $81,200; New York State Archives Grant $74,500; Anti-Larceny Stolen Property Grant $30,000; and Motor Vehicle Theft Insurance Fraud Grant $21,200. Comprehensive Adolescent Pregnancy Prevention Program (CAPP) decreases $145,000. Violence Reduction Grant increases revenue $100,000. Project Impact increases $51,800. Net of other changes is a decrease of $11,700.

Year-to-Year Comparison

2012-13	2013-14	Change
122,559,700	106,934,300	-15,625,400

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



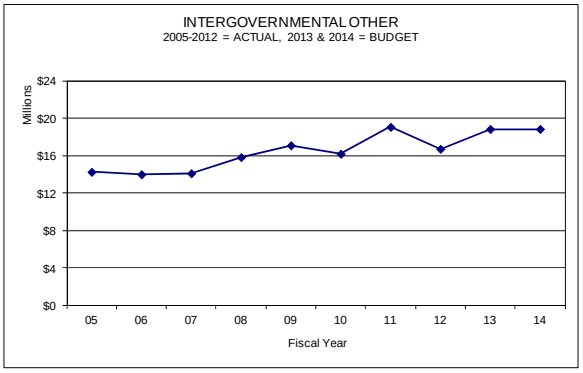
Major Change
COPS Hiring Grant ends $1,900,000. Net reduction in Federal Pregnancy Grant funds as non personnel allocations are accounted for in a Special Revenue Fund $378,300. Metropolitan Medical Response System grant ends $214,400. Funding for Lead Programs decrease $121,700. Funding for Violent Crime Task Force Grant increases $60,000. Revenue from Community Development Block Grant (CDBG) decreases $47,700. Reduction and delay in transportation grants $40,000. Reimbursement for the Federal Nutrition Summer Lunch Program decreases $19,800 to reflect anticipated number of meals served. Substance Abuse Grant increases revenue $7,000. Net of other changes is a decrease of $15,200.

Year-to-Year Comparison

2012-13	2013-14	Change
7,415,300	4,745,200	-2,670,100

Intergovernmental – Other

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



Major Change

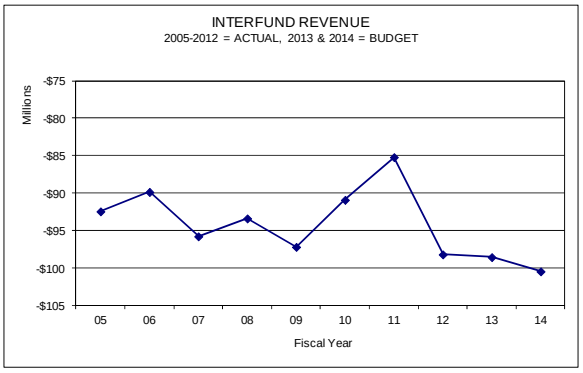
Reimbursement for Emergency Communications increases $195,700 due to wage increase. County reimbursement for 2011 State Homeland Security Program decreases $144,400. Reimbursement for Traffic Shares increases $112,000. The following decreases occur: reimbursement for STOP-DWI $76,700; Off-Track Betting $30,000; and reimbursement for election inspectors $26,100. Underage Tobacco Enforcement grant ends $30,800.

Year-to-Year Comparison

2012-13	2013-14	Change
18,829,500	18,829,200	-300

Interfund Revenues & Transfers

Interfund transfers consist of three categories:



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

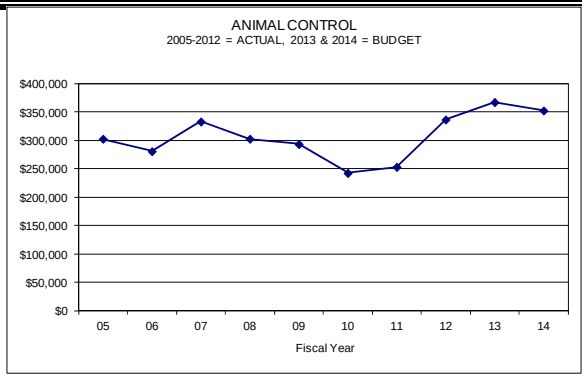
Transfer from fund balance committed for retirement costs does not recur $3,280,000. Transfer from refunds and overpayment is planned $924,200. Transfer from Foreign Insurance Fund decreases $668,500. Transfer from Premium and Interest needed to balance the budget increases $1,475,000. Annual allocation for GRANET expires $200,000. One time allocation of forfeiture funds for community-based programs does not recur $64,900. Reimbursement from Early Retiree Reinsurance Program does not recur $100,000. Net of other changes is an increase of $900.

Year-to-Year Comparison

2012-13	2013-14	Change
-98,590,600	-100,503,900	-1,913,300

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

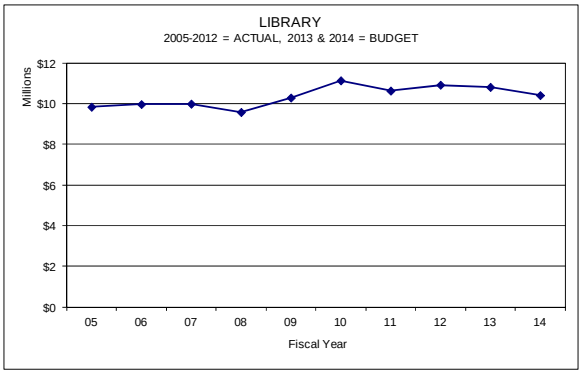
Animal Control Center charges increase $43,000 due to the expansion of spaying and neutering services. Net reduction in American Society for the Prevention of Cruelty to Animals (ASPCA) Grant funding $38,600. Dog redemption fees decrease $10,000. Fines decrease $9,000. Net of other changes is a decrease of $200. Property tax support needed to balance the budget decreases $7,400.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	366,900	352,100	-14,800
Property Tax	1,309,100	1,301,700	-7,400
Total	1,676,000	1,653,800	-22,200

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

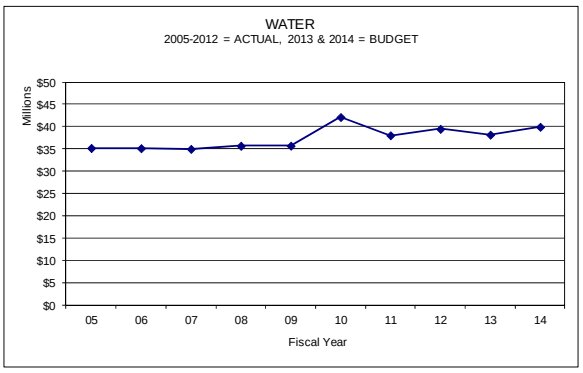
Transfer from fund balance committed for retirement costs does not recur $120,000. Net reduction in State aid and grants $149,900. Support from Monroe County Library System decreases $107,000 due to the deferral of pension expense. Service charges for Central Library increase $44,500. Decrease in Central and Community Library E-rate program $38,800. Central Library and Community Library use charges decrease $32,900. Property tax support needed to balance the budget increases $449,000.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	10,811,100	10,407,000	-404,100
Property Tax	5,108,200	5,557,200	449,000
Total	15,919,300	15,964,200	44,900

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

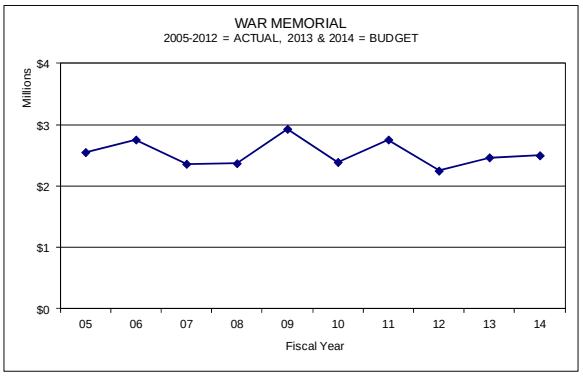
Appropriation of fund balance increases $449,200 to fund planned capital expenditures. Water revenue increases $1,011,200 with the proposed rate increase and proposed tier structure. Sale of water to MCWA increases $330,000. Interest and penalties increase $250,000 with the adoption of new shut-off policy in 2012-13. Transfer from premium and interest decreases $132,000. Sale of water to other municipalities decreases $90,000. Transfer from fund balance committed for retirement costs does not recur $70,000. Delinquent tax collections increase $50,000. Decrease in service charges $12,500. Interest on investments decreases $10,800. Net of other changes is an increase of $2,300.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	38,154,400	39,931,800	1,777,400

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

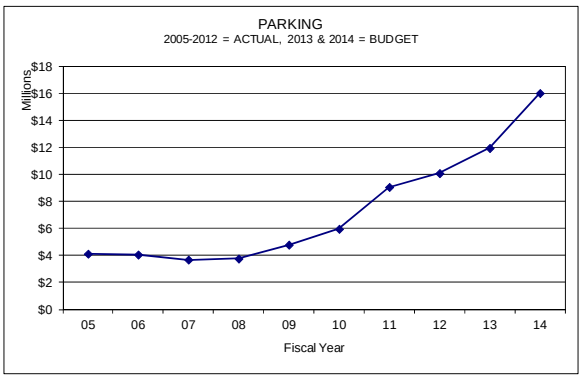
Decrease in suite revenue is offset by increases in food commissions and ticket surcharges $33,000. Property tax support needed to balance the budget decreases $85,700.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	2,468,000	2,501,000	33,000
Property Tax	491,300	405,600	-85,700
Total	2,959,300	2,906,600	-52,700

Parking Fund

Revenues in this fund are generated from eight downtown parking garages, six City owned surface lots, and on street parking meters.



Major Change

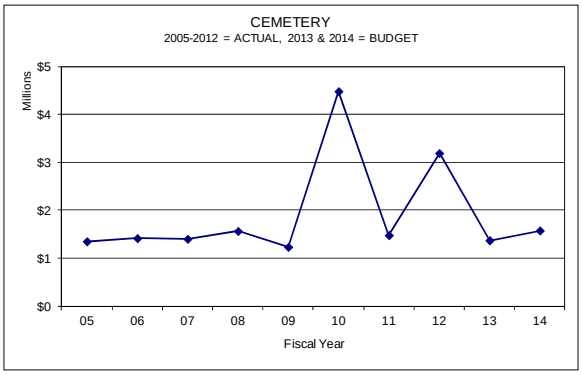
Transfer from the Cultural District for capital funds planned $2,660,000. On July 1, 2013, the City will take over management of the East End and Midtown Garages increasing revenue $1,017,700 and $739,900 respectively. Proposed increase in parking garage rates is partially offset by lower usage $275,600. Lower than expected collection of parking fines is partially offset by proposed parking fine increases $400,400. Lower than anticipated on-street parking meter collections are partially offset by proposed rate increase $202,400. Appropriation of fund balance does not recur $42,800. Transfer from premium and interest planned $12,200.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	11,939,400	15,999,200	4,059,800

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

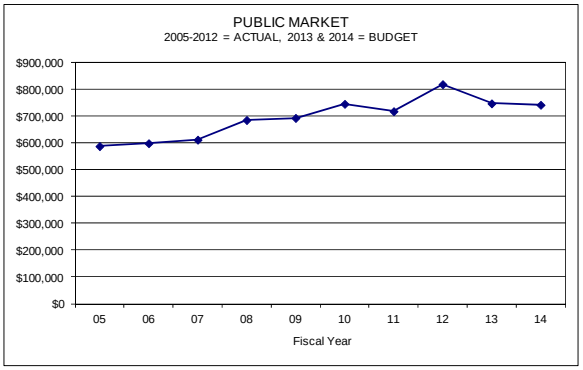
Additional sales staff added in 2012-13 and 2013-14 results in sales of additional interment space and product sales $87,600. Memorial product sales increase $41,500. Cemetery service charges increase $33,400.Transfer from capital funds increases $24,600. Transfer from premium and interest is planned $20,400. Interest on investments decreases $3,900. Property tax support needed to balance the budget increases $156,300.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	1,371,000	1,574,600	203,600
Property Tax	1,113,000	1,269,300	156,300
Total	2,484,000	2,843,900	359,900

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

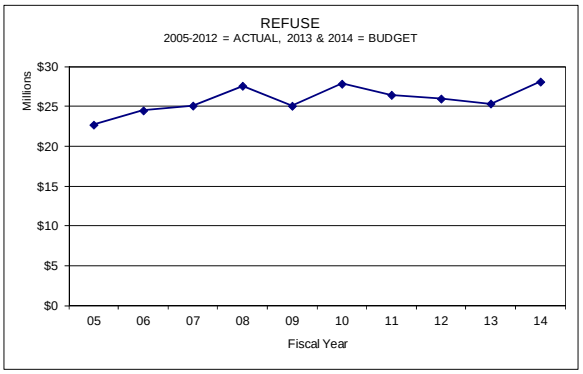
One-time insurance recovery for damages to shed does not recur $17,100. Public market fees increase $8,000. Embellishment fees for snowplowing increase $3,800. Property tax support needed to balance the budget decreases $194,600

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	745,600	740,300	-5,300
Property Tax	268,900	74,300	-194,600
Total	1,014,500	814,600	-199,900

Refuse Fund

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



Major Change

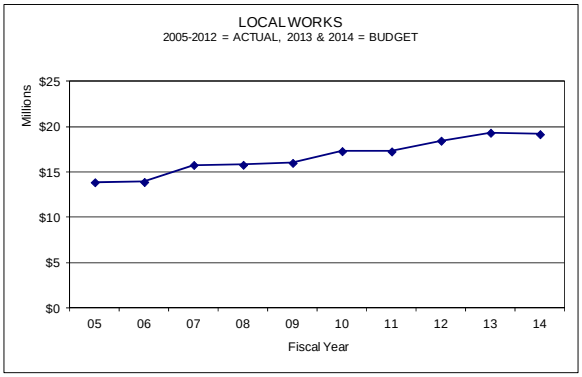
Appropriation of fund balance increases $2,578,800 to fund planned capital expenditures. Proposed residential rate increase results in $232,900 additional revenue. Delinquent collections increase $105,000 due to an increase in the collection rate. Transfer from fund balance committed for retirement costs does not recur $79,900. Recycling revenue decreases $60,000. Decrease in interest on investments $26,300.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	25,344,700	28,095,200	2,750,500

Local Works Fund

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



Major Change

Appropriation of fund balance decreases $203,100. Transfer from Premium and Interest is planned $61,100. Interest on Investments decreases $23,000. State Grant for snow and ice removal increases $4,400. Decrease in anticipated collections is partially offset by proposed rate increase $3,500. Increase in delinquent collections $2,000.

Year-to-Year Comparison

	2012-13	2013-14	Change
Operating Revenue	19,348,600	19,186,500	-162,100

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
General				
Taxes				
Property Tax (City & School)	135,530,382	137,049,100	137,388,000	137,000,100
Delinquent & Supplemental Taxes	6,473,721	3,995,400	2,691,000	3,490,400
In-Lieu-of-Tax Payments	10,755,039	11,154,400	10,380,400	11,000,100
Interest & Penalties	2,714,846	2,329,200	2,445,000	2,412,000
Sales Tax	135,407,159	136,600,000	136,986,000	139,332,000
Utilities Gross Receipts Tax	5,779,220	5,800,000	6,400,000	6,000,000
Mortgage Tax	1,491,593	1,500,000	1,500,000	1,500,000
Taxes Total	298,151,960	298,428,100	297,790,400	300,734,600
Departmental Income				
Police Fees	1,250,023	1,351,500	1,397,600	1,331,600
Fire Fees	687,024	657,000	798,200	734,500
Finance Fees	114,801	106,000	105,000	105,000
Repairs & Clean-up Fees	227,641	283,100	260,000	445,000
Recreation Fees	1,147,308	1,083,800	1,217,200	1,087,700
Zoning Fees	95,670	80,000	80,000	80,000
Charges for Service	1,422,779	2,170,200	2,280,400	1,530,400
Other Dept. Income	1,939,435	1,702,600	1,207,900	1,403,200
Departmental Income Total	6,884,681	7,434,200	7,346,300	6,717,400
Use of Money & Property	828,292	421,700	620,000	314,900
Fines & Forfeitures				
City Court Fines	48,808	39,000	30,000	30,000
Moving Violations	1,170,196	900,000	900,000	900,000
Parking Violations	0	0	127,400	127,400
Municipal Code Fines	863,190	905,200	505,000	505,000
Miscellaneous	177,719	317,200	150,000	235,000
Red Light Camera Violations	2,334,676	3,657,400	3,500,000	3,900,000
Fines & Forfeitures Total	4,594,589	5,818,800	5,212,400	5,697,400
Licenses & Permits				
Business & Occupational Licenses	322,839	336,800	367,000	323,800
Bingo Licenses	8,338	7,000	10,500	10,500
Professional Licenses	245,954	30,200	19,000	227,000
Other Licenses	70,657	64,600	62,900	67,100
Building Permits	1,929,411	2,157,000	1,857,000	1,662,000
Street Opening Permits	363,021	307,000	307,000	307,000
Licenses & Permits Total	2,940,220	2,902,600	2,623,400	2,597,400
Sale of Property & Compensation for Loss	1,555,936	888,000	1,274,100	738,600
Miscellaneous	7,561,968	7,720,200	7,875,300	7,494,400
Intergovernmental – New York State	107,085,001	122,248,300	122,559,700	106,934,300
Intergovernmental – Federal	7,808,343	7,207,400	7,415,300	4,745,200
Intergovernmental – Other	16,704,510	19,248,100	18,829,500	18,829,200
Interfund Revenue & Transfers	-98,237,544	-96,891,700	-98,590,600	-100,503,900
General Total	355,877,956	375,425,700	372,955,800	354,299,500
Animal				
Animal Control Center Fees	238,966	236,200	222,200	261,000

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Dog Licenses	51,114	48,000	45,000	39,000
Animal Fines	21,148	20,000	25,000	16,000
Miscellaneous	902	107,700	74,700	36,100
Interfund Revenue & Transfers	8,700	0	0	0
Appropriation of Fund Balance	15,000	0	0	0
Miscelllaneous	329	0	0	0
Property Tax	1,279,700	1,309,100	1,309,100	1,301,700
Animal Total	1,615,859	1,721,000	1,676,000	1,653,800
Library				
Library Charges	2,281,028	2,647,000	2,669,200	2,642,000
County Reimbursement	6,707,000	6,827,000	6,827,000	6,720,000
Use of Money & Property	-887	0	0	0
State Aid	1,188,727	754,600	1,139,900	1,045,000
Intergovernmental – New York State	0	55,000	55,000	0
Intergovernmental – Federal	7,709	0	0	0
Interest Earnings	197,000	120,000	120,000	0
Interfund Revenue & Transfers	87,300	0	0	0
Appropriation of Fund Balance	448,000	0	0	0
Miscellaneous Revenue	1,352	0	0	0
Property Tax	4,931,600	5,271,600	5,108,200	5,557,200
Library Total	15,848,829	15,675,200	15,919,300	15,964,200
Water				
Metered Water Sales	31,218,043	31,500,000	31,753,800	32,765,000
Upland Sales/MCWA	2,265,754	2,400,000	1,950,000	2,280,000
Other Municipalities	408,997	400,000	400,000	310,000
Delinquent Collections	1,136,589	1,100,000	1,000,000	1,050,000
Service Charges	91,005	95,000	145,000	132,500
Interest & Penalties	1,466,250	700,000	700,000	950,000
Intergovernmental – Federal	3,667	3,700	3,700	0
Interest Earnings	15,866	11,200	22,000	11,200
Trans. Premium & Interest	1,000,000	1,132,000	1,132,000	1,000,000
MCWA Reimbursements	0	243,000	243,000	243,000
Refund Prior Years Expense	548,521	0	0	0
Interfund Revenue & Transfers	187,700	70,000	70,000	0

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Appropriation of Fund Balance	804,900	489,200	489,200	938,400
Miscellaneous Revenue	318,819	235,700	245,700	251,700
Water Total	39,466,111	38,379,800	38,154,400	39,931,800
War Memorial				
Hotel/Motel Tax	678,750	905,000	905,000	905,000
War Memorial Revenue	1,566,150	1,563,000	1,563,000	1,596,000
Interest Earnings	1,037	0	0	0
Miscellaneous Revenue	5,088	0	0	0
Property Tax	517,200	491,300	491,300	405,600
War Memorial Total	2,768,225	2,959,300	2,959,300	2,906,600
Parking				
Parking Ramps	5,214,680	5,406,000	5,697,600	6,705,300
Parking Lots	333,398	313,500	289,500	297,300
Meters	922,258	915,400	1,300,000	1,097,600
East End Garage	14,000	12,000	12,000	1,029,700
State Aid	145,000	0	0	0
Intergovernmental – Federal	11,461	8,900	8,900	8,900
Animal				
Animal Control Center Fees	238,966	236,200	222,200	261,000
Dog Licenses	51,114	48,000	45,000	39,000
Animal Fines	21,148	20,000	25,000	16,000
Miscellaneous	902	107,700	74,700	36,100
Interfund Revenue & Transfers	8,700	0	0	0
Appropriation of Fund Balance	15,000	0	0	0
Miscelllaneous	329	0	0	0
Property Tax	1,279,700	1,309,100	1,309,100	1,301,700
Animal Total	1,615,859	1,721,000	1,676,000	1,653,800
Library				
Library Charges	2,281,028	2,647,000	2,669,200	2,642,000
County Reimbursement	6,707,000	6,827,000	6,827,000	6,720,000
Use of Money & Property	-887	0	0	0
State Aid	1,188,727	754,600	1,139,900	1,045,000
Intergovernmental – New York State	0	55,000	55,000	0
Intergovernmental – Federal	7,709	0	0	0
Interest Earnings	197,000	120,000	120,000	0
Interfund Revenue & Transfers	87,300	0	0	0
Appropriation of Fund Balance	448,000	0	0	0
Miscellaneous Revenue	1,352	0	0	0
Property Tax	4,931,600	5,271,600	5,108,200	5,557,200
Library Total	15,848,829	15,675,200	15,919,300	15,964,200

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Water				
Metered Water Sales	31,218,043	31,500,000	31,753,800	32,765,000
Upland Sales/MCWA	2,265,754	2,400,000	1,950,000	2,280,000
Other Municipalities	408,997	400,000	400,000	310,000
Delinquent Collections	1,136,589	1,100,000	1,000,000	1,050,000
Service Charges	91,005	95,000	145,000	132,500
Interest & Penalties	1,466,250	700,000	700,000	950,000
Intergovernmental – Federal	3,667	3,700	3,700	0
Interest Earnings	15,866	11,200	22,000	11,200
Trans. Premium & Interest	1,000,000	1,132,000	1,132,000	1,000,000
MCWA Reimbursements	0	243,000	243,000	243,000
Refund Prior Years Expense	548,521	0	0	0
Interfund Revenue & Transfers	187,700	70,000	70,000	0
Appropriation of Fund Balance	804,900	489,200	489,200	938,400
Miscellaneous Revenue	318,819	235,700	245,700	251,700
Water Total	39,466,111	38,379,800	38,154,400	39,931,800
War Memorial				
Hotel/Motel Tax	678,750	905,000	905,000	905,000
War Memorial Revenue	1,566,150	1,563,000	1,563,000	1,596,000
Interest Earnings	1,037	0	0	0
Miscellaneous Revenue	5,088	0	0	0
Property Tax	517,200	491,300	491,300	405,600
War Memorial Total	2,768,225	2,959,300	2,959,300	2,906,600
Parking				
Parking Ramps	5,214,680	5,406,000	5,697,600	6,705,300
Parking Lots	333,398	313,500	289,500	297,300
Meters	922,258	915,400	1,300,000	1,097,600
East End Garage	14,000	12,000	12,000	1,029,700
State Aid	145,000	0	0	0
Intergovernmental – Federal	11,461	8,900	8,900	8,900
Intergovernmental – Other	0	0	0	2,660,000
Parking Fines	3,261,945	3,800,000	4,500,000	4,099,600
Interest Earnings	5,987	5,600	5,600	5,600
Trans. Premium & Interest	61,100	0	0	12,200
Interfund Revenue & Transfers	10,000	0	0	0
Appropriation of Fund Balance	40,000	42,800	42,800	0
Miscellaneous Revenue	58,453	83,000	83,000	83,000
Parking Total	10,078,282	10,587,200	11,939,400	15,999,200

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Cemetery				
Sales	482,459	574,600	427,400	508,000
Service Charges	611,676	569,400	536,600	564,000
Miscellaneous	-32,228	126,000	88,000	136,500
Interest Earnings	14,870	5,100	9,000	5,100
Trans. Premium & Interest	0	0	0	20,400
Interfund Revenue & Transfers	1,804,000	0	0	24,600
Cremation Service fees	308,333	310,300	310,000	316,000
Property Tax	893,100	1,113,000	1,113,000	1,269,300
Cemetery Total	4,082,210	2,698,400	2,484,000	2,843,900
Public Market				
Market Fees	694,848	692,000	692,000	700,000
Embellishment Fees	34,847	38,500	36,200	40,000
Sale of Property & Compensation for Loss	0	17,100	17,100	0
Interest Earnings	1,981	300	300	300
Interfund Revenue & Transfers	500	0	0	0
Appropriation of Fund Balance	85,000	0	0	0
Property Tax	920,000	284,300	268,900	74,300
Public Market Total	1,737,176	1,032,200	1,014,500	814,600
Refuse				
Current Collections	20,102,846	20,005,000	20,134,000	20,366,900
Commercial Charges	3,321,994	3,215,000	3,266,000	3,266,000
Delinquent Collections	1,683,197	1,805,000	1,570,000	1,675,000
Interest Earnings	23,598	17,700	44,000	17,700
Sale of Scrap	53,619	35,000	35,000	35,000
Refund Prior Years Expense	308,327	0	0	0
Interfund Revenue & Transfers	36,800	79,900	79,900	0
Appropriation of Fund Balance	175,000	60,800	60,800	2,639,600
Miscellaneous Revenue	254,246	95,000	155,000	95,000
Refuse Total	25,959,627	25,313,400	25,344,700	28,095,200
Local Works				
Current Collections	16,600,293	16,925,000	17,292,100	17,288,600
Delinquent Collections	944,372	1,080,000	923,000	925,000
Interest Earnings	30,854	15,000	38,000	15,000
State Reimbursement-Snow & Ice Control	55,558	55,000	55,600	60,000
Trans. Premium & Interest	0	0	0	61,100
Refund Prior Years Expense	1,280	0	0	0
Interfund Revenue & Transfers	77,800	0	0	0
Appropriation of Fund Balance	731,800	1,004,900	1,004,900	801,800
Miscellaneous Revenue	28,564	34,000	35,000	35,000
Local Works Total	18,470,521	19,113,900	19,348,600	19,186,500
Total All Funds	475,904,796	492,906,100	491,796,000	481,695,300

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

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

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

The 2013-14 STAR revenue of $13,183,700 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) is $70,000 in 2013-14. The assessed value for a typical commercial property (Non-Homestead) is $262,100 in 2013-14.

	2012-13	2013-14	Change	Percent Change
TAX RATE (per $1,000)				
Homestead Class				
- City	5.61	5.71	0.10	1.78%
- School	13.71	13.95	0.24	1.75%
Total	19.32	19.66	0.34	1.76%
Non-Homestead Class				
- City	12.36	12.09	-0.27	-2.18%
- School	30.63	29.96	-0.67	-2.19%
Total	42.99	42.05	-0.94	-2.19%
TAX BURDEN				
Single Family Residence				
- City	$392.70	$399.70	$7.00	1.78%
- School	$959.70	$976.50	$16.80	1.75%
Total	$1,352.40	$1,376.20	$23.80	1.76%
Commercial Property				
- City	$3,239.56	$3,168.79	-$70.77	-2.18%
- School	$8,028.12	$7,852.52	-$175.60	-2.19%
Total	$11,267.68	$11,021.31	-$246.37	-2.19%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation Of City 2013-14 Property Tax Levy

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	416,551,300			416,551,300
Cash Capital		29,646,000		29,646,000
Debt Service			35,498,000	35,498,000
Tax Reserve	836,912	514,079	1,051,479	2,402,470
Total	417,388,212	30,160,079	36,549,479	484,097,770
REVENUE				
Operating	400,649,970			400,649,970
Cash Capital		19,878,500		19,878,500
Debt Service			15,519,900	15,519,900
Total	400,649,970	19,878,500	15,519,900	436,048,370
TOTAL TAX LEVY	16,738,242	10,281,579	21,029,579	48,049,400
Homestead (42.87541%)**				20,601,377
Non-Homestead (57.12459%)**				27,448,023
ASSESSED VALUE				5,882,167,952
Homestead				3,611,546,124
Non-Homestead				2,270,621,828
TAX RATE				
Homestead	1.99	1.22	2.50	5.71
Non-Homestead	4.21	2.59	5.29	12.09

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2013-14 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2012-13 Homestead and Non-Homestead apportionment was 42.13681% and 57.86319%

Computation Of School 2013-14 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	79,770,673			79,770,673
Cash Capital		11,559,601		11,559,601
Debt Service			25,352,558	25,352,558
Tax Reserve	4,198,457	422,198	1,334,345	5,955,000
Total	83,969,130	11,981,799	26,686,903	122,637,832
REVENUE				
Operating	0	0	0	0
Cash Capital		3,537,832		3,537,832
Debt Service*	0	0	0	0
Total	0	3,537,832	0	3,537,832
TOTAL TAX LEVY	83,969,130	8,443,967	26,686,903	119,100,000
Homestead (42.87541%)**				51,064,613
Non-Homestead (57.12459%)**				68,035,387
ASSESSED VALUE				5,930,602,253
Homestead				3,659,600,674
Non-Homestead				2,271,001,579
TAX RATE				
Homestead	9.84	0.99	3.12	13.95
Non-Homestead	21.12	2.13	6.71	29.96

*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 2013-14 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2012-13 Homestead and Non-Homestead apportionment was 42.13681% and 57.86319% respectively.

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

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	13,183,700
Combined City and School Property Tax Revenue	145,608,200

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

Animal Control Fund	1,301,700
Library Fund	5,557,200
War Memorial Fund	405,600
Cemetery Fund	1,269,300
Public Market Fund	74,300
Net General Fund Property Tax Revenue	137,000,100

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 2013-14 program receive up to a $42,410 and $20,100 assessment exemption for the Enhanced program and Basic program respectively. The 2012-13 assessment exemption for the Basic program was $41,670. 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 2012-13 for the Enhanced and Basic programs were $817 and $408 respectively, but due to the fact that the Homestead tax rate decreased the actual savings were $805 and $388. Therefore the 2013-14 maximum STAR savings is limited to $821 for the Enhanced program and $396 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 4,600 property owners will benefit from the Enhanced STAR program and 25,400 property owners for the Basic STAR program in 2013-14.

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 2013-14 STAR revenue estimate to be reimbursed from the state is as follows:

	Assessed Value Exemption	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	654,741,200	5.71	3,738,572	3,721,969
Non-Homestead	6,159,960	12.09	74,474	74,474
	660,901,160		3,813,046	3,796,443
School:				
Homestead	662,377,209	13.95	9,240,162	9,199,491
Non-Homestead	6,266,751	29.96	187,752	187,752
	668,643,960		9,427,914	9,387,243
Total	N/A	N/A	13,240,961	13,183,686

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Value – Changes

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

2013-14 Assessed Value	5,882,167,952
2012-13 Assessed Value	5,860,652,793
Change	21,515,159
Percent Change	0.37%

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

Non-Homestead Assessment:	
Roll Section 5 (Special Franchise)	9,409,800
120 & 124 E. Main Street (from COMIDA)	7,126,700
1800 East Avenue	5,700,000
1-21 State Street (from COMIDA)	3,900,000
Railroad (Roll Section 7)	2,413,000
Knowlton Associates LLC (from COMIDA)	2,086,000
1-50 Holleder Parkway (from COMIDA)	1,799,500
Declining 485E/Empire Zone	895,000
181-187 East Main Street (from COMIDA)	775,000
850R Hudson Avenue (from COMIDA)	534,000
130 East Avenue (from COMIDA)	135,300
Strathallan on East (to COMIDA)	-7,900,000
390 Blossom Road	-5,187,700
245 E. Main Street (to COMIDA)	-600,000
330 Hollenbeck Street	-553,000
259 Alexander Street (to COMIDA)	-430,000
20 S. Clinton Avenue (to COMIDA)	-400,000
1005 Mt. Read Boulevard (to COMIDA)	-380,000
747-757 S. Clinton Avenue (to COMIDA)	-348,000
Seneca Building Monroe (to COMIDA)	-400,000
Non-Homestead Net other changes	2,137,830
Subtotal	20,713,430
Homestead Assessment :	
Decrease in Veterans Exemption	1,904,485
Homestead Net of other changes	-1,102,756
Subtotal	801,729
Total Assessment Change	21,515,159

Assessed Valuation – Historic

Fiscal Year	General Municipal Purposes	Veterans Exemption*	Total School Purposes	Change from Prior Year
2013-14	5,882,167,952	48,434,301	5,930,602,253	19,610,674
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2009-10	5,716,799,275	55,887,191	5,772,686,466	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	558,144,061
2007-08	5,135,078,243	54,377,249	5,189,455,492	37,975,473
2006-07	5,094,593,315	56,886,704	5,151,480,019	33,815,713
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	5,105,807,060

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*
2012-13	206,013,149	189,764,566	92.11	16,248,583
2011-12	205,558,194	190,955,268	92.90	14,602,926
2010-11	201,211,222	185,325,233	92.10	14,879,786
2009-10	197,218,680	182,280,504	92.43	14,354,317
2008-09	196,088,229	181,217,589	92.42	13,496,524
2007-08	190,297,840	174,901,972	91.91	14,634,571
2006-07	189,822,199	174,245,337	91.79	14,248,723
2005-06	184,085,987	168,296,701	91.42	14,037,418
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

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**
2012-13	17,531,685	9,898,878	56.46	7,632,807	23,881,390
2011-12	17,188,963	9,163,776	53.31	8,025,187	22,628,113
2010-11	21,084,138	9,355,618	44.37	2,309,177	17,188,963
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138
2008-09	28,448,291	12,409,403	43.62	7,393,287	20,889,811
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291
2006-07	24,102,157	10,328,437	42.85	11,633,085	25,881,807
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

*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
2013-14	5,930,602,253	98.44	6,024,585,791
2012-13	5,910,991,579	99.06	5,967,082,151
2011-12	5,779,908,468	96.26	6,004,475,865
2010-11	5,777,374,411	99.97	5,779,108,143
2009-10	5,772,686,466	99.67	5,791,799,404
	Five Year Total		29,567,051,354
	Five Year Average		5,913,410,271
	Constitutional Percentage		2%
	Constitutional Limit		118,268,205

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 2004-05 to 2013-14

Fiscal Year	Limit	Amount Used	Tax Margin
2013-14	118,268,205	92,972,772	25,295,433
2012-13	117,713,012	84,862,322	32,850,690
2011-12	117,971,445	88,313,937	29,657,508
2010-11	117,705,892	83,918,841	33,787,051
2009-10	116,174,350	84,494,562	31,679,788
2008-09	114,658,362	81,976,353	32,682,009
2007-08	104,315,428	78,926,385	25,389,043
2006-07	102,594,091	78,369,414	24,224,677
2005-06	100,062,845	87,548,500	12,514,345
2004-05	95,786,706	81,033,103	14,753,603

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 17, 2013**

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2012

Total equalized value in taxing jurisdiction: **$8,319,453,082**

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)	42	174,276,850	2.09%
13350	City Owner (Generally)	RPTL 406(1)	3,592	477,593,950	5.74%
18020	Municipal Ind. Dev. Agency	RPTL 412-a	144	282,473,900	3.40%
25110	Nonprofit Orgnztn-Religious	RPTL 412-a	573	144,113,100	1.73%
25120	Nonprofit Orgnztn-Educational	RPTL 412-a	128	329,000,950	3.95%
25130	Nonprofit Orgnztn-Charitable	RPTL 412-a	182	96,150,800	1.16%
25210	Nonprofit Orgnztn-Hospital	RPTL 412-a	11	209,713,625	2.52%
41836	Enhanced STAR	RPTL425	4,614	151,041,720	1.82%
41856	Basic STAR	RPTL 426	25,824	517,563,879	6.22%
All Other	All Other	Various	7,262	748,472,438	9.00%
		Totals	42372	$3,130,401,212	37.63%

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

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

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 17, 2013

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2012

Total equalized value in taxing jurisdiction: $ 282,473,900

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	144	$7,085,126.80

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.

Applied Revenue Fund	Department Council/Clerk	Administration	Finance	NBD	DES	ECD	Police	FIRE	Library	DRYS	Grand Total
General											
Departmental Income	29,300	227,600	141,900	453,000	631,400		2,431,600	1,124,500		1,008,100	6,047,400
Fines & Forfeitures			632,400				4,830,000	235,000			5,697,400
Interfund Revenue					975,000		629,200				1,604,200
Intergovernmental Federal				3,189,000	139,500		314,100	36,100		1,066,500	4,745,200
Intergovernmental Other	211,100			1,075,000		17,066,900	134,700	29,500			18,517,200
Intergovernmental State					3,702,700		1,011,800	35,000		766,700	5,516,200
Licenses & Permits	386,600		14,800	1,889,000	307,000						2,597,400
Miscellaneous		1,769,200						315,200			2,084,400
Other Taxes			2,412,000	1,500,000							3,912,000
Sale of Property & Comp.	2,100		200,000	206,000	75,000		255,500				738,600
Use of Money & Property			150,000	164,900							314,900
General Total	**629,100**	**1,996,800**	**3,551,100**	**8,476,900**	**5,830,600**	**17,066,900**	**9,606,900**	**1,775,300**		**2,841,300**	**51,774,900**
Animal											
Departmental Income	400						335,700				336,100
Fines & Forfeitures							16,000				16,000
Animal Total	**400**						**351,700**				**352,100**
Library											
Departmental Income									2,642,000		2,642,000
Intergovernmental Other									6,720,000		6,720,000
Intergovernmental State									1,045,000		1,045,000
Library Total									**10,407,000**		**10,407,000**
Local Works											
Appropriation of Fund Balance					801,800						801,800
Departmental Income					18,213,600						18,213,600
Intergovernmental State					60,000						60,000
Miscellaneous					35,000						35,000
Trans. Premium & Interest					61,100						61,100
Use of Money & Property					15,000						15,000
Local Works Total					**19,186,500**						**19,186,500**
Cemetery											
Departmental Income					1,549,100						1,549,100
Trans. Premium & Interest					20,400						20,400
Use of Money & Property					5,100						5,100
Cemetery Total					**1,574,600**						**1,574,600**
Parking											
Departmental Income			9,135,500								9,135,500
Fines & Forfeitures			4,099,600								4,099,600
Intergovernmental Federal			8,900								8,900
Intergovernmental Other			2,660,000								2,660,000
Miscellaneous			83,000								83,000
Trans. Premium & Interest			12,200								12,200
Parking Total			**15,999,200**								**15,999,200**
Public Market											
Departmental Income										740,000	740,000
Use of Money & Property										300	300
Public Market Total										**740,300**	**740,300**
Refuse											
Appropriation of Fund Balance					2,639,600						2,639,600
Departmental Income					25,342,900						25,342,900
Miscellaneous					35,000						35,000
Refuse					60,000						60,000
Use of Money & Property					17,700						17,700
Refuse Total					**28,095,200**						**28,095,200**
War Memorial											
Departmental Income				1,596,000							1,596,000
Intergovernmental Other				905,000							905,000
War Memorial Total				**2,501,000**							**2,501,000**
Water											
Appropriation of Fund Balance					938,400						938,400
Departmental Income					37,679,000						37,679,000
Miscellaneous					60,200						60,200
Trans. Premium & Interest					1,000,000						1,000,000
Use of Money & Property					254,200						254,200
Water Total					**39,931,800**						**39,931,800**
Grand Total	**629,500**	**1,996,800**	**19,550,300**	**10,977,900**	**94,618,700**	**17,066,900**	**9,958,600**	**1,775,300**	**10,407,000**	**3,581,600**	**170,562,600**

Expense Changes – Highlights

The Mayor's Proposed Budget of $481,695,300 decreases expenditures by $10,100,700 or 2.1% less than the 2012-13 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

- Wage and salary increases in accordance with current labor agreements or awards and allowance for contracts currently under negotiation
- Program enhancements
- Four additional rank positions in RFD complete restructuring
- Additional resources in Information Technology to support Payroll system and Parking system design and implementations
- Midtown and East End Garage operations commence
- Additional Pathways to Peace staffing in DRYS
- Allocation for Citizen Budgeting

MAJOR PROPOSED DECREASES

- Pension amortization defers expense
- Savings and credit on estimated pension bill
- Decrease in cash capital expense

Change Detail

Salary & Wage Adjustment	Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,925,600	1,381,300	-106,600	702,100	-47,200	-13,955,900	-10,100,700

Year-to-Year Comparison

	Budget 2012-13	Budget 2013-14	Variance	Percent
City Council and Clerk	1,761,000	1,767,300	6,300	0.4
Administration:				
Mayor's Office	1,743,700	1,717,500	-26,200	-1.5
Management & Budget	761,500	847,100	85,600	11.2
Human Resource Management	2,189,000	2,199,400	10,400	0.5
Communications	2,448,300	2,526,000	77,700	3.2
Law	1,991,800	1,983,000	-8,800	-0.4
Information Technology	5,822,300	6,220,700	398,400	6.8
Finance (Excluding Parking)	4,531,400	4,526,600	-4,800	-0.1
Finance (Parking)	6,120,700	7,876,300	1,755,600	28.7
Neighborhood & Business Development	13,810,900	13,610,600	-200,300	-1.5
Environmental Services	78,511,800	80,021,900	1,510,100	1.9
Emergency Communications	13,423,000	13,688,500	265,500	2.0
Police	86,686,900	86,432,400	-254,500	-0.3
Fire	44,754,700	45,764,200	1,009,500	2.3
Library	10,856,200	11,044,300	188,100	1.7
Recreation & Youth Services	11,416,100	11,114,600	-301,500	-2.6
Undistributed Expense	136,060,000	120,661,500	-15,398,500	-11.3
Contingency	1,850,300	4,549,400	2,699,100	145.9
Cash Capital	33,882,600	29,646,000	-4,236,600	-12.5
Debt Service	33,173,800	35,498,000	2,324,200	7.0
TOTAL	491,796,000	481,695,300	-10,100,700	-2.1

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
City Council and Clerk	1,818,804	1,682,800	1,761,000	1,767,300
Administration				
Mayor's Office	1,750,089	1,506,800	1,743,700	1,717,500
Management & Budget	703,940	796,400	761,500	847,100
Human Resource Management	2,140,869	2,118,200	2,189,000	2,199,400
Communications	2,354,639	2,416,700	2,448,300	2,526,000
Law Department	1,625,976	1,858,200	1,991,800	1,983,000
	8,575,513	8,696,300	9,134,300	9,273,000
Information Technology	5,222,843	6,174,200	6,661,000	7,077,300
Interfund Credit	-93,027	-89,500	-89,500	-69,600
Intrafund Credit	-785,980	-749,200	-749,200	-787,000
	4,343,836	5,335,500	5,822,300	6,220,700
Finance				
Director's Office	301,255	476,100	462,100	474,500
Accounting	1,140,927	1,178,700	1,164,300	1,161,500
Treasury	1,652,857	1,675,500	1,695,200	1,649,700
Assessment	923,158	902,700	942,700	926,800
Parking & Municipal Violations	4,960,980	5,155,000	6,120,700	7,876,300
Purchasing	1,035,206	857,200	857,200	1,006,000
	10,014,383	10,245,200	11,242,200	13,094,800
Interfund Credit	-178,482	-174,100	-174,100	-169,000
Intrafund Credit	-574,204	-416,000	-416,000	-522,900
	9,261,697	9,655,100	10,652,100	12,402,900
Neighborhood & Business Development				
Commissioner	737,441	754,400	807,700	843,200
Business & Housing Development	6,076,783	6,322,200	6,543,400	6,163,400
Planning & Zoning	1,675,093	1,556,100	1,629,100	1,659,600
Neighborhood Preservation	1,258,909	1,356,800	1,406,500	1,522,900
Inspection & Compliance	3,282,630	3,390,400	3,424,200	3,421,500
Total	13,030,856	13,379,900	13,810,900	13,610,600
Environmental Services				
Office of the Commissioner	2,384,308	2,636,600	2,579,700	2,809,100
Architecture & Engineering	7,245,701	7,637,800	7,720,800	7,699,200
Operations & Parks	50,165,827	54,630,100	58,039,900	59,861,200
Water	21,682,057	22,541,500	23,312,800	23,225,300
	81,477,893	87,446,000	91,653,200	93,594,800
Interfund Credit	-5,306,549	-5,907,800	-6,193,400	-6,552,700
Intrafund Credit	-6,254,134	-6,739,600	-6,948,000	-7,020,200
	69,917,210	74,798,600	78,511,800	80,021,900

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Emergency Communications	12,371,852	12,769,700	13,423,000	13,688,500
Police	82,681,461	85,691,900	86,686,900	86,432,400
Fire	43,293,007	44,617,000	44,754,700	45,764,200
Library				
Central Library	7,286,678	7,141,900	7,262,200	7,426,500
Community Library	3,416,559	3,483,900	3,594,000	3,617,800
	10,703,237	10,625,800	10,856,200	11,044,300
Recreation & Youth Services				
Office of the Commissioner	393,630	462,500	465,100	476,400
Recreation	7,871,648	7,384,000	7,646,900	8,045,500
Employment Opportunities	1,425,730	1,161,500	1,269,800	1,327,600
Youth Services	1,315,070	1,576,600	2,034,300	1,265,100
	11,006,078	10,584,600	11,416,100	11,114,600
Undistributed	116,255,254	130,325,200	136,380,100	121,006,400
Interfund Credit	-218,560	-252,300	-179,000	-130,900
Intrafund Credit	-106,894	-67,800	-141,100	-214,000
	115,929,800	130,005,100	136,060,000	120,661,500
Contingency	0	1,850,300	1,850,300	4,549,400
Capital				
Cash Capital	48,168,200	33,882,600	33,882,600	29,646,000
Debt Service	31,825,814	33,173,800	33,173,800	35,498,000
	79,994,014	67,056,400	67,056,400	65,144,000
TOTAL	462,927,365	476,749,000	491,796,000	481,695,300

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
PERSONNEL EXPENSES				
City Council and Clerk	1,597,805	1,489,200	1,530,500	1,539,500
Administration	6,396,662	6,444,800	6,697,800	6,861,400
Information Technology	3,308,057	3,405,600	3,652,400	4,055,400
Finance	5,588,768	5,646,900	5,634,800	5,909,100
Neighborhood & Business Development	8,740,167	8,813,600	9,006,300	9,175,300
Environmental Services	33,113,146	34,500,700	35,157,500	36,094,200
Emergency Communications	11,177,967	11,549,000	12,051,600	12,322,800
Police	71,095,006	72,209,300	72,219,500	72,097,400
Fire	40,122,486	41,466,100	40,924,400	42,055,700
Library	8,342,271	7,864,100	8,072,200	8,304,200
Recreation & Youth Services	6,565,943	6,144,400	6,381,900	6,878,200
Undistributed	90,638,928	105,108,500	108,794,900	94,437,200
	286,687,206	304,642,200	310,123,800	299,730,400
MATERIALS AND SUPPLIES				
City Council and Clerk	5,362	5,700	9,000	8,700
Administration	82,566	89,900	93,200	94,000
Information Technology	36,035	41,000	41,000	41,400
Finance	129,118	228,100	228,100	245,400
Neighborhood & Business Development	67,480	73,500	92,000	85,600
Environmental Services	9,867,097	11,134,300	12,515,500	12,649,000
Emergency Communications	149,702	213,300	231,400	194,700
Police	1,106,447	1,308,000	1,636,700	1,647,700
Fire	458,477	668,600	854,800	691,500
Library	718,013	712,400	748,500	740,500
Recreation & Youth Services	420,477	646,600	618,400	319,800
	13,040,774	15,121,400	17,068,600	16,718,300

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
SERVICES				
City Council and Clerk	215,637	187,900	221,500	219,100
Administration	2,096,285	2,161,600	2,343,300	2,317,600
Information Technology	1,878,751	2,727,600	2,967,600	2,980,500
Finance	4,296,497	4,370,200	5,379,300	6,940,300
Neighborhood & Business Development	4,134,652	4,340,600	4,527,300	4,144,700
Environmental Services	29,502,575	32,449,500	34,468,200	35,694,800
Emergency Communications	1,044,183	1,007,400	1,140,000	1,171,000
Police	10,480,008	12,174,600	12,830,700	12,687,300
Fire	2,712,044	2,479,500	2,972,700	3,014,200
Library	1,642,753	2,002,600	1,960,500	1,904,600
Recreation & Youth Services	4,019,658	3,793,600	4,052,300	3,778,100
Capital & Debt	39,400	39,400	39,400	39,400
	62,062,443	67,734,500	72,902,800	74,891,600
OTHER				
Neighborhood & Business Development	88,557	152,200	185,300	205,000
Environmental Services	8,995,075	9,361,500	9,512,000	9,156,800
Fire	0	2,800	2,800	2,800
Library	200	46,700	75,000	95,000
Recreation & Youth Services	0	0	363,500	138,500
Undistributed	25,616,326	25,216,700	27,585,200	26,569,200
Contingency	0	1,850,300	1,850,300	4,549,400
Capital & Debt	79,954,614	67,017,000	67,017,000	65,104,600
	114,654,772	103,647,200	106,591,100	105,821,300
INTERFUND & INTRAFUND CREDITS	-13,517,830	-14,396,300	-14,890,300	-15,466,300
Total	462,927,365	476,749,000	491,796,000	481,695,300

EXPENDITURE SUMMARY
SUMMARY OF 2012-13 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. 2012-13 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

Department	Approved Budget	Amended Budget	Variance	Ordinances
City Council and Clerk	1,755,200	1,761,000	5,800	2013-88
Administration:				
- Mayor's Office	1,741,000	1,743,700	2,700	2013-88
- Management & Budget	760,300	761,500	1,200	2013-88
- Human Resource Management	2,176,700	2,189,000	12,300	2013-57; 2013-88
- Communications	2,444,900	2,448,300	3,400	2013-88
- Law	1,989,000	1,991,800	2,800	2013-88
Information Technology	5,740,700	5,822,300	81,600	2013-38; 2013-88
Finance (excl. Parking)	4,433,000	4,531,400	98,400	2013-6; 2013-88
Finance - Parking	6,080,900	6,120,700	39,800	2013-88
Neighborhood & Business Development	13,693,200	13,810,900	117,700	2013-88
Environmental Services	78,144,700	78,511,800	367,100	2012-397; 2013-18; 2013-55; 2013-88
Emergency Communications	13,312,900	13,423,000	110,100	2013-88
Police	85,439,200	86,686,900	1,247,700	2012-311; 2012-344; 2012-349; 2012-352; 2012-401; 2012-434; 2012-471; 2012-472; 2012-473; 2012-475; 2013-31; 2013-32; 2013-88
Fire	44,660,900	44,754,700	93,800	2012-313; 2013-57; 2013-88
Library	10,794,000	10,856,200	62,200	2012-381; 2012-441; 2013-88
Recreation & Youth Services	10,938,800	11,416,100	477,300	2012-348; 2012-376; 2012-378; 2012-399; 2012-470; 2012-477; 2013-56; 2013-85; 2013-88; 2013-107
Undistributed Expenses	136,003,500	136,060,000	56,500	2013-88
Contingency	2,695,900	1,850,300	-845,600	2012-397; 2012-434; 2013-6; 2013-55; 2013-57; 2013-88
Cash Capital	33,002,000	33,882,600	880,600	2012-313; 2012-397; 2013-59
Debt Service	32,738,800	33,173,800	435,000	2013-6
TOTAL EXPENSE	488,545,600	491,796,000	3,250,400	

EXPENDITURE SUMMARY
SUMMARY OF 2012-13 BUDGET AMENDMENTS

Ordinance	Purpose	Amount		Department
2012-311	GRANET- Forfeiture of Funds	200,000	*	Police
2012-313	Firefighter's Insurance Fund	60,000		Fire
		773,500		Capital
		833,500	*	
2012-344	USDOJ Smart Policing grant	144,500	*	Police
2012-348	Rochester After School Academy	96,400	*	DRYS
2012-349	Federal Forfeiture Funds	64,900	*	Police
2012-352	IMPACT IX	517,500	*	Police
2012-376	RIT Pathways to Peace Overtime	61,500	*	DRYS
2012-378	HEART grant	10,500	*	DRYS
2012-381	NYS Dept of Education grant	30,000	*	Library
2012-397	Placards for vacants	-133,600		Contingency
		43,600		DES
		90,000		Cash Capital
		0		
2012-399	Summer Youth Emp. Rochester works grant	16,400	*	DRYS
2012-401	NYS Animal Population Control	74,700	*	Police
2012-434	Citizen Complaint Services	-23,300		Contingency
		23,300		Police
		0		
2012-441	Catholic Family Services English Language Program	25,000	*	Library
2012-470	Teenage Pregnancy Prevention grant	27,100	*	DRYS
2012-471	Traffic Enforcement	17,500	*	Police
2012-472	Violence Against Women Grant	55,800	*	Police
2012-473	Motor Vehicle Theft and Insurance Fraud	21,200	*	Police
2012-475	Child Passenger Safety	3,000	*	Police
2012-477	Comprehensive Adolescent Pregnancy Prevention grant	27,700	*	DRYS
2013-6	Debt Repayment	-40,000		Contingency
		40,000		Finance
		435,000	*	Debt Service
2013-18	ROAR	48,800	*	DES
2013-31	Stop DWI grant	50,000	*	Police

Ordinance	Purpose	Amount		Department
2013-32	Stop DWI Crackdown grant	13,000	*	Police
2013-38	NYS Archives	74,500	*	IT
2013-55	Midtown RRA PSA	-25,000		Contingency
		25,000		DES
		0		
2013-56	Comprehensive Adolescent Pregnancy Prevention grant COLA	43,800	*	DRYS
2013-57	Fire Lieutenant Exam	-24,000		Contingency
		20,000		Fire
		4,000		DHRM
		0		
2013-59	Public Market insurance recovery	17,100	*	Cash Capital
2013-85	HEALTH COLA	15,600	*	DRYS
2013-88	AFSCME wage adjustment	5,800		Council/Clerk
		2,700		Mayor/OPI
		1,200		OMB
		8,300		DHRM
		3,400		Communications
		2,800		Law
		7,100		IT
		98,200		Finance and Parking
		117,700		NBD
		249,700		DES
		110,100		ECD
		62,300		Police
		13,800		Fire
		7,200		Library
		49,800		DRYS
		56,500		Undistributed
		-599,700		Contingency
		196,900	*	
2013-107	Teenage Pregnancy Prevention Grant Year 2 carryforward	128,500	*	DRYS

*Appropriation of additional revenue

EXPENDITURE SUMMARY
APPLICATION OF RELATED
EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY
APPLICATION OF RELATED
EXPENDITURES & REVENUES

	Current Expense Budget	Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
City Council and Clerk	1,767,300	889,700	0	0	2,657,000	629,500	2,027,500
Administration	9,273,000	3,965,100	1,155,000	3,525,700	17,918,800	1,996,800	15,922,000
Information Technology	6,220,700	2,343,600	1,767,000	0	10,331,300	0	10,331,300
Finance	12,402,900	3,116,700	110,000	0	15,629,600	19,550,300	-3,920,700
Neighborhood & Business Developm	13,610,600	5,312,000	1,558,000	3,295,300	23,775,900	11,127,900	12,648,000
Environmental Services	80,021,900	22,922,600	22,584,000	24,536,500	150,065,000	94,618,700	55,446,300
Emergency Communication	13,688,500	7,121,200	65,000	87,600	20,962,300	17,066,900	3,895,400
Police	86,432,400	41,504,800	200,000	0	128,137,200	9,958,600	118,178,600
Fire	45,764,200	24,303,500	1,092,000	1,443,500	72,603,200	1,775,300	70,827,900
Library	11,044,300	3,515,400	701,000		15,260,700	10,407,000	4,853,700
Recreation & Youth Services	11,114,600	3,852,400	414,000	1,126,800	16,507,800	3,581,600	12,926,200
Undistributed*	1,814,500	0	0	0	1,814,500	0	1,814,500
Contingency	4,549,400	0	0	0	4,549,400	0	4,549,400
Cash Capital	N/A	0	0	0	0	0	0
Debt Service**	N/A	0	0	1,482,600	1,482,600	0	1,482,600
Total	118,847,000		29,646,000	35,498,000	481,695,300	170,712,600	310,982,700

*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 2013-14.

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

Refuse Fund includes refuse collection and disposal operations.

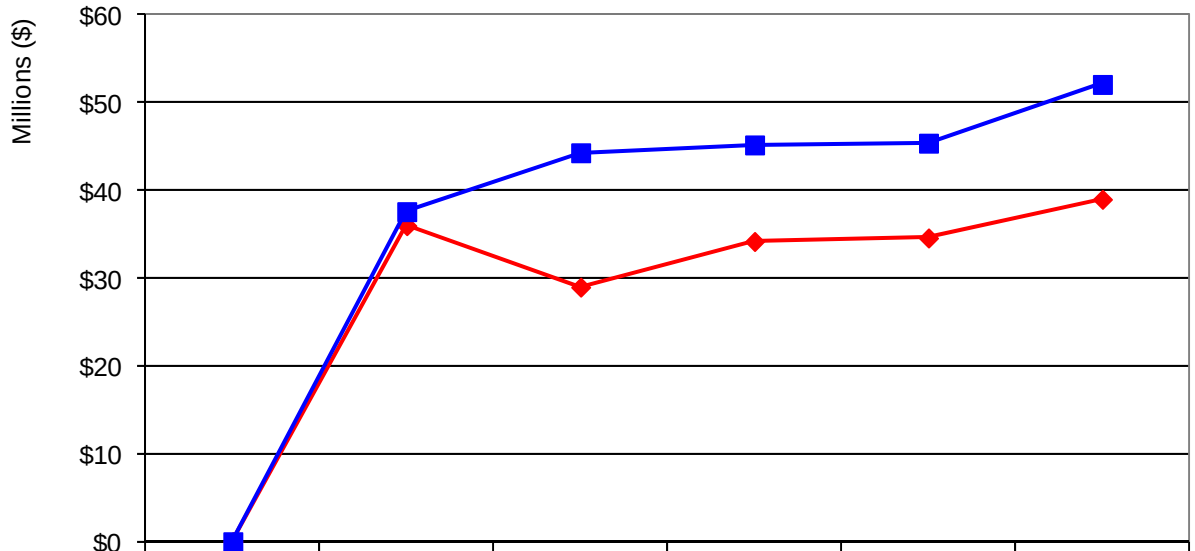
Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk	1,767,300										1,767,300
Administration:											
Mayor's Office	1,717,500										1,717,500
Management & Budget	847,100										847,100
Human Resource Management	2,199,400										2,199,400
Communications	2,526,000										2,526,000
Law	1,983,000										1,983,000
Information Technology	6,220,700										6,220,700
Finance	4,526,600						7,876,300				12,402,900
Neighborhood & Business Developmer	12,637,000					973,600					13,610,600
Environmental Services	23,744,000			12,255,000	23,370,600			1,629,200		19,023,100	80,021,900
Emergency Communications	13,688,500										13,688,500
Police	85,176,700	1,255,700									86,432,400
Fire	45,764,200										45,764,200
Library			11,044,300								11,044,300
Recreation & Youth Services.	10,433,700								680,900		11,114,600
Undistributed Expense	102,471,700	398,100	3,522,700	3,134,300	4,625,600	9,700	873,100	413,500	85,700	5,127,100	120,661,500
Contingency	4,496,500		52,900								4,549,400
Cash Capital	12,182,000		765,000	3,675,000	4,201,000	423,000	3,677,000	730,000	48,000	3,945,000	29,646,000
Debt Service	21,917,600		579,300	122,200	7,734,600	1,500,300	3,572,800	71,200			35,498,000
	354,299,500	1,653,800	15,964,200	19,186,500	39,931,800	2,906,600	15,999,200	2,843,900	814,600	28,095,200	481,695,300
Revenue											
Property Tax (City & School)	137,000,100	1,301,700	5,557,200			405,600		1,269,300	74,300		145,608,200
Other Taxes	163,734,500										163,734,500
Departmental Income	6,717,400	336,100	2,642,000	18,213,600	37,679,000	1,596,000	9,135,500	1,549,100	740,000	25,342,900	103,951,600
Use of Money & Property	314,900			15,000	254,200			5,100	300	17,700	607,200
Fines & Forfeitures	5,697,400	16,000					4,099,600				9,813,000
Licenses & Permits	2,597,400										2,597,400
Sale of Property & Comp.	738,600										738,600
Miscellaneous	2,634,400			35,000	60,200		83,000			95,000	2,907,600
Intergovernmental State	106,934,300		1,045,000	60,000							108,039,300
Intergovernmental Federal	4,745,200						8,900				4,754,100
Intergovernmental Other	18,829,200		6,720,000			905,000	2,660,000				29,114,200
Interfund Revenue	-100,503,900										-100,503,900
Trans. Premium & Interest				61,100	1,000,000		12,200	20,400			1,093,700
Appropriation of Fund Balance	4,860,000			801,800	938,400					2,639,600	9,239,800
Intergovernmental Federal											
Total	354,299,500	1,653,800	15,964,200	19,186,500	39,931,800	2,906,600	15,999,200	2,843,900	814,600	28,095,200	481,695,300

Introduction

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

The multi-year projection is not a prediction of future events. Instead, the projection illustrates the City's fiscal condition over the next five years based on existing trends and specified assumptions. As indicated in the forecast below, a gap for all funds of approximately $37.6 million is expected for 2014-15. This gap accumulates to $52.1 million in 2018-19.

PROJECTED CITY OF ROCHESTER GAPS



	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
GENERAL FUND	$0.0	$36.0	$29.0	$34.2	$34.6	$39.0
ALL FUNDS	$0.0	$37.6	$44.3	$45.2	$45.4	$52.1

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 for 2013-14 and 2.5% per year for 2014-15 through 2018-19.

City School District

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

Intergovernmental

The following actions are assumed of the Federal Government:

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

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

- Aid and Incentives to Municipalities (AIM) total program funding is assumed to be constant for 2013-14 to 2018-19.
- Continuation at current levels of categorical and miscellaneous aid programs that was included in the New York State 2013-14 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

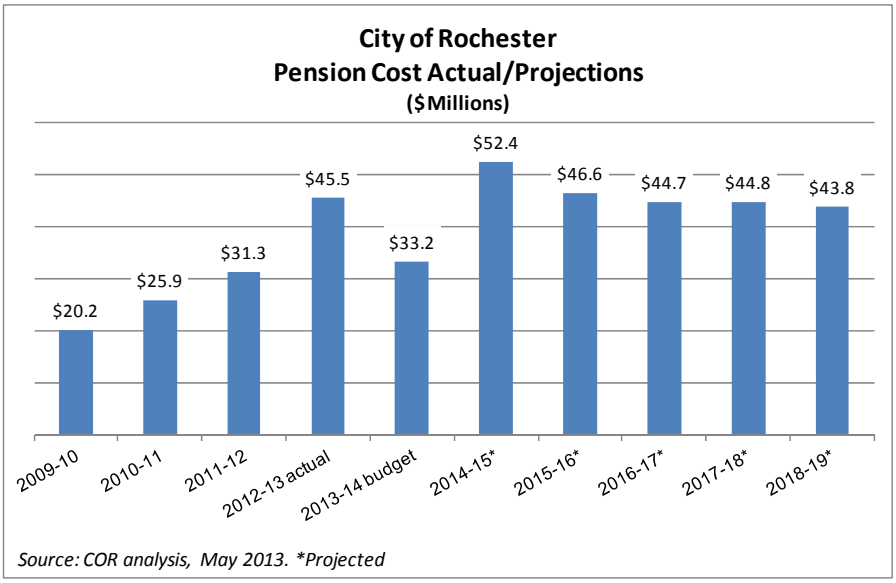
The multi-year projection assumes a 2.0% rate increase in all major service charges (water, refuse collection, front foot assessment). It also assumes a 2.4% increase for monthly garage rates in the Parking Fund.

Other Revenues

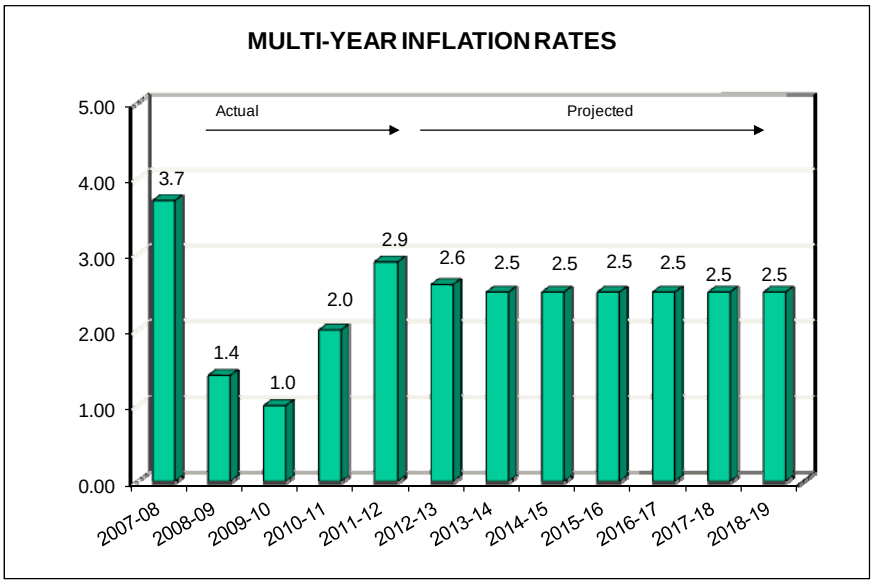
The multi-year projection assumes the appropriation of $4.9 million General Fund surplus is assumed to be constant for 2013-14 to 2018-19.

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 amounts to $33.2 million because the City chose the amortization option for 2013-14. The amortization option is assumed for 2013-14 only. The projection for 2014-15 is $52.4 million.

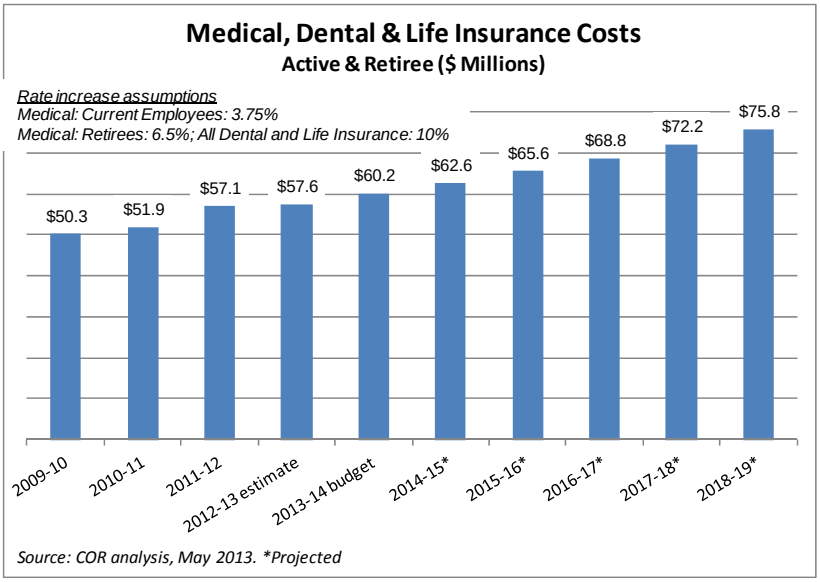


Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 2.5% in 2013-14 and each year thereafter. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, 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 2014-2018 Capital Improvement Program.



Projections for active employee hospitalization and medical insurance assume a 3.75% increase in 2013-14 and each year thereafter. Projections for retiree hospitalization and medical insurance assume a 6.5% increase in 2013-14 and each year thereafter. 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

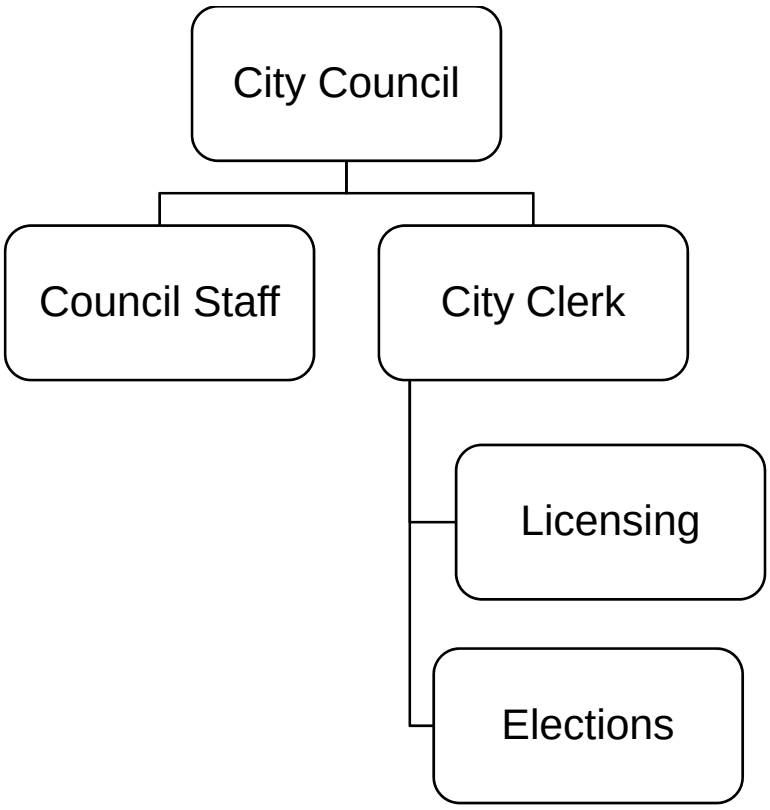
Major expenditure options to eliminate the gap are to:

- ❑ 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 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
CUSTOMER PERSPECTIVE				
Licenses processed:				
● Dog	3,885	4,248	4,228	4,125
● Marriage	1,921	1,825	1,683	1,777
● Duplicate Marriage	1,494	1,598	1,500	1,610
● Commissioner of Deeds	129	130	154	131
● Business	1,450	1,498	1,570	1,475
● Hack Plates	214	220	299	225
● Taxicab drivers	461	470	514	473
● Other taxicab	315	325	347	324
● Animal and Poultry	28	28	N/A	28
Domestic Partnerships	150	163	150	164
Alarm permits	8,074	8,157	8,294	8,193
Handicapped parking	3,629	3,981	4,119	4,035
Marriage ceremonies	635	604	590	585
Passports	271	275	255	243

N/A – Not Applicable

Year-To-Year Comparison

Activity	Budget 2012-13	Budget 2013-14	Change	Percent Change
City Council	951,800	975,700	23,900	2.5%
Office of the City Clerk	373,800	382,500	8,700	2.3%
Licensing	194,200	194,500	300	0.2%
Elections	241,200	214,600	-26,600	-11.0%
Total	1,761,000	1,767,300	6,300	0.4%
Employee Years	23.1	23.1	0.0	0.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
32,000	300	5,700	0	0	-31,700	6,300

Major Change Highlights

Consolidation of polling places reduces expense	-26,600
Reduce travel based on projected need	-3,700
Reduction in contract labor based on projected need	-3,400
Additional support for permit processing	3,100
Productivity improvement results in savings	-1,100

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.

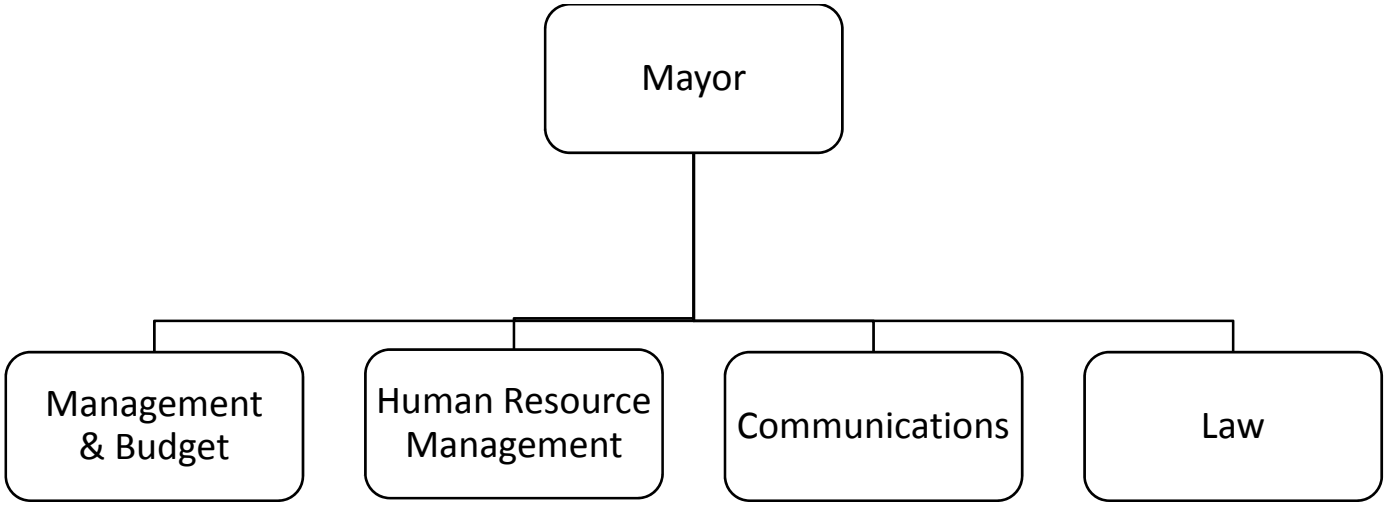
CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,597,805	1,489,200	1,530,500	1,539,500
Materials & Supplies	5,362	5,700	9,000	8,700
Services	215,637	187,900	221,500	219,100
Other	0	0	0	0
Total	1,818,804	1,682,800	1,761,000	1,767,300
Appropriation by Activity				
City Council	945,821	917,200	951,800	975,700
Office of the City Clerk	376,000	373,400	373,800	382,500
Licensing	191,568	195,500	194,200	194,500
Elections	305,415	196,700	241,200	214,600
Total	1,818,804	1,682,800	1,761,000	1,767,300
Employee Years by Activity				
City Council	6.8	7.0	7.2	7.2
Office of the City Clerk	4.2	4.2	4.4	4.4
Licensing	4.2	4.2	4.1	4.1
Elections	10.8	7.0	7.4	7.4
Total	26.0	22.4	23.1	23.1

FULL TIME POSITIONS				City Council	Office of the City Clerk	Licensing	Elections
Br.	Title	Budget 2012-13	Proposed 2013-14				
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			
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		12.0	12.0	3.8	4.0	4.2	0.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		12.6	12.6	3.6	0.5	0.0	8.5
Less: Vacancy Allowance		1.5	1.5	0.2	0.1	0.1	1.1
Total		23.1	23.1	7.2	4.4	4.1	7.4

Purpose

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



Year-To-Year Comparison

Main Functions	Budget 2012-13	Budget 2013-14	Change	Percent Change
Mayor's Office	1,743,700	1,717,500	-26,200	-1.5%
Management & Budget	761,500	847,100	85,600	11.2%
Human Resource Management	2,189,000	2,199,400	10,400	0.5%
Communications	2,448,300	2,526,000	77,700	3.2%
Law Department	1,991,800	1,983,000	-8,800	-0.4%
Total	9,134,300	9,273,000	138,700	1.5%
Employee Years	93.4	93.5	0.1	0.1%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
184,700	23,800	22,700	0	-6,700	-85,800	138,700

Department Highlights

Communications
The Communications Bureau's 2013-14 budget proposal includes a re-organization to keep up with changing times and changing demands. Tracking data shows a large backlog of FOIL requests (1,472 outstanding requests) and consistently high application volume (3,200 requests annually). In addition to FOIL fulfillment duties, Communications accommodates about 60 walk-ups per month and many more call-ins per month.

A Receptionist Bilingual position will be made full-time to be available all day to greet FOIL customers and provide initial contact and directions to fill out the FOIL form. This frees our baseline FOIL staff to be more efficient in the overall processing of FOIL requests.

As the pressures of the requests made upon the Bureau continue to evolve, we must continue to evolve our staff. A number of worthy festivals and events have requested support from the City. Some were supported by other departments. We seek to consolidate this support under Communications. An additional $100,000 is added for community events.

Major Change Highlights

Funding for professional services is reduced due to budget constraints	-120,800
Funding for community events increased	100,000
Impact of personnel transactions	--41,000
Funding for legal services is reduced due to budget constraints	-23,100

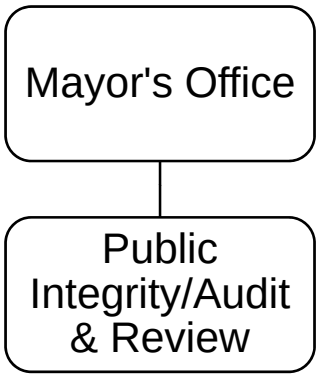
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	6,396,662	6,444,800	6,697,800	6,861,400
Materials & Supplies	82,566	89,900	93,200	94,000
Services	2,096,285	2,161,600	2,343,300	2,317,600
Other	0	0	0	0
Total	8,575,513	8,696,300	9,134,300	9,273,000
Appropriation by Activity				
Mayor's Office	1,750,089	1,506,800	1,743,700	1,717,500
Management & Budget	703,940	796,400	761,500	847,100
Human Resource Management	2,140,869	2,118,200	2,189,000	2,199,400
Communications	2,354,639	2,416,700	2,448,300	2,526,000
Law Department	1,625,976	1,858,200	1,991,800	1,983,000
Total	8,575,513	8,696,300	9,134,300	9,273,000
Employee Years by Activity				
Mayor's Office	15.5	16.3	18.3	17.3
Management & Budget	8.9	9.7	9.3	10.7
Human Resource Management	28.9	28.3	29.3	28.7
Communications	17.5	17.5	17.5	17.8
Law Department	19.0	19.0	19.0	19.0
Total	89.8	90.8	93.4	93.5

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
- ❑ Develop programs and policies
- ❑ Prepare operating and capital budgets
- ❑ Continuously improve performance of all City operations
- ❑ Manage City's intergovernmental relations
- ❑ Represent of the City to all constituencies and monitor 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
- ❑ Educate 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.

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Collaborate with the City School District to review the youth services program that are provided by the City through the Department of Recreation and Youth Services and the District to produce a coordinated total program	Education	Third Quarter
Continue the effort in collaboration with community supporters to obtain a fair share of AIM Aid from the State	Customer Service	Ongoing
Actively engage with the Governor's Local Government Task Force to develop a sustainable financing structure for cities	Customer Service	Ongoing
Continue the effort through budget control, efficiency development and internal restructuring to create a sustainable expense base	Customer Service	Ongoing
Continue to oversee the public safety diversity effort	Customer Service	Ongoing
Continue to develop alternative mechanisms to maintain investment in the City's capital needs	Customer Service	Ongoing
Implement Citizens Budget Program to stem neighborhood violence and crime	Customer Service	Second Quarter
Recruit and hire Director of OPI	Customer Service	First Quarter

Key Performance Indicators	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Office of Public Integrity (OPI)				
Audits completed	14	14	14	10
Reviews and consultations completed	15	15	15	10
Payroll field checks completed	15	15	15	15
FINANCIAL/COST				
Investigations conducted by OPI involving financial loss	23	20	20	16

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,743,700	1,717,500	-26,200
Employee Years	18.3	17.3	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
29,800	3,200	12,700	0	-3,800	-68,100	-26,200

Major Changes

Eliminate a senior staff position due to budget constraints	-68,100

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,377,095	1,268,400	1,481,300	1,443,000
Materials & Supplies	15,123	11,900	12,900	12,900
Services	357,871	226,500	249,500	261,600
Other	0	0	0	0
Total	1,750,089	1,506,800	1,743,700	1,717,500
Appropriation by Activity				
Mayor's Office	1,191,644	965,900	1,185,300	1,149,300
Public Integrity/Audit & Review	558,445	540,900	558,400	568,200
Total	1,750,089	1,506,800	1,743,700	1,717,500
Employee Years by Activity				
Mayor's Office	9.0	9.3	11.3	10.3
Public Integrity/Audit & Review	6.5	7.0	7.0	7.0
Total	15.5	16.3	18.3	17.3

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office	Public Integrity/ Internal Audit
Br.	Title	Budget 2012-13	Proposed 2013-14		
FX	Mayor	1	1	1	
FX	Deputy Mayor	1	1	1	
36	Assistant to Mayor	1	1	1	
36	Chief/Performance Accountability & Customer Satisfaction	1	1	1	
36	Director, Office of Public Integrity	1	1		1
32	Manager, Internal Audit	1	1		1
31	Executive Staff Assistant IV	1	1	1	
26	Associate Field Auditor	1	1		1
26	Supervisor of Administrative Services	0	1	1	
24	Sr. Administrative Analyst	1	0		
23	Executive Staff Assistant II	1	0		
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
11	Receptionist to the Mayor	1	1	1	
EMPLOYEE YEARS					
Full Time		16.0	15.0	10.0	5.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.3	2.3	0.3	2.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		18.3	17.3	10.3	7.0

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, forecasts and recommendations for the use of City resources with the goal of ensuring that limited resources are aligned with strategic priorities.

Vital Customers

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

Critical Processes

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Support Mayor's effort for State mandate relief and fair share of State AIM aid	Customer Service	Third Quarter
Continue to work with Information Technology and Finance to design and implement a new payroll/personnel system as part of Process and System Integration	Customer Service	Ongoing
Partner with departments to evaluate current business processes	Customer Service	Ongoing
Focus organizational leaders on seven key fiscal factors: fair share of state aid; control employee benefit costs; increase city's taxable assessment; continue to find efficiencies; obtain mandate relief; identify new revenue sources; and plan for federal aid reductions.	Customer Service	Ongoing
Support Mayor's effort to engage with the Governor's Local Government Task Force to develop a sustainable financing structure for cities	Customer Service	Ongoing
Support labor negotiations	Customer Service	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
FINANCIAL/COST				
Total Property Tax levy ($000)	167,149	167,149	167,149	167,149
General Fund surplus ($000)	4,948	4,920	4,920	4,860
Budget growth (%)	-1.1	2.0	2.0	-2.1

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	761,500	847,100	85,600
Employee Years	9.3	10.7	1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
15,400	500	5,700	0	0	64,000	85,600

Major Change

Assistant Director of the Office of Management and Budget is transferred from the Police Department	48,600
A Management Trainee is added for succession planning	39,700
A Director of Administration and Finance is shared with Neighborhood and Business Development but fully funded by Neighborhood and Business Development	-19,400
Overtime is eliminated as an efficiency measure	-4,000
Training and meeting is reduced as an efficiency measure	-900

Program Change

In 2012-13, OMB began preparing monthly expense and revenue reports that compare actual to expected budget performance and identify any known variances. The report is discussed with the Senior Management Team on a monthly basis.

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	687,936	777,300	733,600	813,900
Materials & Supplies	1,568	1,600	2,700	2,800
Services	14,436	17,500	25,200	30,400
Other	0	0	0	0
Total	703,940	796,400	761,500	847,100
Appropriation by Activity				
Management & Budget Analysis	703,940	796,400	761,500	847,100
Employee Years by Activity				
Management & Budget Analysis	8.9	9.7	9.3	10.7

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

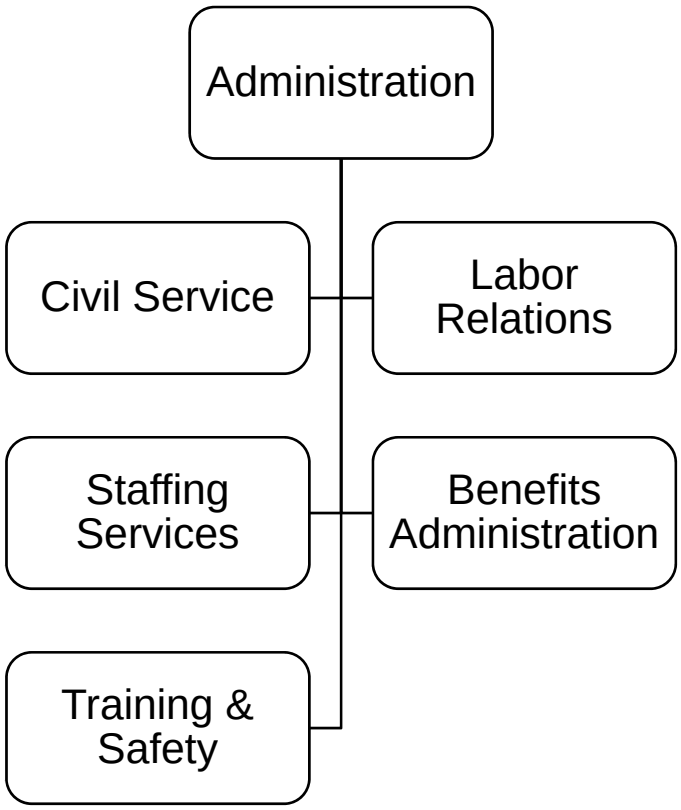
FULL TIME POSITIONS

Br.	Title	Budget 2012-13	Proposed 2013-14
36	Director	1.0	1.0
31	Assistant Director	0.5	1.0
30	Director of Administration & Finance	0.0	0.2
26	Associate Administrative Analyst	2.0	2.0
26	Operations Analyst	1.0	1.0
26	Process Improvement Specialist	1.0	1.0
26	Supervisor of Administrative Services	0.2	0.0
24	Senior Administrative Analyst	1.0	1.0
20	Administrative Analyst	1.0	1.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
16	Management Trainee	0.0	1.0
	EMPLOYEE YEARS		
	Full Time	8.7	10.2
	Overtime	0.1	0.0
	Part Time, Temporary, Seasonal	0.5	0.5
	Less: Vacancy Allowance	0.0	0.0
	Total	9.3	10.7

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to work with Information Technology, Budget, and Finance to design and implement a new payroll/personnel system as part of Process and System Integration	Customer Service	Ongoing
Negotiate successor collective bargaining agreements with the Rochester Police Locust Club, IAFF, Local 1071 (Firefighter), and CSEA (Library)	Customer Service	Ongoing
Continue collaboration with Rochester City School District and REOC on the centralized Public Safety Career Awareness Program for RPD, RFD, ECD, and Rural Metro	Customer Service	Ongoing
Implement strategies and programs to manage control of health care costs, including focused wellness initiatives as identified through data analysis and facilitation of the Labor Management Health Care Committee	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Grievances filed	44	60	65	60
Provisional Positions at end of fiscal year	164	170	160	160
# Days for hiring Process	34	35	50	55
Examinations administered	126	117	100	90
CUSTOMER PERSPECTIVE				
Employment applications received	10,576	10,800	11,000	11,000
Average number of Employees participating in Wellness initiatives	180	350	400	600
FINANCIAL/COSTS				
Full time employee Turnover	195	153	145	140
Full time positions hired, promoted, transferred	N/A	890	900	900
Non-Full time positions hired, promoted, transferred	N/A	745	750	750
Personal injury accidents	272	260	240	240
Average hours of sick leave per full time employee	85	65	65	65

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
LEARNING & INNOVATION				
New Hires - % females	53	36	38	39
New Hires - % minority	36	29	30	31
Employees - % females	26	26	27	28
Employees - % minority	28	28	29	30
Training hours per employee	20	25	25	20

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,189,000	2,199,400	10,400
Employee Years	29.3	28.7	-0.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
36,700	4,300	-1,300	0	-500	-28,800	10,400

Major Change

Professional services decreases for background checks	-28,500
One vacant position is eliminated, partially offset by additional part-time personnel	-19,100
Reorganization in Administrative Unit results in additional part-time personnel to support payroll services	18,000
One time budget increase in 2012-13 for administration of Fire Lieutenants Exam does not recur	-4,000
Reorganization in Labor Relations division results in additional part-time personnel to address labor relations issues	3,600
Funding for travel increase to support civil service training	1,200

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,780,627	1,736,600	1,807,500	1,846,700
Materials & Supplies	12,883	12,400	13,000	13,300
Services	347,359	369,200	368,500	339,400
Other	0	0	0	0
Total	2,140,869	2,118,200	2,189,000	2,199,400
Appropriation by Activity				
Administration	766,012	760,500	758,500	760,300
Civil Service	471,772	467,300	477,600	464,000
Staffing Services	309,046	202,200	277,200	267,500
Labor Relations	204,848	214,700	215,100	221,300
Benefits Administration	171,470	215,700	205,400	223,700
Training	217,721	257,800	255,200	262,600
Total	2,140,869	2,118,200	2,189,000	2,199,400
Employee Years by Activity				
Administration	7.2	6.6	7.6	7.3
Civil Service	8.2	7.2	7.2	6.5
Staffing Services	5.0	5.0	5.0	5.0
Labor Relations	2.5	2.5	2.5	2.9
Benefits Administration	3.0	4.0	4.0	4.0
Training	3.0	3.0	3.0	3.0
Total	28.9	28.3	29.3	28.7

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety Unit
Br.	Title	Budget 2012-13	Proposed 2013-14						
36	Director of Human Resource Management	1	1	1					
32	Manager of Labor Relations	1	1				1		
30	Benefits Manager	0	1					1	
29	Senior Labor Relations Specialist	1	0						
26	Human Resource Coordinator	2	1		1				
26	Labor Relations Specialist	0	1				1		
26	Training & Safety Coordinator	1	1						1
25	Employee Safety Coordinator	1	1						1
24	Senior Administrative Analyst	1	0						
24	Senior Human Resource Consultant	3	3	1	1	1			
21	Human Resource Consultant II	1	1		1				
18	Human Resource Consultant I	4	4	1		3			
18	Secretary to Director of Human Resource Management	1	1	1					
18	Senior Payroll Associate	0	1	1					
16	Human Resource Assistant	1	1						1
12	Human Resource Associate	3	3	1	1			1	
9	Clerk II	0	1	1					
9	Clerk II with Typing	1	1					1	
9	Clerk II with Typing Bilingual	1	2		1	1			
7	Clerk III with Typing	3	1					1	
7	Clerk III with Typing Bilingual	1	0						
EMPLOYEE YEARS									
Full Time		27.0	26.0	7.0	5.0	5.0	2.0	4.0	3.0
Overtime		0.7	0.7	0.0	0.7	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		3.0	3.4	0.7	1.8	0.0	0.9	0.0	0.0
Less: Vacancy Allowance		1.4	1.4	0.4	1.0	0.0	0.0	0.0	0.0
Total		29.3	28.7	7.3	6.5	5.0	2.9	4.0	3.0

Mission Statement

Communications:

To support the City of Rochester's *One City Vision Statement* 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 administers Freedom of Information 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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Study FOIL process for efficiencies	Customer Service	Ongoing
Expand outreach activities	Customer Service	Ongoing
Continue website enhancements	Customer Service	Ongoing
Grow Rochester Events Network resources	Customer Service	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Communications:				
Advertising/marketing/promotions	1,069	800	800	800
Still photography assignments/web images	1,467	1,600	1,600	1,600
AV setups/presentations	588	325	400	325
Television/video program productions	295	300	400	300
Web site visitors	3,191,217	2,175,000	2,800,000	2,200,000
Web page views	N/A	7,155,000	N/A	7,155,000
CUSTOMER PERSPECTIVE				
Communications:				
Major promotional campaigns produced	63	70	48	70
FOIL applications processed	3,057	3,200	3,100	3,200
News releases written and distributed	747	660	650	660
News conferences conducted	150	150	160	150
Speeches and talking points prepared	328	450	400	450
Proclamations issued	75	75	75	75
Special Events:				
Special Events permit applications processed	564	500	470	500
City produced events	29	29	24	29
Attendance at City permitted events	997,338	1,100,000	1,265,000	1,100,000
FINANCIAL/COST				
Special Events:				
Revenue generated for trust fund ($)	138,994	175,000	175,000	200,000

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,448,300	2,526,000	77,700
Employee Years	17.5	17.8	0.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
51,500	6,500	1,400	0	-1,000	19,300	77,700

Major Change

Funding for community events increased	100,000
Funding for professional fees reduced to reflect actual expense	-48,200
Communications Aide part time eliminated as an efficiency measure	-25,200
Receptionist Typist part time eliminated and Receptionist Typist Bilingual created to strengthen the FOIL process	14,800
On-call photography hours are reduced as an efficiency measure	-10,000
Maintenance and repair allocations reduced to reflect actual expense	-9,000
Funds for training and meeting reduced due to budget constraints	-3,100

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,065,749	1,168,100	1,169,100	1,200,200
Materials & Supplies	18,743	19,500	20,100	20,500
Services	1,270,147	1,229,100	1,259,100	1,305,300
Other	0	0	0	0
Total	2,354,639	2,416,700	2,448,300	2,526,000
Appropriation by Activity				
Communications	2,354,639	2,416,700	2,448,300	2,526,000
Employee Years by Activity				
Communications	17.5	17.5	17.5	17.8

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2012-13	Proposed 2013-14
36	Director, Communications	1	1
32	Deputy Director of Communications	1	1
29	Assistant to Director - Communications	0	1
28	Communications Creative Coordinator	1	1
27	Assistant to Director - Communications	1	0
27	Special Events Operations Manager	1	1
26	Process Improvement Specialist	1	1
25	Communications Producer	1	1
25	New Media Editor	1	1
24	Digital Media Specialist	0	1
23	Principal Graphic Designer	1	1
22	Associate Communications Assistant	0	1
22	Digital Media Specialist	1	0
18	Communications Assistant	1	1
18	Communications Assistant Bilingual	1	0
18	Secretary to Director - Communications	1	1
18	Special Events Program Assistant Bilingual	1	1
16	Communications Aide Bilingual	1	1
6	Receptionist Typist Bilingual	0	1
EMPLOYEE YEARS			
Full Time		15.0	16.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		2.5	1.8
Less: Vacancy Allowance		0.0	0.0
Total		17.5	17.8

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.

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and implement succession and training plan for new attorneys	Customer Service	First Quarter
Update City Debt Collection process and report quarterly	Neighborhood & Business Development	Fourth Quarter
Progress Midtown Project including site planning and development and build-out	Neighborhood & Business Development	Ongoing
Create a Land Bank and utilize for city properties and future projects	Neighborhood & Business Development	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Claims filed against City	356	380	375	375
Real estate closings	407	400	400	400
Contracts drafted	201	185	200	200
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	455	475	425	500
LEARNING & INNOVATION				
Avg. # of training hours per employee	11	10	8	10

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,991,800	1,983,000	-8,800
Employee Years	19.0	19.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
51,300	9,300	4,200		-1,400	-72,200	-8,800

Major Change

Funding for professional services is reduced due to budget constraints	-44,100
Funding for legal services is reduced due to budget constraints	-23,100
Funding for travel is reduced due to budget constraints	-5,000

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,485,255	1,494,400	1,506,300	1,557,600
Materials & Supplies	34,249	44,500	44,500	44,500
Services	106,472	319,300	441,000	380,900
Other	0	0	0	0
Total	1,625,976	1,858,200	1,991,800	1,983,000
Appropriation by Activity				
Legal Services	1,625,976	1,858,200	1,991,800	1,983,000
Employee Years by Activity				
Legal Services	19.0	19.0	19.0	19.0

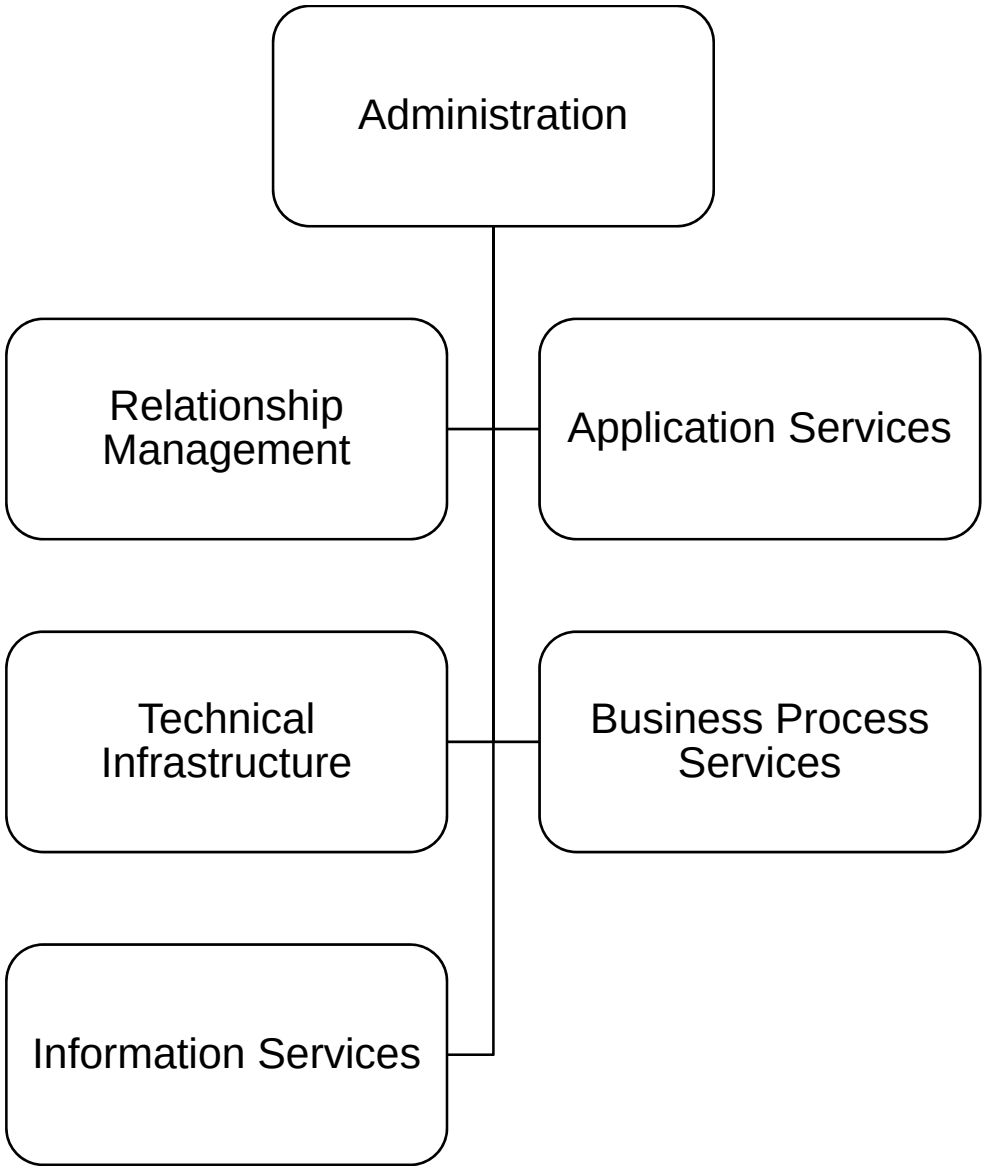
ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2012-13	Proposed 2013-14
36	Corporation Counsel	1	1
34	Municipal Attorney IV	1	1
32	Municipal Attorney III	6	6
29	Municipal Attorney II	5	5
20	Assistant to Corporation Counsel	1	1
20	Legal Assistant/Collections/Bankruptcy/Foreclosures	1	1
20	Legal Assistant/Real Estate	1	1
11	Senior Legal Secretary	1	1
9	Legal Secretary	1	1
7	Clerk III with Typing	1	1
EMPLOYEE YEARS			
Full Time		19.0	19.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		19.0	19.0

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 and Governance
- ❑ Base Operations Governance
- ❑ IT Policy Administration
- ❑ City Council Legislation Administration
- ❑ IT Vendor Relationship Management

Business Process Services Bureau:
- ❑ Software Evaluation and Selection
- ❑ Business Process Re-Engineering and Optimization
- ❑ Change Management
- ❑ Education and Training

Applications Services Bureau:
- ❑ Applications Planning, Analysis and Configuration, and Deployment
- ❑ Applications Forms Design
- ❑ Training and Conversion
- ❑ Applications Development and Systems Integration
- ❑ Web Applications Development and E-commerce
- ❑ Content Management
- ❑ Applications Security
- ❑ Applications Services Support
- ❑ Mainframe Operation
- ❑ Records Management
- ❑ Disaster Recovery Planning

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

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

Department Highlights

The Department of Information Technology continues to support many of the critical applications and infrastructure that City Employees are dependent on for their core business functions.

As IT continues to support day to day operations, only 12% of its employees can be dedicated to strategic initiatives. In addition, IT is faced with an alarming rate of 45% of employees eligible to retire in the next 5 years. These employees are essential in keeping our City systems and operations maintained and running. It is critical that we move at a much faster pace to evaluate operational processes and replace legacy mainframe systems.

In 2013-14, the addition of four permanent employees and two interns ($307,100) will enable IT to expedite some of the strategic initiatives such as Payroll/Personnel, continue with phase two of the RPD implementation ($9,000), continue with our GIS transformation project and launch an initiative for the Parking Bureau to automate its billing functions and to interface it with our revenue control and financial software.

Information Technology will continue to work at transforming their internal operations to provide improved efficiency in support to their Customers and to drive an increased focus on strategic initiatives. They will work with City Departments to evaluate the Enterprise Architecture and align processes and applications from an Enterprise City-wide perspective.

2013-14 Strategic Goals & Objectives

Bureau	Highlights	Priorities Supported	Projected Completion
All Bureaus	Complete an initial security assessment	Customer Service	First Quarter
All Bureaus	Complete total cost of ownership study (people, process and technology) to compare alternative solutions for Payroll and Personnel processes	Customer Service	First Quarter
All Bureaus	Establish a GIS governance strategy, upgrade GIS environment and plan for migration of existing GIS Applications. Develop and deploy three GIS applications. Provide end-user training	Customer Service Neighborhood and Business Development Public Safety	Second Quarter
All Bureaus	Evaluate RPD's Narcotics Management processes and deploy new software	Public Safety	Second Quarter
All Bureaus	Upgrade financial software to realize program enhancements and process improvements	Customer Service	Second Quarter
All Bureaus	Develop requirements and prepare RFP for the selection of a digital imaging solution	Public Safety	Second Quarter
All Bureaus	Complete an assessment of the current state processes in 311	Customer Service	Second Quarter

Bureau	Highlights	Priorities Supported	Projected Completion
All Bureaus	Upgrade the City Clerk's Licensing System	Customer Service	Third Quarter
All Bureaus	Complete requirements for a total cost of ownership study, issue an RFP and select a vendor for Payroll and Personnel systems	Customer Service	Third Quarter
All Bureaus	Implement process improvements and enhancements utilizing the City's Customer Relationship Management (CRM) system for DES Cemeteries	Customer Service	Third Quarter
All Bureaus	Implement process improvement and software enhancements in 311	Customer Service	Fourth Quarter
All Bureaus	Select and implement a digital imaging solution	Public Safety	Fourth Quarter
All Bureaus	Develop integration between TRACS (traffic citations and motor vehicle accidents) and new RPD Records Management System	Public Safety	Fourth Quarter
All Bureaus	Develop a security governance plan including education to City employees (inter-departmental team to implement standards and oversee IT security policies)	Customer Service	Fourth Quarter
All Bureaus	Implement new cashiering process and system in Treasury	Customer Service	Fourth Quarter
All Bureaus	Complete assessment of current state processes in Parking (garages and enforcement), evaluate, select and implement an Enterprise solution	Customer Service	Fourth Quarter
All Bureaus	Continue to work with DHRM,OMB, and Finance to design and implement a new payroll/personnel system as part of Process and System Integration	Customer Service	Ongoing
Relationship Management – Public Safety	Install Automated Vehicle Locator (AVL) equipment in 474 public works vehicles	Customer Service	Second Quarter
Relationship Management/ Technical Infrastructure	Work with RPD and 311Call Center to evaluate possible relocation of PSA's from 311 Call Center to PSB	Customer Service/Public Safety	First Quarter

Bureau	Highlights	Priorities Supported	Projected Completion
Technical Infrastructure, Relationship Management	Implement improved connectivity for 4 prioritized Fire Stations	Public Safety	Second Quarter
Technical Infrastructure, Relationship Management	Implement improved connectivity for selected Community Centers based on criteria including computer labs and overall need	Education	Fourth Quarter
Technical Infrastructure	Collaborate with Monroe County to develop and implement a plan for disaster recovery at the new County site	Customer Service .	Second Quarter
Technical Infrastructure	Complete assessment of need, develop requirements for and select an e-mail archiving system	Customer Service	Fourth Quarter
Technical Infrastructure	Upgrade all City PCs, laptops and mobile devices to Windows 7	Customer Service	Fourth Quarter
Technical Infrastructure	Develop and implement a list of printers still requiring consolidation	Customer Service	Fourth Quarter
Technical Infrastructure	Replace approximately 30% of aged computer networking devices which have exceeded end of life	Customer Service	Fourth Quarter
Technical Infrastructure	Expand wireless availability to additional internal City locations (approximately 50 devices) and continue to improve reliability to existing locations	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Departmental archive record retrieval requests completed	1,000	1,140	1,010	1,200
Public record retrieval requests, including public access and Freedom of Information requests (FOIL)	200	220	250	220
CUSTOMER PERSPECTIVE				
Calls resolved (%)	97	95	95	96
Calls resolved on the first call (%)	25	34	25	38
Average First call resolution per month	300	385	300	400
Total work orders received	15,000	14,500	20,000	16,000
Average number of work orders resolved per month	1,250	1,200	1,250	1,300
Total Web EGOV transactions received and processed	55,000	63,430	50,000	68,000
Number of projects completed	N/A	26	N/A	26
Number of applications decommissioned	N/A	4	N/A	5
FINANCIAL/COSTS				
Administrative costs as a percent of total IT cost (%)	12	12	12	12
Total IT maintenance cost versus IT budget (%)	25	26	26	27

* N/A = Not applicable

Year-To-Year Comparison

Bureau	Budget 2012-13	Budget 2013-14	Change	Percent Change
Administration	184,000	187,100	3,100	1.7%
Relationship Management	1,546,600	1,535,700	-10,900	-0.7%
Application Services	1,758,500	1,644,300	-114,200	-6.5%
Technical Infrastructure	2,223,000	2,482,300	259,300	11.7%
Business Process Services	543,500	816,700	273,200	50.3%
Information Services	405,400	411,200	5,800	1.4%
Total	6,661,000	7,077,300	416,300	6.2%
Interfund Credit*	-89,500	-69,600	19,900	-22.2%
Intrafund Credit*	-749,200	-787,000	-37,800	5.0%
Total	5,822,300	6,220,700	398,400	6.8%
Employee Years	49.6	54.2	4.6	9.3%

*Reflects chargebacks for telephone service and office printers.

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
103,900	38,000	4,900	0	3,200	248,400	398,400

Major Change

Three Business Analysts positions are added to support Payroll System implementation, Parking Enforcement, and the Revenue Control System project	180,000
Delay in Phase II Tyler training on the Finance System (Payroll and PSI) reduces expense	-170,300
One Business Analyst III position is added to support Parking Enforcement and the Revenue Control System project	77,100
A one-time budget increase in 2012-13 for NYS Archive Grant does not recur	-74,500
Software maintenance increases for disaster recovery service and database administration	60,000
Maintenance fees are added to implement additional Financial Modules	50,000
Funding is added to expand the College Intern Program to include GIS, Business Process Services, and Information Services	50,000
Funding acquired for hosting services for non-mainframe disaster recovery	44,400
Increase in software maintenance that supports the City's technical infrastructure	30,000
Software maintenance increases to support the second phase of the RPD RMS implementation	9,000
Funding for travel is reduced due to budget constraints	-7,300

Telephone Chargebacks

Department/Bureau	2012-13	2013-14
CITY COUNCIL & CLERK	8,700	8,400
ADMINISTRATION		
Mayor's Office	13,900	13,500
Management & Budget	15,200	2,900
Human Resource Mgt.	15,000	14,600
Communications	9,800	9,500
Law	8,300	8,000
Total	62,200	48,500
INFORMATION TECHNOLOGY	29,800	28,900
FINANCE		
Director's Office	1,900	1,800
Accounting	6,200	6,000
Treasury	8,600	8,300
Assessment	6,900	6,700
Parking & Mun.Violations	10,400	10,100
Purchasing	3,500	3,400
Total	37,500	36,300
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	79,900	77,300
ENVIRONMENTAL SERVICES		
Commissioner	10,900	10,600
Engineering	22,600	21,900
Operations & Parks	50,600	49,000
Water	28,200	27,300
Total	112,300	108,800
POLICE	180,500	174,800
FIRE	57,100	55,300
RECREATION & YOUTH SERVICES		
Commissioner	7,700	7,500
Recreation	24,400	23,600
Youth Services	9,200	8,900
Total	41,300	40,000
Total Interfund	54,200	48,000
Total Intrafund	555,100	542,100
CITY TOTAL	609,300	590,100

Office Printer Chargebacks

Department	2012-13	2013-14
City Council/ Clerk's Office	3,000	3,800
Administration	25,900	26,600
Information Technology	11,200	16,000
Finance	21,500	21,500
Neighborhood & Business Development	15,300	26,900
Environmental Services	83,700	75,100
Police	39,300	43,400
Fire	13,100	18,000
Recreation & Youth Services	16,400	35,200
Total	229,400	266,500
Total Interfund	35,300	21,600
Total Intrafund	194,100	24,900
Total	229,400	266,500

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

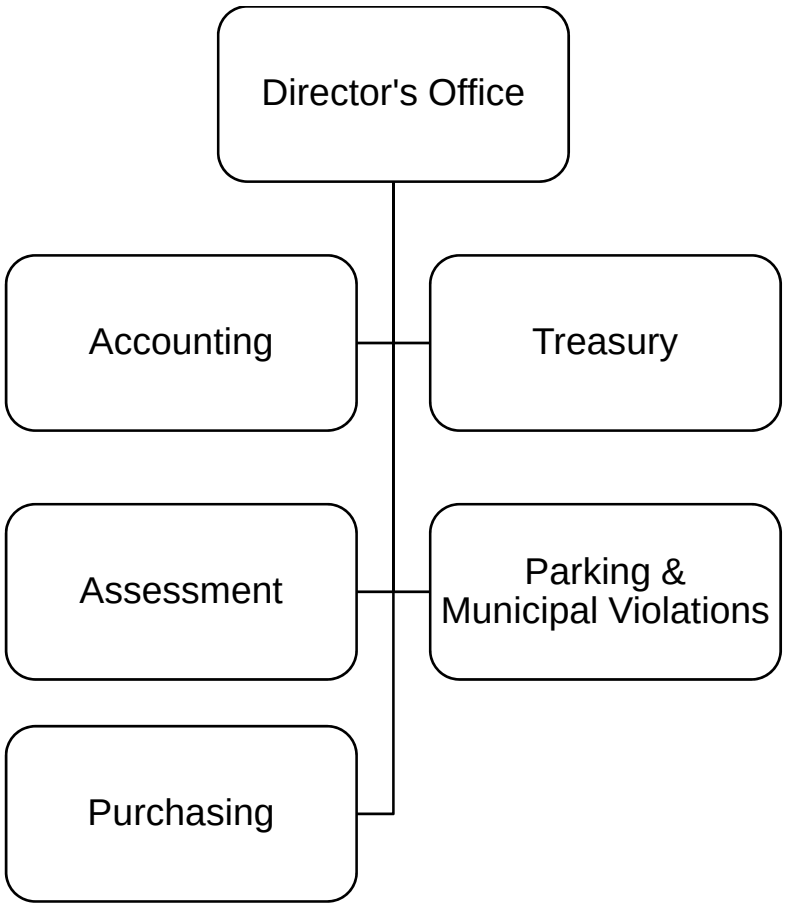
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	3,308,057	3,405,600	3,652,400	4,055,400
Materials & Supplies	36,035	41,000	41,000	41,400
Services	1,878,751	2,727,600	2,967,600	2,980,500
Other	0	0	0	0
Total	5,222,843	6,174,200	6,661,000	7,077,300
Interfund Credit*	-93,027	-89,500	-89,500	-69,600
Intrafund Credit*	-785,980	-749,200	-749,200	-787,000
Total	4,343,836	5,335,500	5,822,300	6,220,700
Appropriation by Activity				
Administration	234,144	184,000	184,000	187,100
Relationship Management	1,006,663	1,251,600	1,546,600	1,535,700
Application Services	1,321,867	1,722,300	1,758,500	1,644,300
Technical Infrastructure	2,011,110	2,196,300	2,223,000	2,482,300
Business Process Services	408,648	492,400	543,500	816,700
Information Services	240,411	327,600	405,400	411,200
Total	5,222,843	6,174,200	6,661,000	7,077,300
Interfund Credit*	-93,027	-89,500	-89,500	-69,600
Intrafund Credit*	-785,980	-749,200	-749,200	-787,000
Total	4,343,836	5,335,500	5,822,300	6,220,700
Employee Years by Activity				
Administration	1.2	1.0	1.0	1.0
Relationship Management	3.0	2.1	3.0	3.0
Application Services	19.9	17.9	17.9	16.9
Technical Infrastructure	15.2	13.3	14.7	16.3
Business Process Services	8.0	7.2	8.0	12.0
Information Services	3.0	4.0	5.0	5.0
Total	50.3	45.5	49.6	54.2

*Reflects chargebacks for telephone service and office printers.

FULL TIME POSITIONS				Administration	Relationship Management	Application Services	Technical Infrastructure	Business Process Services	Information Services
Br.	Title	Budget 2012-13	Proposed 2013-14						
36	Chief Information Officer	1	1	1					
31	Application Services Manager	1	1			1			
31	Business Process Services Manager	1	1					1	
31	IT Relationship Manager	3	3		3				
31	Technical Infrastructure Services Manager	1	1				1		
30	Information Services Analyst III	1	1						1
30	Systems Engineer IV	2	1				1		
29	Application Services Analyst III	1	1						1
29	Business Analyst III	0	1					1	
29	GIS Administrator	1	1						1
29	Systems Engineer III	2	3				3		
27	Application Services Analyst II	2	3			3			
27	Business Process Analyst II	1	0						
27	Systems Engineer II	2	1				1		
25	Application Services Analyst I	8	7			4	1	2	
25	Business Analyst I	1	2					2	
25	IT Transitions Analyst	3	3			3			
25	Systems Engineer I	1	2				2		
25	Webmaster	1	1			1			
24	Records Management Coordinator	1	1			1			
23	Business Analyst	0	6					6	
23	Business Process Developer	3	0						
23	Client Support Analyst	4	4				4		
23	GIS Developer	1	1						1
23	Information Services Developer	1	1						1
19	Senior IT Call Center Analyst	2	2				2		
12	Computer Operator	1	1			1			
12	IT Control Assistant	2	2			2			
Total									
EMPLOYEE YEARS									
Full Time		48.0	52.0	1.0	3.0	16.0	15.0	12.0	5.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.6	2.2	0.0	0.0	0.9	1.3	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		49.6	54.2	1.0	3.0	16.9	16.3	12.0	5.0

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.



Department Highlights

Highlights of changes in the Finance Department focus on the Parking Fund. The Parking Fund Budget for 2013-14 is $7,876,300. This budget includes the transition of East End and Midtown garages under the City management. The total cost of this transition is $1,417,000. The expenses included in this transition are utility cost for Midtown ($83,300) and East End ($73,200). Facilities maintenance cost were $65,000 and $90,300 respectively for Midtown and East End. Lastly, professional fees increase for Midtown ($778,700) and East End ($558,800). Due to the increased workload associated with adding both Midtown and East End, both a Junior Accountant and clerical staff are added ($71,700).

Highlights of the Department's 2013-14 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 Bond Sale	Customer Service	First Quarter
	Conduct Bond Anticipation Note Sale	Customer Service	Third Quarter
Accounting	Prepare Comprehensive Annual Financial Report for 2012-13	Customer Service	Second Quarter
Treasury	Complete Tax Lien Sale	Customer Service	Second Quarter
	Upgrade financial software to realize program enhancements and process improvements	Customer Service	Second Quarter
	Complete Annual Tax Bill	Customer Service	Fourth Quarter
	Implement new cashiering process and system in Treasury	Customer Service	Fourth Quarter
Assessment	Complete annual assessment roll for utilization by Treasury, OMB, and IT in the creation of the City/School tax bill	Customer Service	Fourth Quarter
Parking	Develop and implement a pilot program in one garage that allows on-line credit card payment for monthly parking fees; pursue lockbox payment process for monthly payments	Customer Service	First Quarter
Parking	Complete a full consolidation of East End Garage under City management	Customer Service	First Quarter
Parking	Commence Midtown Parking Garage Operations management	Customer Service	First Quarter
Parking	Work with IT to complete an assessment of the current state processes in Parking (garages and enforcement), evaluate, select and implement an Enterprise solution	Customer Service	Fourth Quarter
Purchasing	Develop a public bidding network to speed up delivery of specifications to potential bidders and reduce duplicating and mailing costs	Customer Service	Second Quarter

Purchasing	Identify high volume purchase transactions and work with vendors and departments to automate ordering, billing and payment transactions to reduce paperwork and payment cycles	Customer Service	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2012-13	Budget 2013-14	Change	Percent Change
Director's Office	462,100	474,500	12,400	2.7%
Accounting	1,164,300	1,161,500	-2,800	-0.2%
Treasury	1,695,200	1,649,700	-45,500	-2.7%
Assessment	942,700	926,800	-15,900	-1.7%
Parking & Municipal Violations	6,120,700	7,876,300	1,755,600	28.7%
Purchasing	857,200	1,006,000	148,800	17.4%
Total	11,242,200	13,094,800	1,852,600	16.5%
Interfund Credit*	-174,100	-169,000	5,100	-2.9%
Intrafund Credit*	-416,000	-522,900	-106,900	25.7%
Total	10,652,100	12,402,900	1,750,800	16.4%
Employee Years	102.6	106.9	4.3	4.2%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
81,600	69,500	-154,000	0	54,700	1,699,000	1,750,800

Major Change Highlights

Funding increases to reflect the addition of Midtown and East End Garage to Parking operations	1,417,100
Funding for Print Shop reflected in interdepartmental chargeback is implemented	160,000
An accountant position and a clerical position are added to support the addition of Midtown and East End garages	71,100
In lieu of depreciation charges are reduced to fund 2013-14 capital improvements in the garages	-67,700
One Accountant is added to support bank reconciliations, grant processing , and loan servicing	40.300
Two part-time clerical staff are eliminated as a result of decentralization of invoice processing	-39,700
On- call Payroll Systems Supervisor is added to support succession planning	20,000

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	5,588,768	5,646,900	5,634,800	5,909,100
Materials & Supplies	129,118	228,100	228,100	245,400
Services	4,296,497	4,370,200	5,379,300	6,940,300
Other	0	0	0	0
Total	10,014,383	10,245,200	11,242,200	13,094,800
Interfund Credit*	-178,482	-174,100	-174,100	-169,000
Intrafund Credit*	-574,204	-416,000	-416,000	-522,900
Total	9,261,697	9,655,100	10,652,100	12,402,900
Appropriation by Activity				
Director's Office	301,255	476,100	462,100	474,500
Accounting	1,140,927	1,178,700	1,164,300	1,161,500
Treasury	1,652,857	1,675,500	1,695,200	1,649,700
Assessment	923,158	902,700	942,700	926,800
Parking & Municipal Violations	4,960,980	5,155,000	6,120,700	7,876,300
Purchasing	1,035,206	857,200	857,200	1,006,000
Total	10,014,383	10,245,200	11,242,200	13,094,800
Interfund Credit*	-178,482	-174,100	-174,100	-169,000
Intrafund Credit*	-574,204	-416,000	-416,000	-522,900
Total	9,261,697	9,655,100	10,652,100	12,402,900
Employee Years by Activity				
Director's Office	2.9	2.9	2.9	3.0
Accounting	14.2	18.2	18.2	18.6
Treasury	21.0	17.1	17.1	17.9
Assessment	13.6	13.5	13.5	13.3
Parking & Municipal Violations	36.4	38.9	38.9	42.2
Purchasing	11.9	12.0	12.0	11.9
Total	100.0	102.6	102.6	106.9

*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.

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Conduct Bond Sale	Customer Service	First Quarter
Conduct Bond Anticipation Note Sale	Customer Service	Third Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
FINANCIAL/COST				
Total Entity General Obligation Debt ($000)	367,771	386,160	415,672	437,170
Bond and Notes Sale	3	8	6	2
Sales Value	148,325	170,934	250,158	152,530

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	462,100	474,500	12,400
Employee Years	2.9	3.0	0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,700	200	200	0	7,300	0	12,400

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	210,992	216,500	216,500	220,700
Materials & Supplies	668	1,500	1,500	1,500
Services	89,595	258,100	244,100	252,300
Other	0	0	0	0
Total	301,255	476,100	462,100	474,500
Appropriation by Activity				
Director's Office	301,255	476,100	462,100	474,500
Employee Years by Activity				
Director's Office	2.9	2.9	2.9	3.0

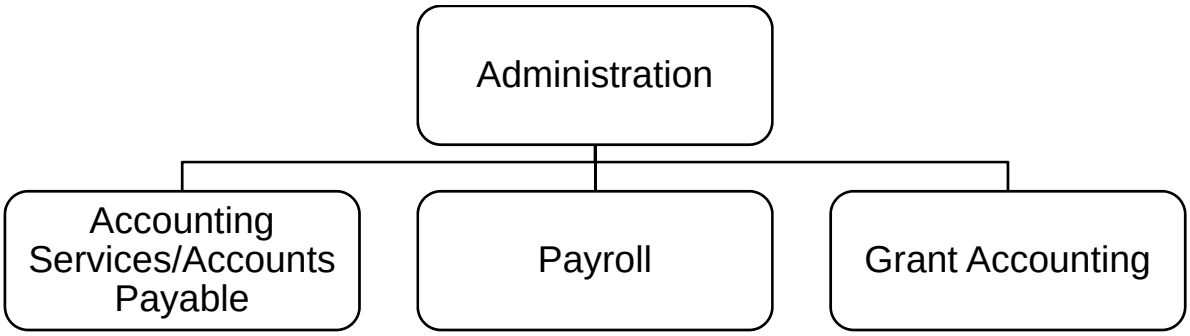
FULL TIME POSITIONS

Br.	Title	Budget 2012-13	Proposed 2013-14
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	0.1
Part Time, Temporary, Seasonal		0.5	0.5
Less: Vacancy Allowance		0.6	0.6
Total		2.9	3.0

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Participate in total cost of ownership study (people, process and technology) to compare alternative solutions for Payroll and Personnel processes	Customer Service	Ongoing
Prepare Comprehensive Annual Financial Report for 2012-13	Customer Service	Second Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
CUSTOMER PERSPECTIVE				
Weekly invoices processed	N/A	1,350	N/A	1,200
Federal and New York State grants processed	178	173	145	168
Residential property improvement loans serviced	131	125	100	120
Economic Development loans serviced	141	141	120	140
FINANCIAL/COST				
In lieu of tax agreements billed	124	142	135	151

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,164,300	1,161,500	-2,800
Employee Years	18.2	18.6	0.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-5,400	0	-1,000	0	1,600	2,000	-2,800

Major Change

One Accountant is added to support bank reconciliations, grant processing , and loan servicing	40,300
Two part-time clerical staff are eliminated as a result of decentralization of invoice processing	-39,700
On-call Payroll Systems Supervisor is added to support succession planning	20,000
Reduction in actuarial services for 2013-14	-9,500
Reduction in print services due to new invoice processing procedure	-3,500
Maintenance eliminated on legacy printer	-2,000
Travel and training is reduced as an efficiency savings	-1,800
Funding for office supplies is reduced due to budget constraints	-1,800

Program Change

One Accountant is added and two part-time clerical staff is eliminated to better align resources with demand.

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

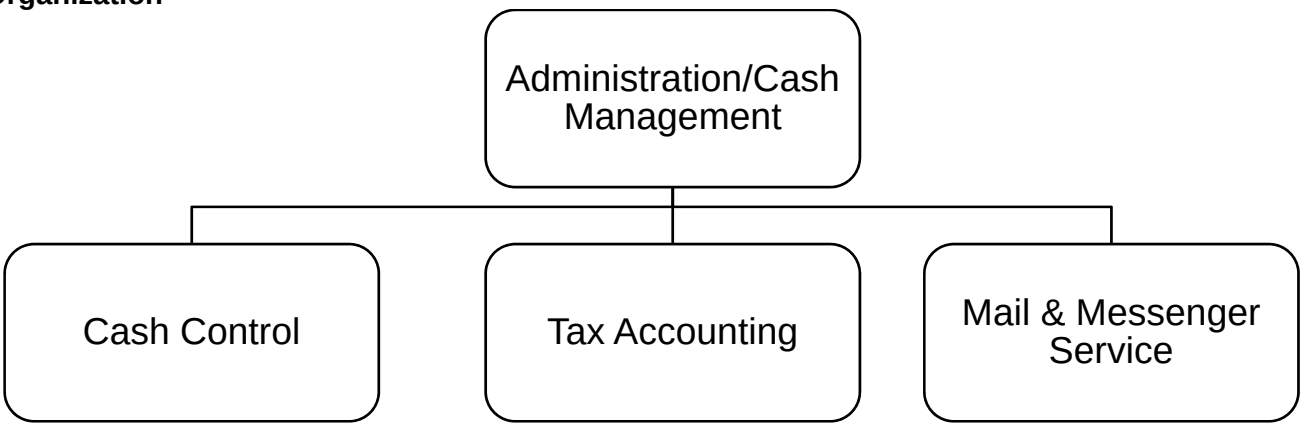
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,061,574	1,116,900	1,104,800	1,119,300
Materials & Supplies	2,076	4,800	4,800	3,000
Services	77,277	57,000	54,700	39,200
Other	0	0	0	0
Total	1,140,927	1,178,700	1,164,300	1,161,500
Appropriation by Activity				
Administration	342,144	215,200	235,800	222,800
Accounting Services/Accounts Payable	251,544	427,000	392,000	367,500
Payroll	274,355	247,900	247,900	271,100
Grant Accounting	272,884	288,600	288,600	300,100
Total	1,140,927	1,178,700	1,164,300	1,161,500
Employee Years by Activity				
Administration	2.0	2.0	2.0	2.0
Accounting Services/Accounts Payable	4.2	8.2	8.2	8.3
Payroll	3.5	3.5	3.5	3.8
Grant Accounting	4.5	4.5	4.5	4.5
Total	14.2	18.2	18.2	18.6

FULL TIME POSITIONS				Administration	Accounting Services/Accounts Payable	Payroll	Grant Accounting
Br.	Title	Budget 2012-13	Proposed 2013-14				
33	Deputy Director, Finance	1	1	1			
28	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Assistant Payroll Systems Supervisor	1	1			1	
26	Principal Finance Officer	1	1				1
24	Associate Accountant	2	3		1		2
20	Senior Accountant	3	2		1	0.5	0.5
18	Payroll Auditor	1	1			1	
17	Accountant	2	3		2		1
9	Clerk II	1	1		1		
9	Clerk II with Typing	3	3		3		
EMPLOYEE YEARS							
Full Time		17.0	18.0	2.0	8.0	3.5	4.5
Overtime		0.3	0.3	0.0	0.3	0.0	0.0
Part Time, Temporary, Seasonal		0.9	0.3	0.0	0.0	0.3	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		18.2	18.6	2.0	8.3	3.8	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 financial systems
- ❑ Adherence to statutory regulations
- ❑ Clear and consistent policy guidance
- ❑ Invest City and City School District funds to generate interest income
- ❑ Maintain the City's cash ledger
- ❑ Process all interdepartmental and outgoing mail from City facilities
- ❑ Preparation of annual City property tax bill

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete Tax Lien Sale	Customer Service	Second Quarter
Upgrade financial software to realize program enhancements and process improvements	Customer Service	Second Quarter
Complete Annual Tax Bill	Customer Service	Fourth Quarter
Implement new Cashiering process and system in Treasury	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Foreclosure notices mailed	655	432	700	600
CUSTOMER PERSPECTIVE				
Tax accounts	62,600	62,500	63,000	62,300
Tax information calls	26,300	30,000	30,000	30,000
FINANCIAL/COSTS				
Delinquent tax accounts	9,800	9,900	9,900	9,900
Percent of adjusted property tax balances collected – Current (%)	92.67	92.13	92.00	92.00
Percent of adjusted property tax balances collected – Delinquent (%)	79.18	77.5	75.00	77.00
Liens sold	5,681	4,617	5,000	4,500
City initiated foreclosures	433	280	250	380
Properties redeemed before foreclosure	153	100	50	130
Average daily cash ledger balance ($000)	373,013	366,300	352,000	373,300
Average daily invested cash bank balance ($000)	359,726	351,813	348,000	358,800
Average investment rate (%)	.28	.15	.20	.15

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,695,200	1,649,700	-45,500
Employee Years	17.1	17.9	0.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
23,800	3,500	-70,600	0	-2,200	0	-45,500

Program Change

In 2012-13 funding was added to support two part-time employees to perform interdepartmental messenger duties. For 2013-14, all locations outside of City Hall will no longer have the responsibility of picking up or delivering their locations mail.

Postage Chargebacks

Department/Bureau	2012-13	2013-14
CITY COUNCIL & CLERK	14,400	17,700
ADMINISTRATION		
Mayor's Office	3,800	1,500
Management & Budget	1,000	0
Human Resource Mgt.	20,800	10,900
Communications	4,400	2,700
Law	5,600	7,500
Total	35,600	22,600
INFORMATION TECHNOLOGY	200	200
FINANCE		
Director's Office	800	300
Accounting	5,200	3,100
Treasury	69,700	33,500
Assessment	16,500	33,300
Parking & Mun.Viol.	62,900	53,300
Purchasing	10,200	6,600
Total	165,300	130,100
NEIGHBORHOOD & ECONOMIC DEV.	57,000	62,700

Department/Bureau	2012-13	2013-14
ENVIRONMENTAL SERVICES		
Commissioner	6,600	6,000
Engineering	4,900	4,100
Operations & Parks	5,700	6,000
Water	95,500	101,200
Total	112,700	117,300
EMERGENCY COMMUNICATIONS	4,700	7,400
POLICE	49,100	32,200
FIRE	1,200	300
RECREATION & YOUTH SERVICES		
Commissioner	700	200
Recreation	8,600	6,300
Youth Services	2,100	3,100
Total	11,400	9,600
Total Interfund	171,200	161,600
Total Intrafund	280,400	238,500
CITY TOTAL	451,600	400,100

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,016,415	999,300	999,300	1,058,200
Materials & Supplies	29,200	32,800	32,800	33,600
Services	607,242	643,400	663,100	557,900
Other	0	0	0	0
Total	1,652,857	1,675,500	1,695,200	1,649,700
Interfund Credit*	-174,491	-171,200	-171,200	-161,600
Intrafund Credit*	-430,230	-280,400	-280,400	-238,500
Total	1,048,136	1,223,900	1,243,600	1,249,600
Appropriation by Activity				
Administration/Cash Management	634,517	687,900	707,900	667,600
Cash Control	217,021	198,900	198,900	207,500
Tax Accounting	294,448	288,400	288,400	294,800
Mail and Messenger Service	506,871	500,300	500,000	479,800
Total	1,652,857	1,675,500	1,695,200	1,649,700
Interfund Credit*	-174,491	-171,200	-171,200	-161,600
Intrafund Credit*	-430,230	-280,400	-280,400	-238,500
Total	1,048,136	1,223,900	1,243,600	1,249,600
Employee Years by Activity				
Administration/Cash Management	6.0	6.0	6.0	6.0
Cash Control	6.2	4.1	4.1	4.2
Tax Accounting	7.1	6.0	6.0	6.0
Mail and Messenger Service	1.7	1.0	1.0	1.7
Total	21.0	17.1	17.1	17.9

*Reflects chargeback for postage

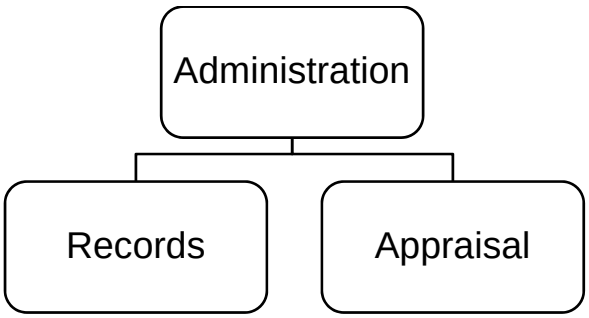
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2012-13	Proposed 2013-14				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Associate Administrative Analyst	1	1	1			
24	Sr. Administrative Analyst	3	3	2		1	
20	Executive Assistant	1	1		1		
18	Head Account Clerk	1	1			1	
18	Head Cashier	1	1		1		
16	Administrative Assistant	1	1	1			
14	Junior Accountant	2	2			2	
14	Mailroom Coordinator	1	1				1
13	Senior Cashier	1	1		1		
9	Clerk II with Typing	1	1		1		
7	Clerk III with Typing	2	2			2	
EMPLOYEE YEARS							
Full Time		17.0	17.0	6.0	4.0	6.0	1.0
Overtime		0.1	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		0.0	0.7	0.0	0.0	0.0	0.7
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		17.1	17.9	6.0	4.2	6.0	1.7

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete annual assessment roll for utilization by Treasury, Office of Management and Budget, and Information Technology in the creation of the city/school tax bill.	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
CUSTOMER PERSPECTIVE				
Reviews performed:				
● Sales	1,079	1,336	2,700	1,500
● Inspection of building permits	2,148	2,318	2,700	2,500
● Exemptions (new and renewal)	10,909	11,130	11,000	11,000

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	942,700	926,800	-15,900
Employee Years	13.5	13.3	-0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
26,900	600	15,200	0	-16,100	-42,500	-15,900

Major Change

Funding for miscellaneous postage and printing is reduced due to budget constraints	-30,000
Funding for overtime is reduced due to budget constraints	-3,700
Funding for rental expense is reduced due to budget constraints	-3,000
Funding for travel and training is reduced due to budget constraints	-3,000
Productivity improvements result in savings	-2,800

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	866,659	792,600	792,600	817,800
Materials & Supplies	3,283	9,600	9,600	9,800
Services	53,216	100,500	140,500	99,200
Other	0	0	0	0
Total	923,158	902,700	942,700	926,800
Appropriation by Activity				
Administration	162,213	197,100	237,100	216,300
Records	176,847	200,100	200,100	202,400
Appraisal	584,098	505,500	505,500	508,100
Total	923,158	902,700	942,700	926,800
Employee Years by Activity				
Administration	1.0	1.0	1.0	1.0
Records	5.4	5.3	5.3	5.2
Appraisal	7.2	7.2	7.2	7.1
Total	13.6	13.5	13.5	13.3

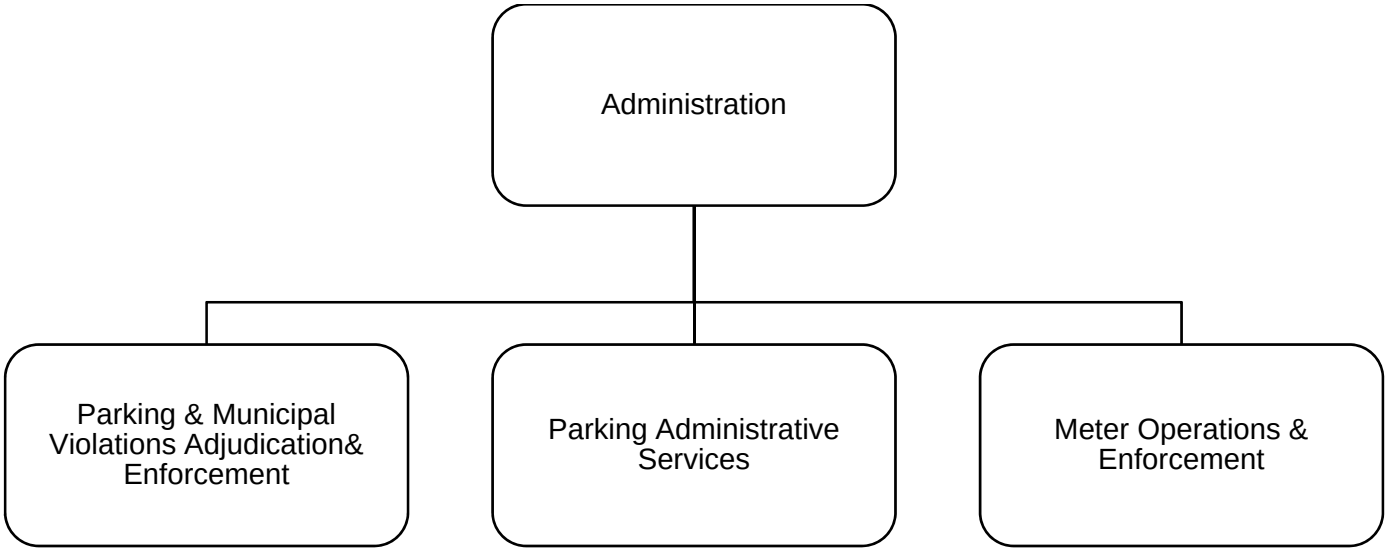
DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2012-13	Proposed 2013-14			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
7	Clerk III with Typing	3	3		3	
EMPLOYEE YEARS						
Full Time		12.0	12.0	1.0	4.0	7.0
Overtime		0.4	0.2	0.0	0.1	0.1
Part Time, Temporary, Seasonal		1.1	1.1	0.0	1.1	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		13.5	13.3	1.0	5.2	7.1

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 streets
- ❑ Vehicle owners and City of Rochester property owners, who violate Chapter 13A of the City of Rochester Code
- ❑ All those who currently or potentially could live, visit, or do business in the City of Rochester.

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

Critical Processes

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

20013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and implement a pilot program in one garage that allows on-line credit card payment for monthly parking fees; pursue lockbox payment process for monthly payments	Customer Service	First Quarter
Complete transition of East End Garage under City management	Customer Service	First Quarter
Commence Midtown Parking Garage Operations management	Customer Service	First Quarter
Work with IT to complete an assessment of the current state processes in Parking (garages and enforcement), based on process priority. Evaluate, select and implement an Enterprise solution	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
CUSTOMER PERSPECTIVE				
Percent of Immobilizations that pay vs. being towed	90%	93%	93%	93%
FINANCIAL/COST				
Collection rate of Red Light Camera tickets	55%	104%	75%	95%

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	6,120,700	7,876,300	1,755,600
Employee Years	38.9	42.2	3.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
26,700	65,100	5,300	0	68,900	1,589,600	1,755,600

Major Change

Professional fees increase due to the addition of Midtown garage	630,400
Professional fees increase due to the addition of East End garage	392,300
Facilities maintenance increases due to the addition of East End and Midtown garages	237,900
Utilities increase due to the addition of Midtown garage	83,300
Utilities increase due to the addition of East garage	73,200

An accountant position and a clerical position are added to support the addition of Midtown and East End garages	71,100
In lieu of depreciation charges are reduced to fund 2013-14 capital improvements in the garages	-67,700
One Parking Enforcement Officer added in 2012-13	40,200
Insurance increases due to addition of Midtown and East End Garage	40,000
Two part-time equipment mechanics are added to support both new and aging gate equipment	32,500
Anticipated increase in taxes due to Midtown and East End garages coming online July 1st, 2013	30,000
Funding for equipment maintenance is increased due to aging equipment	26,400

Program Change

The Parking Bureau was responsible for managing six city-owned garages in 2012-13. On July 1st, 2013, Midtown Garage (1,800 spaces), and the East End Garage (1,282 spaces) will be added to the management responsibilities of the Parking Bureau. Both facilities will add significant monthly billing, monthly payment processing, and validation responsibilities to the Parking Bureau staff, as well as additional revenue control equipment maintenance, repair, emptying of cash/coins, and replenishing of ticket stock. Professional Service Agreements will have to be revised to include more Customer Service Representatives, Customer Service Supervisors, cleaning and maintenance services, and 24-hour Security at both garages.

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,684,861	1,805,800	1,805,800	1,974,700
Materials & Supplies	37,211	105,000	105,000	129,700
Services	3,238,908	3,244,200	4,209,900	5,771,900
Other	0	0	0	0
Total	4,960,980	5,155,000	6,120,700	7,876,300
Appropriation by Activity				
Administration	319,233	206,200	1,171,900	1,134,800
Parking/Municipal Violations Adjud. & Enforcement	689,566	734,100	734,100	764,000
Parking Administrative Services	3,209,154	3,287,300	3,287,300	5,035,600
Meter Operations/Parking Enforcement	743,027	927,400	927,400	941,900
Total	4,960,980	5,155,000	6,120,700	7,876,300
Employee Years by Activity				
Administration	1.5	2.5	2.5	2.5
Parking/Municipal Violations Adjud. & Enforcement	13.2	12.1	12.1	12.2
Parking Administrative Services	6.9	8.1	8.1	10.6
Meter Operations/Parking Enforcement	14.8	16.2	16.2	16.9
Total	36.4	38.9	38.9	42.2

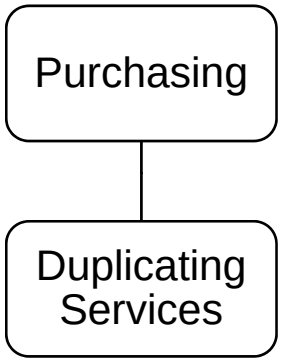
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2012-13	Proposed 2013-14				
33	Director, Parking	1	1	1			
28	Asst. Director, Parking	2	2		1	1	
26	Supervisor, Administrative Services	1	1		1		
26	Parking Facility Manager	1	1			1	
23	Municipal Parking Compliance Auditor	1	1			1	
15	Parking Enforcement Supervisors	2	2				2
15	Senior Parking Equipment Mechanic	2	2			1	1
14	Parking Compliance Monitor	2	2			2	
14	Junior Accountant	0	1			1	
11	Adjudication Assistant	1	1		1		
11	Cashier Bilingual	1	1		1		
11	Secretary	1	1		1		
10	Parking Enforcement Officer	7	8				8
10	Parking Equipment Mechanic	1	1				1
9	Clerk II	1	1		1		
9	Clerk II with Typing	2	2	1.5		0.5	
7	Clerk III	5	5		4	1	
7	Clerk III with Typing	0	1		1		
5	Account Clerk	2	2			2	
EMPLOYEE YEARS							
Full Time		33.0	36.0	2.5	11.0	10.5	12.0
Overtime		1.1	0.9	0.0	0.1	0.1	0.7
Part Time, Temporary, Seasonal		4.8	5.3	0.0	1.1	0.0	4.2
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		38.9	42.2	2.5	12.2	10.6	16.9

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 awards and maintenance
- ❑ Auctioning of surplus equipment
- ❑ Issuance of purchase orders and call numbers
- ❑ Training department and bureau purchasing liaisons in purchasing law and practices
- ❑ Gather and monitor information from public 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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop a public bidding network to speed up delivery of specifications to potential bidders and reduce duplicating and mailing costs	Customer Service	Second Quarter
Identify high volume purchase transactions and work with vendors and departments to automate ordering, billing and payment transactions to reduce paperwork and payment cycles.	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Contracts awarded:				
● Construction ($000)	28,718	31,900	32,000	32,500
● Construction M/WBE ($000)	3,051	4,600	4,400	4,420
● Number of Goods and Services contracts Awarded	166	210	325	200
CUSTOMER PERSPECTIVE				
Service contracts without coverage gaps (%)	N/A	90	100	100
FINANCIAL/COSTS				
Money recovered from sale of surplus property ($)	583,984	325,000	266,000	326,000
LEARNING AND INNOVATION				
Ratio of specifications mailed via U.S. mail versus internet (%)	N/A	50	50	55

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	857,200	1,006,000	148,800
Employee Years	12.0	11.9	-0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,900	100	-1,300	0	-4,800	149,900	148,800

Major Change

Print Shop interdepartmental chargeback is implemented	160,000
Reduction of legacy copiers reduces funding for maintenance expense	-4,400
Funding for overtime is reduced due to budget constraints	-2,500
Funding for printing supplies are reduced due to budget constraints	-1,700
Productivity improvements result in savings	-1,500

Duplicating Chargebacks

Department/Bureau	2012-13	2013-14
CITY COUNCIL & CLERK	3,700	7,800
ADMINISTRATION		
Mayor's Office	11,000	23,100
Management & Budget	8,500	11,100
Human Resource Mgt.	13,300	27,900
Communications	4,000	8,400
Law	2,800	5,900
Total	39,600	84,200
INFORMATION TECHNOLOGY	300	1,900
FINANCE		
Director's Office	700	1,500
Accounting	1,200	2,500
Treasury	2,200	4,600
Assessment	2,000	4,200
PMCVB	1,900	6,100
Purchasing	2,900	4,000
Total	10,900	18,900
NEIGHBORHOOD & BUSINESS DEV.	35,500	74,600

Department/Bureau	2012-13	2013-14
ENVIRONMENTAL SERVICES		
Commissioner	1,200	2,500
Engineering	7,100	14,800
Operations & Parks	1,500	2,900
Water	600	1,500
Total	10,400	21,700
EMERGENCY COMMUNICATIONS	1,000	8,800
RECREATION & YOUTH SERVICES		
Commissioner	6,700	13,000
Recreation	17,500	36700
Youth Services	12,900	37,400
Total	37,100	87,100
Total Interfund	2,900	7,400
Total Intrafund	135,600	284,400
CITY TOTAL	138,500	291,800

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	748,267	715,800	715,800	718,400
Materials & Supplies	56,680	74,400	74,400	67,800
Services	230,259	67,000	67,000	219,800
Other	0	0	0	0
Total	1,035,206	857,200	857,200	1,006,000
Interfund Credit*	-3,991	-2,900	-2,900	-7,400
Intrafund Credit*	-143,974	-135,600	-135,600	-284,400
Total	887,241	718,700	718,700	714,200
Appropriation by Activity				
Purchasing	753,737	711,800	711,800	714,200
Duplicating Services	281,469	145,400	145,400	291,800
Total	1,035,206	857,200	857,200	1,006,000
Interfund Credit*	-3,991	-2,900	-2,900	-7,400
Intrafund Credit*	-143,974	-135,600	-135,600	-284,400
Total	887,241	718,700	718,700	714,200
Employee Years by Activity				
Purchasing	10.8	10.9	10.9	10.9
Duplicating Services	1.1	1.1	1.1	1.0
Total	11.9	12.0	12.0	11.9

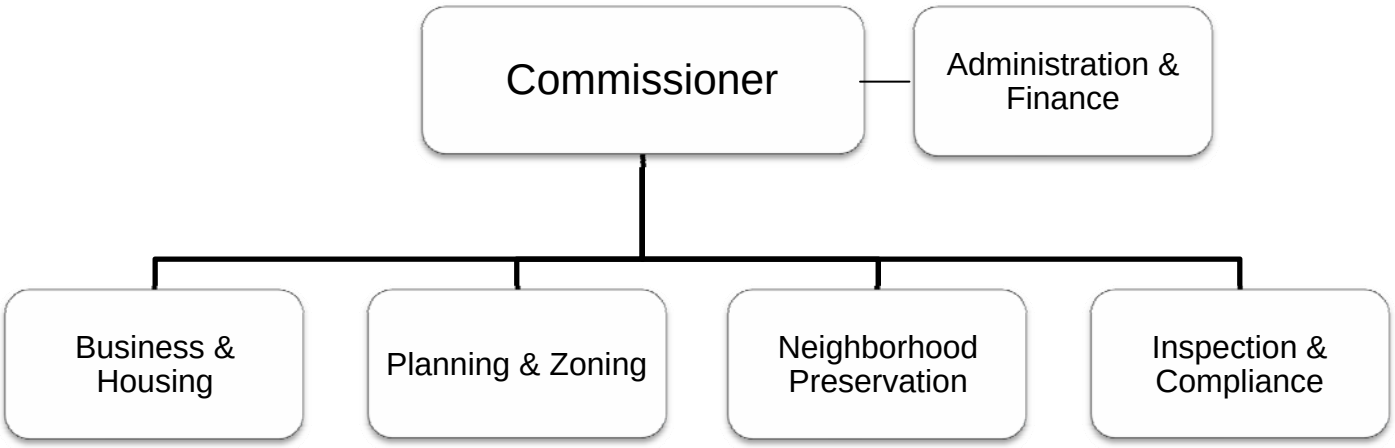
*Reflects chargeback for duplicating

FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2012-13	Proposed 2013-14		
33	Purchasing Agent	1	1	1	
24	Contract Administrator	1	1	1	
24	Minority & Women Business Enterprise Officer	1	1	1	
21	Senior Purchaser	1	1	1	
19	Purchaser	3	3	3	
16	Wage & Hour Investigator	1	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
10	Purchasing Control Clerk	1	1	1	
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		11.0	11.0	10.0	1.0
Overtime		0.2	0.1	0.1	0.0
Part Time, Temporary, Seasonal		0.8	0.8	0.8	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		12.0	11.9	10.9	1.0

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



Department Highlights

Personnel changes include the addition of part-time staff to address contract management and monitoring requirements, a temporary full-time position for the accelerated demolition program, two positions for project and housing program administration and oversight, and a full-time position for neighborhood and community enhancement ($152,900).

Funding for utilities in the amount of $482,700 is transferred to DES for consolidated oversight.
Funding for municipal facilities is adjusted to add funds for the stadium and use of the Maguire Building for stadium operations and storage ($82,800), and funds are reduced for professional contracts and building maintenance related to High Falls (-$57,600).

Funding for rental expenses for the Northwest and Southeast Neighborhood Service Centers is added to move the offices to more strategically located areas within the quadrants to provide enhanced customer service and community engagement opportunities ($46,500).

Reductions include decreases in professional fees which will result in fewer sponsorship agreements and event attendance (-$30,000).

Highlights of the Department's 2013-14 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Work with the developer to continue construction and community benefit agreement implementation for College Town.	Neighborhood & Business Development	First Quarter
Close on sale and work with the developer to begin construction of Midtown Tower for mixed-use development.	Neighborhood & Business Development	First Quarter
Form the Rochester Land Bank and begin implementation of policies and procedures	Neighborhood & Business Development	Second Quarter
Enhance Vacant Property Management Program	Customer Service Neighborhood & Business Development	Third Quarter
Finalize Local Waterfront Revitalization Program	Neighborhood & Business Development	Third Quarter
Finalize Center City Master Plan	Neighborhood & Business Development	Third Quarter
Integrate planning function into NSC offices, with shared responsibilities to focus on East/West sides of the City	Customer Service Neighborhood & Business Development	Third Quarter
Complete homeowner residency verification for FY 13-14	Neighborhood & Business Development	Fourth Quarter
Prepare and release RFP for Strategic Plan for new 5 Year Consolidated Plan	Customer Service Neighborhood & Business Development	Fourth Quarter
Support RCSD Modernization Plan	Neighborhood & Business Development	Ongoing

Year-To-Year Comparison

Bureau	Budget 2012-13	Budget 2013-14	Change	Percent Change
Commissioner	807,700	843,200	35,500	4.4%
Business & Housing Development	6,543,400	6,163,400	-380,000	-5.8%
Planning & Zoning	1,629,100	1,659,600	30,500	1.9%
Neighborhood Preservation	1,406,500	1,522,900	116,400	8.3%
Inspection & Compliance	3,424,200	3,421,500	-2,700	-0.1%
Total	13,810,900	13,610,600	-200,300	-1.5%
Employee Years	137.6	138.2	0.6	0.4%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
29,700	89,500	52,700	0	-73,400	-298,800	-200,300

Major Change Highlights

Funding for Heat/Light/Power and fuel expenses for Stadium and Port is transferred to Environmental Services	-482,700
Funding for a Community Program Planner position is eliminated due to budget constraints but is partially offset by a temporary position	-44,100
Funding for a part-time Property Conservation Inspector position and related expenses is eliminated for Heading Home Program as an efficiency measure	-29,700
Funding for Professional Fees is reduced due to budget constraints	-67,600
Funding for a restructuring of inspection positions is added	5,000
Funding for a 6 month temporary Clerk III position for accelerated demolition program is added	15,200
Funding for planned mid-year reclassification of 2 Code Enforcement Officer positions to Assistant NSC Administrator positions is added in Neighborhood Preservation	22,800
Funding for rental expense is added for Neighborhood Service Centers	46,500
Funding for a Sr. Community Housing Planner is added for additional oversight and administration of housing programs	72,500
Funding for a Sr. Community Program Planner is added	81,100
Funding for additional Stadium/Maguire Building operating expenses is added	82,800

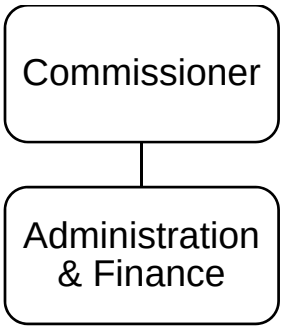
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	8,740,167	8,813,600	9,006,300	9,175,300
Materials & Supplies	67,480	73,500	92,000	85,600
Services	4,134,652	4,340,600	4,527,300	4,144,700
Other	88,557	152,200	185,300	205,000
Total	13,030,856	13,379,900	13,810,900	13,610,600
Appropriation by Activity				
Commissioner	737,441	754,400	807,700	843,200
Business & Housing Development	6,076,783	6,322,200	6,543,400	6,163,400
Planning & Zoning	1,675,093	1,556,100	1,629,100	1,659,600
Neighborhood Preservation	1,258,909	1,356,800	1,406,500	1,522,900
Inspection & Compliance	3,282,630	3,390,400	3,424,200	3,421,500
Total	13,030,856	13,379,900	13,810,900	13,610,600
Employee Years by Activity				
Commissioner	10.7	11.0	11.0	11.5
Business & Housing Development	39.2	38.2	38.2	39.2
Planning & Zoning	21.8	21.1	21.1	21.1
Neighborhood Preservation	21.9	19.1	19.1	19.1
Inspection & Compliance	46.4	48.2	48.2	47.3
Total	140.0	137.6	137.6	138.2
NBD Resource Allocation - Dollars				
NBD Allocation	13,030,856	13,379,900	13,810,900	13,610,600
Police Department NBD Allocation	1,470,000	1,693,200	1,693,200	1,876,100
Total NBD Allocation	14,500,856	15,073,100	15,504,100	15,486,700
NBD Resource Allocation - Employee Years				
NBD Allocation	140.0	137.6	137.6	138.2
Police Department NBD Allocation	24.2	24.4	24.3	24.4
Total NBD Allocation	164.2	162.0	161.9	162.6

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, contractors, businesses, skilled trades

Critical Processes

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

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Licensed Trades:				
Applications Received (Biannual Renewals)	2,401	310	300	1,500
Certificates/Cards Issued	1,200	650	1,200	1,200
General Billing Invoices Processed	N/A	4,600	4,000	4,000
Contracts Created/Amended	1,805	880	600	800
CUSTOMER PERSPECTIVE				
Complaints Processed	N/A	780	1,000	750
Permit FOI Requests Processed	N/A	215	600	250
FINANCIAL/COST				
State & Federal Grants Administered ($ millions)	N/A	14.16	12.0	11.40
LEARNING & INNOVATION				
Average # of training hours per employee	47	37	25	25

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	807,700	843,200	35,500
Employee Years	11.0	11.5	0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
21,200	2,600	1,400	0	-1,100	11,400	35,500

Major Change

Funding for Professional Fees is reduced due to budget constraints	-8,000
Funding for shared position with OMB is added	19,400

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Revise/update contract monitoring program for federally funded contracts	Customer Service Neighborhood & Business Dev	Third Quarter
Complete homeowner residency verification for FY 13-14	Customer Service Neighborhood & Business Dev	Fourth Quarter
Prepare and release RFP for Strategic Plan for new 5 Year Consolidated Plan	Customer Service Neighborhood & Business Dev	Fourth Quarter

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

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	648,375	619,400	650,300	690,900
Materials & Supplies	5,843	5,100	6,000	6,200
Services	83,223	129,900	151,400	146,100
Other	0	0	0	0
Total	737,441	754,400	807,700	843,200
Appropriation by Activity				
Commissioner	297,234	326,400	385,600	363,900
Administration & Finance	440,207	428,000	422,100	479,300
	737,441	754,400	807,700	843,200
Employee Years by Activity				
Commissioner	2.0	2.5	2.5	2.5
Administration & Finance	8.7	8.5	8.5	9.0
	10.7	11.0	11.0	11.5

OFFICE OF THE COMMISSIONER

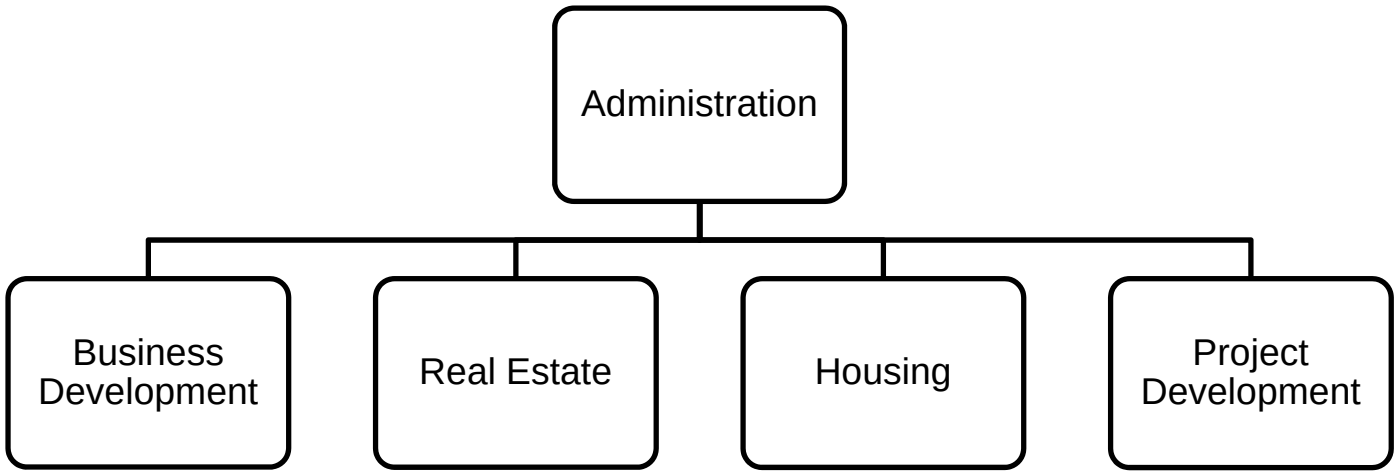
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Administration & Finance
Br.	Title	Budget 2012-13	Proposed 2013-14		
36	Commissioner	1.0	1.0	1.0	
30	Director of Administration & Finance	0.0	0.8		0.8
26	Associate Administrative Analyst	1.0	1.0		1.0
26	Supervisor of Administrative Services	0.8	0.0		
20	Executive Assistant	0.0	1.0		1.0
18	Secretary to Commissioner	1.0	1.0	1.0	
12	Project Assistant	1.0	1.0		1.0
12	Project Assistant Bilingual	1.0	0.0		
11	Clerk I	1.0	1.0		1.0
9	Clerk II	1.0	1.0		1.0
9	Clerk II with Typing Bilingual	1.0	1.0		1.0
7	Clerk III	1.0	1.0		1.0
EMPLOYEE YEARS					
Full Time		9.8	9.8	2.0	7.8
Overtime		0.2	0.2	0.0	0.2
Part Time, Temporary, Seasonal		1.0	1.5	0.5	1.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		11.0	11.5	2.5	9.0

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Identify a developer for 88 Elm Street	Neighborhood & Business Development	First Quarter
Work with the developer to continue construction and community benefit agreement implementation for College Town	Neighborhood & Business Development	First Quarter
Close on sale and work with the developer to begin construction of Midtown Tower for mixed-use development	Neighborhood & Business Development	First Quarter
Issue RFP for the sale and development of 151 Mt. Hope Avenue	Neighborhood & Business Development	First Quarter
Continue implementation of JOSANA Plan	Neighborhood & Business Development	First Quarter
Continue implementation of action plans for the FIS Areas	Neighborhood & Business Development	First Quarter
Begin implementation of recommendations from the Homeless Resolution Strategy	Neighborhood & Business Development	Second Quarter
Form the Rochester Land Bank and begin implementation of policies and procedures	Neighborhood & Business Development	Second Quarter
Work with developer to pursue a housing phase for the Sibley Bldg Revitalization	Neighborhood & Business Development	Second Quarter
Identify opportunities to reduce City subsidies for the Port, High Falls & Soccer Stadium	Neighborhood & Business Development	Third Quarter
Complete study and begin implementation of the recommendations of the East Side/Midtown Parking study	Neighborhood & Business Development	Third Quarter
Complete the Marketview Heights Urban Renewal District Plan	Neighborhood & Business Development	Third Quarter
Complete update to the Analysis of Impediments to Fair Housing Choice	Neighborhood & Business Development	Fourth Quarter
Work with the developer to complete construction of Carriage Factory project	Neighborhood & Business Development	Fourth Quarter
Complete construction of the second phase of the former Culver Road Armory	Neighborhood & Business Development	Fourth Quarter
Continue the two year strategy for the acceleration of demolitions	Neighborhood & Business Development	Fourth Quarter
Work with developer towards the completion of the Flats at Brooks Landing project during the summer of 2014	Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Jobs created (projected)	919	700	800	800
Jobs retained	10,868	1,500	1,500	1,500
Business Associations supported (avg)	24	23	23	23
HOME Rochester sales to owner-occupants	23	35	35	35
Owner-occupied housing units created	28	20	22	20
Rental housing units created	347	250	300	250
Rental housing units preserved	6	100	300	200
Demolitions by private owner	70	60	50	50
Demolitions by City contract	135	300	315	250
Surplus City property:				
● Structures (average)	37	20	20	20
● Vacant lots	2,310	2,300	2,300	2,300
Tax foreclosures (City & County)	294	200	200	200
Properties sold (auction, RFP, negotiation)	180	125	125	125
CUSTOMER PERSPECTIVE				
MWBE financial applications	55	70	35	35
New business formations	16	15	15	15
Business recruitments	13	10	10	10
Business owners receiving technical assistance	25	230	60	60
Lead Hazard Reduction Grants awarded	168	120	200	200
Homebuyers receiving closing cost assistance	195	200	100	100
City Living Sundays annual attendance	255	220	450	450
City Living Sundays houses sold	N/A	70	75	75
City Living Sundays homes listed	100	75	150	150
Rehabilitation assistance/residential	255	100	200	200
Blue Cross Arena events	157	136	110	110
Blue Cross Arena average attendance per event	3,716	4,374	3,900	3,900
RRCC conventions/shows/events	20	25	26	26
RRCC public shows	14	12	10	10
RRCC total attendance	244,575	250,000	260,000	260,000
Emergency Shelter Grant beneficiaries	5,002	5,000	5,000	5,000
Housing for Persons with AIDS households	356	250	250	250
FINANCIAL/COSTS				
Total business investment ($)	143,233,924	100,000,000	129,000,000	129,000,000
Total housing investment ($)	47,330,011	80,000,000	68,698,000	80,000,000
Housing investment from HOME Rochester ($)	2,947,977	2,275,000	2,275,000	2,275,000
Lead Hazard Reduction Grant value ($)	2,633,496	3,600,000	3,600,000	3,600,000
Property sales revenue ($)	760,884	200,000	600,000	200,000
In Lieu of Tax payments ($)	39,510	48,000	48,000	48,000
Property rental revenue ($)	70,051	70,000	90,000	70,000
Blue Cross Arena Revenue	1,256,700	1,218,000	1,151,000	1,218,000
LEARNING & INNOVATION				
Average # of training hours per employee	15.31	25	25	25

N/A – Not Applicable

Program Changes

The Home Purchase Program is transferred to the Division of Real Estate to properly align all real estate and purchasing activities.

Year-To-Year

	2012-13	2013-14	Change
Budget	6,543,400	6,163,400	-380,000
Employee Years	38.2	39.2	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-20,100	69,800	6,400	0	-63,300	-372,800	-380,000

Major Change

Funding for Heat/Light/Power and fuel expenses for Stadium and Port are transferred to Department of Environmental Services	-482,700
Funding for professional fees is reduced due to budget constraints	-40,600
Funding for building maintenance expenses is reduced	-20,000
Funding for a 6 month temporary Clerk III position for accelerated demolition program is added	15,200
Funding for a Sr. Community Housing Planner is added for additional oversight and administration of housing programs	72,500
Funding for additional Stadium/Maguire Building operating expenses is added	82,800

Operating costs for major municipal facilities are estimated on the next 2 pages.

Rochester Riverside Convention Center

	2012-13 Budget	2013-14 Budget
Revenues		
Building & equipment rental	930,000	1,008,800
Service Fees	380,000	288,200
Commissions: Decorator/AV	72,000	73,000
Food & beverage service	4,738,940	4,550,473
Pier 45 at the Port	1,063,500	1,032,500
Riverside Production	437,137	408,685
Riverside Parking	1,307,136	1,362,833
Convention Services	290,000	290,000
Interest	2,500	2,000
TOTAL REVENUES	**9,221,213**	**9,016,491**
Expenses		
Administration	844,254	849,966
Operations	2,886,014	2,869,790
Sales	347,988	350,727
Food and Beverage	3,572,985	3,449,288
Pier 45 at the Port	1,241,884	1,111,443
Riverside Productions	337,402	376,569
Riverside Parking	1,138,486	1,152,708
Convention Services	290,000	290,000
Capital Improvements	0	0
TOTAL EXPENSES	**10,659,013**	**10,450,491**
Operating Deficit:	-1,437,800	-1,434,000
Monroe County Hotel/Motel Tax	795,000	795,000
City Subsidy	**642,800**	**639,000**

War Memorial/Blue Cross Arena Fund

	2012-13 Estimated	2013-14 Budget
Revenues		
War Memorial Revenue		
Concessions	313,000	329,000
Surtax	400,000	424,000
Suites	185,000	178,000
Utilities	345,000	345,000
Name	195,000	195,000
Scoreboard	125,000	125,000
Hotel/Motel Tax	905,000	905,000
TOTAL REVENUES	**2,468,000**	**2,501,000**
Expenses		
Operating	975,200	973,600
Undistributed	15,300	9,900
Cash Capital	433,000	423,000
TOTAL EXPENSES	**1,423,500**	**1,406,500**
Income before Debt Service	1,044,500	1,094,500
Debt Service	1,535,800	1,500,300
Net Income/Loss	**-$491,300**	**-$405,800**

Port of Rochester

	2012-13 Estimated	2013-14 Budget
Revenues		
Retail Establishment Rent	80,000	37,000
TOTAL REVENUES	**80,000**	**37,000**
Expenses		
Cleaning Supplies	11,600	9,500
Miscellaneous Supplies	11,800	12,200
Heat, Light & Power	215,000	165,000
Building Maintenance	64,000	60,000
Elevator Service	9,716	0
Fuel	1,700	1,700
Security Detail	142,300	162,500
TOTAL EXPENSES	**456,116**	**410,900**
Net Income/Loss	**-$376,116**	**-$373,900**

All items included in the DES 2013-14 Operating budget.

Soccer Stadium

	2012-13 Estimated	2013-14 Budget
Revenues		
TOTAL REVENUES	**41,000**	**39,900**
Expenses		
Heat, Light & Power	245,000	246,000
Repairs, Supplies	45,000	41,400
Pure Water Charges*	19,500	30,000
Water Charges*	12,400	22,600
Insurance*	90,000	97,300
Maintenance Mechanic	20,500	20,700
Seasonal Building Maint.	19,200	19,400
Wearing Apparel	400	400
Modular Lockers Rent*	7,000	7,000
Taxes*	0	44,800
TOTAL EXPENSES	**459,000**	**529,600**
Net Income/Loss	**-$418,000**	**-$489,700**

High Falls Center

	2012-13 Estimated	2013-14 Budget
Revenues		
Rental Income	40,000	18,000
TOTAL REVENUES	**40,000**	**18,000**
Expenses		
Heat, Light & Power	72,100	90,000
Water Charges	7,800	15,500
Professional Fees	77,600	40,000
County Taxes	13,700	21,000
Telephone	2,700	2,700
Building Maintenance	19,800	0
TOTAL EXPENSES	**193,700**	**169,200**
Net Income/Loss	**-$153,700**	**-$151,200**

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

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	2,672,764	2,650,500	2,725,700	2,793,300
Materials & Supplies	5,289	11,600	18,300	14,800
Services	3,310,173	3,507,900	3,614,100	3,150,300
Other	88,557	152,200	185,300	205,000
Total	6,076,783	6,322,200	6,543,400	6,163,400
Appropriation by Activity				
Administration	574,810	613,500	632,900	800,200
Business Development	692,804	567,800	620,000	478,200
Real Estate	520,688	631,600	664,700	648,700
Housing	519,133	571,100	574,000	642,000
Project Development	835,470	801,200	800,400	801,800
Rochester Riverside Convention Center	1,420,100	1,437,800	1,437,800	1,434,000
Blue Cross Arena at the Rochester War Memorial	821,368	955,600	975,200	973,600
High Falls	166,746	193,900	226,800	169,200
Port of Rochester	167,710	162,300	216,700	0
Soccer Stadium	357,954	387,400	394,900	215,700
	6,076,783	6,322,200	6,543,400	6,163,400
Employee Years by Activity				
Administration	3.0	5.5	5.5	2.5
Business Development	9.4	6.0	6.0	8.0
Real Estate	6.9	7.5	7.5	7.6
Housing	7.9	8.0	8.0	9.0
Project Development	12.0	11.2	11.2	12.1
	39.2	38.2	38.2	39.2

BUSINESS & HOUSING DEVELOPMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Business Development	Real Estate	Housing	Project Development
Br.	Title	Budget 2012-13	Proposed 2013-14					
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 Downtown Development	1.0	1.0					1.0
30	Manager of Housing	1.0	1.0				1.0	
30	Manager of Small Market Development	1.0	1.0		1.0			
29	Principal Staff Assistant	1.0	1.0					1.0
28	Assistant Director of Real Estate	0.0	1.0			1.0		
26	Associate Administrative Analyst	1.0	1.0					1.0
26	Associate Community Housing Planner	1.0	2.0			1.0	1.0	
26	Associate Real Estate Specialist	1.0	0.0					
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	0.0					
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	6.0	7.0				6.0	1.0
24	Sr. Economic Development Specialist	2.0	2.0		1.0			1.0
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 Bilingual	1.0	1.0			1.0		
18	Project Development Assistant	0.0	1.0					1.0
12	Project Assistant	2.0	2.0			2.0		
11	Secretary	1.0	1.0					1.0
9	Clerk II with Typing	2.0	2.0			1.0	1.0	
EMPLOYEE YEARS								
Full Time		36.0	38.0	2.0	8.0	7.0	9.0	12.0
Overtime		0.2	0.2	0.0	0.0	0.1	0.0	0.1
Part Time, Temporary, Seasonal		2.0	1.0	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	0.0
Total		38.2	39.2	2.5	8.0	7.6	9.0	12.1

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, homeowners, and neighborhood organizations; Public and semi-public agencies; 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
- ❑ Coordination of public review and hearing processes

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Evaluate Permit Office fees and procedures and prepare procedure manuals	Customer Service Neighborhood & Business Development	Second Quarter
Develop recommendations for updating Historic Preservation Code	Neighborhood & Business Development	Second Quarter
Finalize Center City Master Plan	Neighborhood & Business Development	Third Quarter
Finalize Local Waterfront Revitalization Program	Neighborhood & Business Development	Third Quarter
Expand and upgrade department GIS services and initiatives	Customer Service Neighborhood & Business Development	Third Quarter
Facilitate planned development and rezoning for Alexander Park	Neighborhood & Business Development	Third Quarter
Evaluate public notification process	Customer Service	Third Quarter
Develop vacant land management strategies	Neighborhood & Business Development	Fourth Quarter
Initiate evaluation of Center City District Zoning	Neighborhood & Business Development	Fourth Quarter
Update Zoning Code	Neighborhood & Business Development	Ongoing
Evaluate and upgrade 3D GIS Model	Neighborhood & Business Development	Ongoing

Objective	Priorities Supported	Projected Completion
Support Quadrant priorities and activities	Customer Service Neighborhood & Business Development	Ongoing
Strengthen liaison services to other City departments	Customer Service	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Data analysis requests	85	80	80	80
Mapping (GIS) requests	243	200	200	200
Planning studies conducted	7	10	10	10
Planning assistance provided	147	150	170	170
Planning training sessions	61	60	80	80
Application Reviews				
● Business Permits	1,332	600	850	500
● SEQR	190	200	200	200
● Legal Use	170	150	150	150
Certificates of Zoning Compliance reviewed	2,243	1,600	1,900	1,900
Planning Commission cases	101	80	100	100
Zoning Board of Appeals cases	110	120	120	120
Preservation Board cases	89	80	80	80
Project Review Committee meetings	18	25	25	25
Site Plan reviews	45	110	100	100
Admin Re-subdivision reviews	200	130	110	110
Building Permits issued	2,250	2,400	2,400	2,400
Electrical Permits issued	2,584	2,600	3,000	3,000
Plumbing Permits issued	1,830	2,000	2,100	2,100
Elevator Permits issued	14	10	15	15
Certificate of Occupancy applications processed	3,248	3,500	4,000	4,000
CUSTOMER PERSPECTIVE				
Certificates of Zoning Compliance issued	1,821	1,800	1,900	1,900
Customer Service Information requests	2,560	2,200	2,200	2,200
FINANCIAL/COST				
Value of construction/permits issued ($ millions)	143.23	160.00	150.00	150.00
Permit fees collected ($ thousands)	1423.00	2000.00	1600.00	1600.00
C of O Fees Collected ($ thousands)	229.00	220.00	220.00	220.00
LEARNING & INNOVATION				
Average # of training hours per employee	18.93	26.8	25	25

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,629,100	1,659,600	30,500
Employee Years	21.1	21.1	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
28,000	3,100	5,800	0	-1,400	-5,000	30,500

Major Change

Funding for Professional Fees is reduced due to budget constraints	-5,000

PLANNING & ZONING
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,455,633	1,397,200	1,453,000	1,481,000
Materials & Supplies	14,839	7,100	10,000	10,300
Services	204,621	151,800	166,100	168,300
Other	0	0	0	0
Total	1,675,093	1,556,100	1,629,100	1,659,600
Appropriation by Activity	1,675,093	1,556,100	1,629,100	1,659,600
Employee Years by Activity	21.8	21.1	21.1	21.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
PLANNING & ZONING
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2012-13	Proposed 2013-14
33	Director of Planning and Zoning	1.0	1.0
30	Manager of Zoning	1.0	0.0
28	Permit Office Manager	1.0	1.0
28	Supervising City Planner	1.0	0.0
27	Senior Architect	2.0	2.0
26	Associate City Planner	0.0	1.0
26	Associate Zoning Analyst	0.0	1.0
24	Assistant to Director of Planning & Zoning	1.0	0.0
24	Preservation Planner	1.0	1.0
24	Sr. City Planner	4.0	4.0
24	Sr. City Planner/Urban Design Specialist	1.0	1.0
24	Sr. GIS Analyst/City Planner	1.0	1.0
24	Sr. Zoning Analyst	0.0	1.0
21	Assistant Architect	1.0	1.0
20	GIS Analyst/City Planner	1.0	1.0
12	Project Assistant	0.0	1.0
11	Senior Service Assistant	1.0	0.0
9	Clerk II	3.0	3.0
6	Receptionist Typist Bilingual	1.0	1.0
EMPLOYEE YEARS			
Full Time		21.0	21.0
Overtime		0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		21.1	21.1

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 NSC Quadrants partner with 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

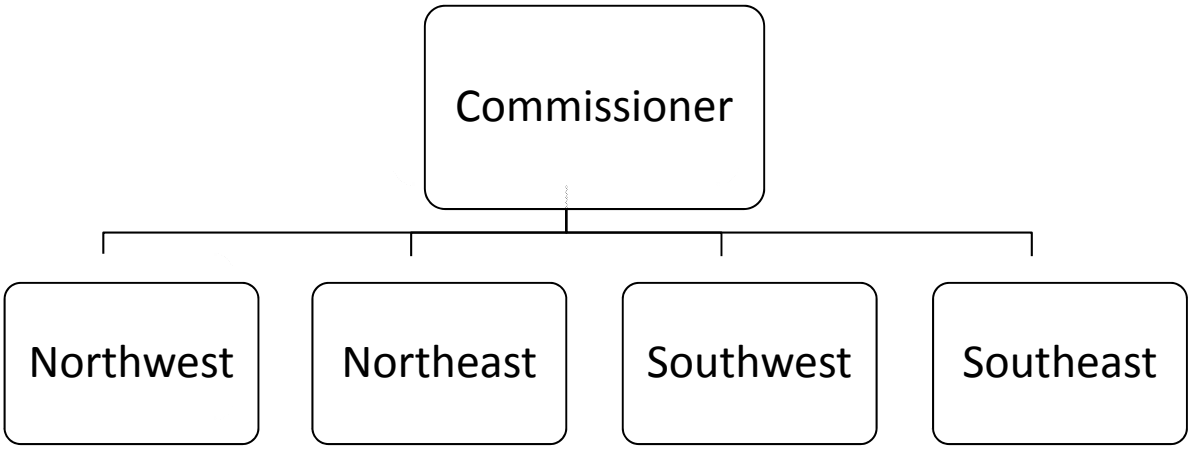
- ❑ Internal: City of Rochester departments
- ❑ External: City Residents; homeowners, business operators; neighborhood organizations

Critical Processes

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

Quadrants

Neighborhood Preservation is separated into four geographical quadrant areas



2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Review and summarize quadrant needs and priorities regarding planning activities and prepare recommendations for future implementation.	Neighborhood & Business Development	Second Quarter
Assist in coordination and support activities for PAC-TAC	Customer Service Public Safety	Ongoing
Support RCSD Modernization Plans with emphasis on program planning for community use for after-school hours	Customer Service Neighborhood & Business Development	Ongoing
Enhance community engagement through capacity building that promotes the use of best practice models	Customer Service Neighborhood & Business Development	Ongoing
Facilitate initiatives that promote and support sustained neighborhood ownership/involvement	Neighborhood & Business Development	Ongoing
Assist in development/implementation of private demolition strategies, concentrating on project areas and distressed neighborhoods	Neighborhood & Business Development	Ongoing
Establish quarterly meeting schedule with Mayor and Neighborhood leaders to encourage improved communication	Customer Service Neighborhood & Business Development	Ongoing
Continue staff development process through job shadowing, training and education	Customer Service	Ongoing

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,406,500	1,522,900	116,400
Employee Years	19.1	19.1	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-3,800	5,200	17,100	0	-4,400	102,300	116,400

Major Changes

Funding for a Community Program Planner position is eliminated due to budget constraints but partially offset by funds for a temporary position	-44,100
Funding for Professional Fees is reduced due to budget constraints	-4,000
Funding for rental expense is added for Southeast Neighborhood Service Center	16,500
Funding for planned mid-year reclassification of two Code Enforcement Officer positions to Assistant NSC Administrator positions is added in Neighborhood Preservation (SW and SE)	22,800
Funding for rental expense is added for Northwest Neighborhood Service Center	30,000
Funding for a Sr. Community Program Planner is added	81,100

Program Changes

Planned mid-year reclassification of remaining Code Enforcement Officer positions will establish Assistant Administrator positions in remaining Neighborhood Service Centers (Southwest and Southeast). All inspection services, with the exception of Refuse enforcement, will be under the administration of the Bureau of Inspection and Compliance Services. The organizational change will assist in managing operational and regulatory issues to better cultivate neighborhood services for residents and businesses, as well as to facilitate and support an increased level of engagement with community stakeholders. This will also assist in the transformation of service provisions and planning in the initial review phase.

The information provided below is separated by quadrant activity.

NORTHWEST QUADRANT

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Facilitate development of JOSANA Master Plan	Neighborhood & Business Development	Ongoing

Key Performance Indicators

***** 2011-12 activity is cumulative of all 4 NSC offices.	*Actual 2011-12*	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Enforcement Actions:				
Nuisance Letters Sent	857	90	75	80
Nuisance waivers approved	31	15	5	10
CUSTOMER PERSPECTIVE				
Business Permits Issued	2,915	250	350	250
Good Neighbor Agreements	N/A	80	100	100
Community Engagement Activities	N/A	280	350	300
Uplifts:				
# of Uplifts Performed	20	5	5	5
# of Uplift Participants	1,000	190	250	200
Information Referrals:				
# of Walk-ins	15,000	2,500	3,700	3,000
# of Referrals	54,000	12,800	13,500	13,000
Crime Prevention Activities:				
# of Security Audits	N/A	115	60	60
# of Crime Bulletins	N/A	40	50	40
National Night Out Attendance	N/A	320	200	300
Court Watch Groups (Average)	N/A	5	5	5
PAC-TAC Activities:				
# of Groups (Avg)	N/A	3	5	3
# of Walks per group	N/A	25	10	20
# of Participants (Avg)	N/A	50	40	50
LEARNING & INNOVATION				
Average # of Training Hours per Employee	25.67	22.5	25	25

NORTHEAST QUADRANT

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Facilitate development of Urban Renewal District in Marketview Heights Area	Neighborhood & Business Development	Ongoing

Key Performance Indicators

***** 2011-12 activity is cumulative of all 4 NSC offices.	*Actual 2011-12*	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Enforcement Actions:				
Nuisance Letters Sent	857	280	75	200
Nuisance waivers approved	31	0	5	0
CUSTOMER PERSPECTIVE				
Business Permits Issued	2,915	200	350	200
Good Neighbor Agreements	N/A	50	100	150
Community Engagement Activities	N/A	200	350	300
Uplifts:				
# of Uplifts Performed	20	5	5	5
# of Uplift Participants	1,000	300	250	400
Information Referrals:				
# of Walk-ins	15,000	6,000	3,700	6,000
# of Referrals	54,000	12,750	13,500	22,000
Crime Prevention Activities:				
# of Security Audits	N/A	10	50	80
# of Crime Bulletins	N/A	40	50	60
National Night Out Attendance	N/A	200	200	200
Court Watch Groups (Average)	N/A	0	5	0
PAC-TAC Activities:				
# of Groups (Avg)	N/A	3	5	3
# of Walks per group	N/A	20	10	20
# of Participants (Avg)	N/A	15	40	30
LEARNING & INNOVATION				
Average # of Training Hours per employee	25.67	36	25	25

SOUTHWEST QUADRANT

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Facilitate development of Jefferson Avenue Revitalization Plan	Neighborhood & Business Development	Ongoing

Key Performance Indicators

***** 2011-12 activity is cumulative of all 4 NSC offices.	*Actual 2011-12*	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Enforcement Actions:				
Nuisance Letters Sent	857	82	75	75
Nuisance waivers approved	31	4	5	5
CUSTOMER PERSPECTIVE				
Business Permits Issued	2,915	136	350	150
Good Neighbor Agreements	N/A	75	100	80
Community Engagement Activities	N/A	160	350	200
Uplifts:				
# of Uplifts Performed	20	5	5	5
# of Uplift Participants	1,000	250	250	250
Information Referrals:				
# of Walk-ins	15,000	6,800	3,700	7,000
# of Referrals	54,000	9,500	13,500	10,000
Crime Prevention Activities:				
# of Security Audits	N/A	60	60	60
# of Crime Bulletins	N/A	40	50	40
National Night Out Attendance	N/A	500	200	400
Court Watch Groups (Average)	N/A	4	4	4
PAC-TAC Activities:				
# of Groups (Avg)	N/A	5	5	5
# of Walks per group	N/A	30	10	30
# of Participants (Avg)	N/A	45	40	45
LEARNING & INNOVATION				
Average # of Training Hours per employee	25.67	54	25	25

SOUTHEAST QUADRANT

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Facilitate development of Economic Plan for Monroe Avenue	Neighborhood & Business Development	Ongoing

Key Performance Indicators

***** 2011-12 activity is cumulative of all 4 NSC offices.	*Actual 2011-12*	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Enforcement Actions:				
Nuisance Letters Sent	857	85	75	75
Nuisance waivers approved	31	8	5	5
CUSTOMER PERSPECTIVE				
Business Permits Issued	2,915	200	350	200
Good Neighbor Agreements	N/A	100	100	100
Community Engagement Activities	N/A	250	350	300
Uplifts:				
# of Uplifts Performed	20	5	5	5
# of Uplift Participants	1,000	250	250	250
Information Referrals:				
# of Walk-ins	15,000	1,000	3,700	1,000
# of Referrals	54,000	29,500	13,500	33,000
Crime Prevention Activities:				
# of Security Audits	N/A	60	60	60
# of Crime Bulletins	N/A	40	50	50
National Night Out Attendance	N/A	325	200	200
Court Watch Groups (Average)	N/A	4	4	4
PAC-TAC Activities:				
# of Groups (Avg)	N/A	5	6	6
# of Walks per group	N/A	30	10	10
# of Participants (Avg)	N/A	48	40	40
LEARNING & INNOVATION				
Average # of Training Hours per employee	25.67	20	25	25

N/A – Not Applicable

NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,093,199	1,136,500	1,149,600	1,203,600
Materials & Supplies	18,554	18,900	24,000	19,600
Services	147,156	201,400	232,900	299,700
Other	0	0	0	0
Total	1,258,909	1,356,800	1,406,500	1,522,900
Appropriation by Activity				
NSC - Administration	1,258,909	1,356,800	1,406,500	82,900
NSC - Northwest	0	0	0	342,800
NSC - Northeast	0	0	0	346,400
NSC - Southwest	0	0	0	339,700
NSC - Southeast	0	0	0	411,100
Total	1,258,909	1,356,800	1,406,500	1,522,900
Employee Years by Activity				
NSC - Administration	21.9	19.1	19.1	0.0
NSC - Northwest	0.0	0.0	0.0	4.5
NSC - Northeast	0.0	0.0	0.0	4.5
NSC - Southwest	0.0	0.0	0.0	4.5
NSC - Southeast	0.0	0.0	0.0	5.6
Total	21.9	19.1	19.1	19.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
PERSONNEL SUMMARY

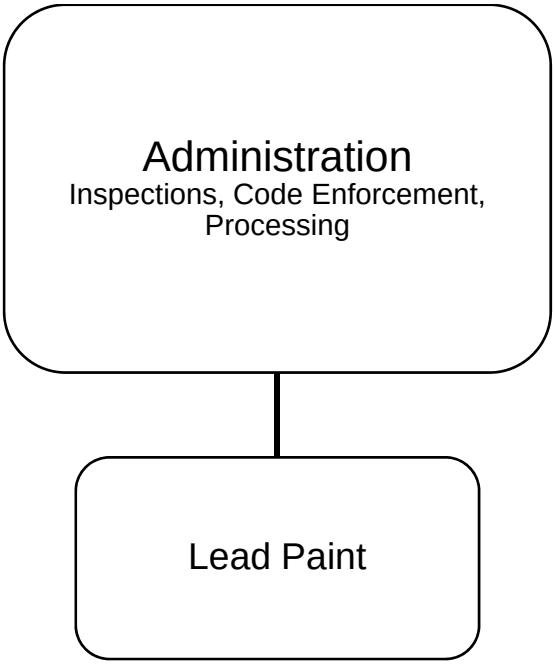
FULL TIME POSITIONS				Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2012-13	Proposed 2013-14				
31	Administrator	4.0	4.0	1.0	1.0	1.0	1.0
24	Assistant to NSC Administrator	2.0	2.0	1.0	1.0		
24	Sr. Community Program Planner	0.0	1.0				1.0
21	Code Enforcement Officer	2.0	2.0			1.0	1.0
20	Community Program Planner Bilingual	1.0	0.0				
12	Customer Service Representative	4.0	4.0	1.0	1.0	1.0	1.0
EMPLOYEE YEARS							
Full Time		13.0	13.0	3.0	3.0	3.0	4.0
Overtime		0.1	0.1	0.0	0.0	0.0	0.1
Part Time, Temporary, Seasonal		6.0	6.0	1.5	1.5	1.5	1.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		19.1	19.1	4.5	4.5	4.5	5.6

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NBD offices and are shown here for reference only.				Northwest	Northeast	Southwest	Southeast
Br.	Title	2012-13	2013-14				
94	Police Lieutenant	4.0	4.0	1.0	1.0	1.0	1.0
90	Police Officer	20.0	20.0	5.0	5.0	5.0	5.0
EMPLOYEE YEARS							
Full Time		24.0	24.0	6.0	6.0	6.0	6.0
Overtime		0.3	0.4	0.1	0.1	0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		24.3	24.4	6.1	6.1	6.1	6.1

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 vacant structures
- ❑ Complaint inspections

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and implement a program to hold financial institutions accountable for properties in foreclosure	Customer Service Neighborhood & Business Development Public Safety	Second Quarter
Enhance Vacant Property Management Program	Customer Service Neighborhood & Business Development	Third Quarter
Reduce expenses associated with microfilming plans by developing means of receiving and maintaining electronically	Customer Service Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
High grass/weeds cited	12,986	14,000	14,000	13,000
Trash/debris cited	1,348	1,600	1,600	1,500
Certificates of Occupancy (C of O) issued	3,935	3,500	4,000	3,500
Certificates of Compliance (C of C) issued	5,306	5,500	5,500	5,500
Housing Code Tickets issued	1,726	1,800	1,700	1,700
Lead Ordinance Inspections:				
• Units inspected for lead hazards	14,048	12,000	12,000	12,000
• Units wipe tested (lead paint)	3,071	2,500	3,500	2,500
CUSTOMER PERSPECTIVE				
Customers satisfied with C of O service (%)	92%	90%	90%	90%
Customers satisfied with C of C service (%)	96%	95%	95%	95%
Vacant properties managed – Private (avg)	2,304	2,000	2,000	2,000
Vacant properties managed – City (avg)	N/A	500	500	500
Structures with open code violations (avg)	7,815	7,000	8,200	7,000
Voluntary compliance rate (avg)	93%	95%	90%	90%
FINANCIAL/COSTS				
Case Management Bills issued	4,172	3,500	3,500	3,500
Case Maintenance Fee collected ($)	601,992	200,000	200,000	150,000
Average cases closed per month by inspector type:				
● CEO	37	39	50	40
● Electrical	77	71	85	75
● Plumbing	52	53	60	50
LEARNING & INNOVATION				
Average # of hours of training per staff	23.21	28	25	25

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	3,424,200	3,421,500	-2,700
Employee Years	48.2	47.3	-0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,400	8,800	22,000	0	-3,200	-34,700	-2,700

Major Changes

Funding for a part-time Property Conservation Inspector position and related expenses is eliminated for Heading Home Program as an efficiency measure	-29,700
Funding for Professional Fees is reduced due to budget constraints	-10,000
Funding for restructuring of inspection positions is added	5,000

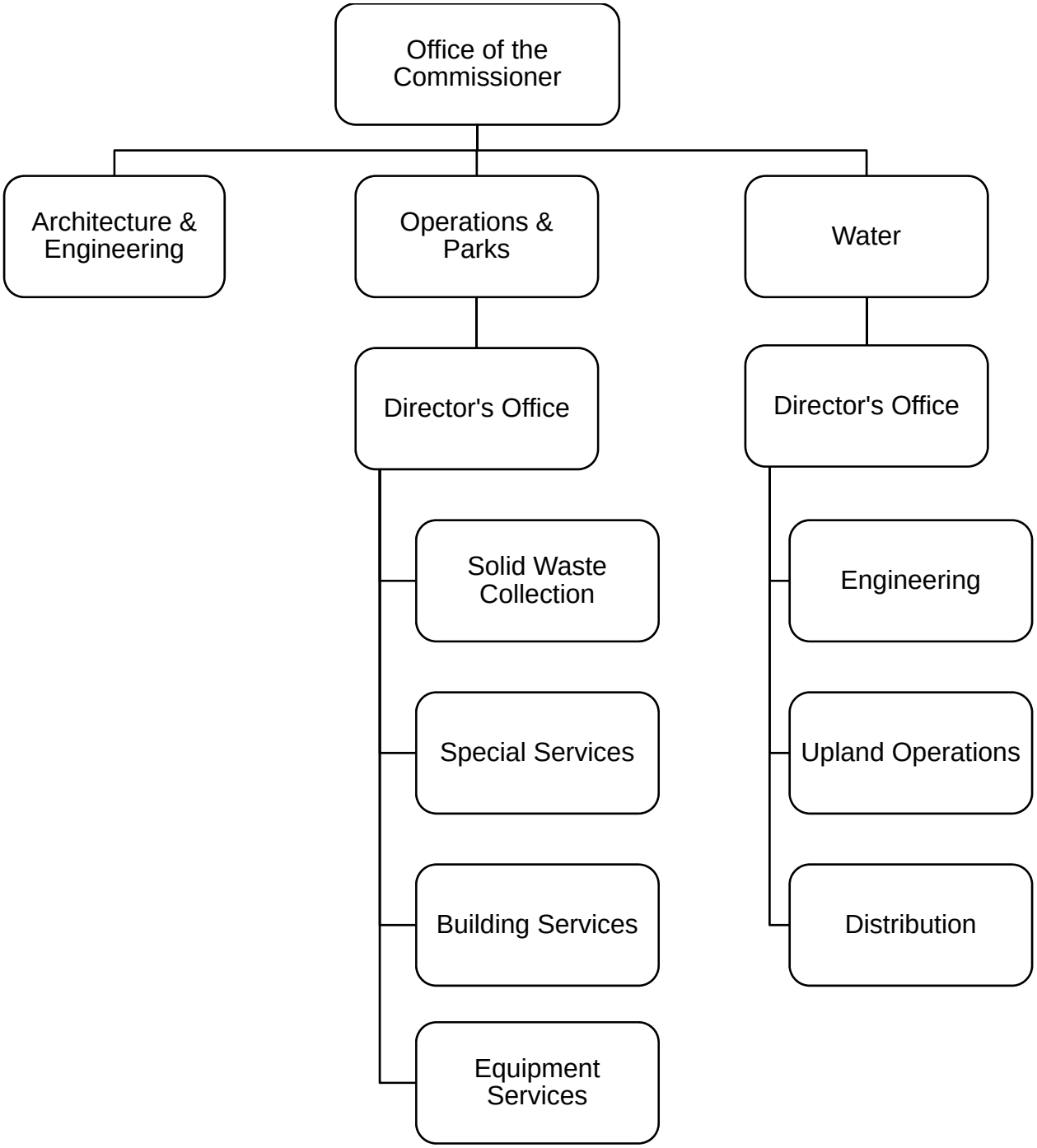
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
INSPECTION & COMPLIANCE
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	2,870,196	3,010,000	3,027,700	3,006,500
Materials & Supplies	22,955	30,800	33,700	34,700
Services	389,479	349,600	362,800	380,300
Other	0	0	0	0
Total	3,282,630	3,390,400	3,424,200	3,421,500
Appropriation by Activity				
Administration & Inspections	2,806,651	3,199,700	3,207,100	3,233,200
Lead Enhancement	270,194	0	0	0
Primary Prevention Lead Program	173,261	186,800	188,200	188,300
Homeless Prevention Program	32,524	3,900	28,900	0
Total	3,282,630	3,390,400	3,424,200	3,421,500
Employee Years by Activity				
Administration & Inspections	38.0	45.2	45.2	44.8
Lead Enhancement	5.1	0.0	0.0	0.0
Primary Prevention Lead Program	2.5	2.5	2.5	2.5
Homeless Prevention Program	0.8	0.5	0.5	0.0
Total	46.4	48.2	48.2	47.3

FULL TIME POSITIONS				Administration & Inspections	Primary Prevention Lead Program
Br.	Title	Budget 2012-13	Proposed 2013-14		
33	Director of Inspection & Compliance	1.0	1.0	1.0	
28	Code Compliance Coordinator	1.0	1.0	1.0	
24	Code Enforcement Coordinator	1.0	1.0	1.0	
24	Lead Paint Coordinator	1.0	1.0	1.0	
24	Sr. Code Enforcement Officer	1.0	2.0	2.0	
21	Code Enforcement Officer	21.0	20.0	20.0	
21	Code Enforcement Officer Bilingual	2.0	2.0	2.0	
21	Electrical Inspector	3.0	3.0	3.0	
21	Plumbing Inspector	2.0	2.0	2.0	
20	Executive Assistant	1.0	1.0	1.0	
18	Property Conservation Inspector	5.0	4.0	2.0	2.0
18	Property Conservation Inspector Bilingual	1.0	1.0	1.0	
11	Senior Service Assistant	1.0	1.0	1.0	
9	Clerk II Bilingual	1.0	1.0	1.0	
9	Clerk II	0.0	1.0	1.0	
7	Clerk III	2.0	2.0	2.0	
7	Clerk III with Typing	1.0	0.0	0.0	
EMPLOYEE YEARS					
Full Time		45.0	44.0	42.0	2.0
Overtime		0.2	0.3	0.3	0.0
Part Time, Temporary, Seasonal		3.0	3.0	2.5	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		48.2	47.3	44.8	2.5

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.



Department Highlights

In 2013-14 the Department of Neighborhood and Business Development transfers responsibility for payment and invoice monitoring of energy invoices for both the soccer stadium and port facilities building to Department of Environmental Services, increasing the DES budget by $482,700.

An investment of $150,000 will be made to complete Phases 1 and 2 of the Automatic Vehicle Locating Project, including the installation of AVL equipment on the entire public works fleet, and operational training. This investment will give us the data needed to drive efficiency's and to make difficult decisions about future funding decisions.

Budget reductions include a new, lower-cost energy proposal from an electrical provider as well as continued mechanical upgrades (-$560,000), and improved bad debt collection efforts (-$235,000). The long-term health of the Water Fund will be secured through restructuring of tier and discount rate structure.

Phase 1 of the single-stream recycling collection program for residential and commercial customers to increase operational efficiency.

Funding is provided to increase the number of residential snow plowing routes to improve our response time, especially during the most difficult storms ($150,000).

Highlights of the Department's 2013-14 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2013-14 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Office of Commissioner:		
Initiate Vacuum Oil Refinery Site/Brownfield Opportunity Area Implementation Phase	Neighborhood & Business Development	First Quarter
Complete Port Marina Operations Management Plan	Neighborhood & Business Development	Third Quarter
Architecture & Engineering:	Neighborhood & Business Development	Second Quarter
Begin construction of Brooks Landing - Phase II Public Improvements	Neighborhood & Business Development	Second Quarter
Begin Construction of Port Marina and Redevelopment Project	Neighborhood & Business Development	Second Quarter
Complete Construction of Union St Preventative Maintenance and Enhancements	Neighborhood & Business Development	Third Quarter
Complete design of LaAvenida Streetscape Improvements	Neighborhood & Business Development	Third Quarter
Complete construction of Midtown Parking Garage Reconstruction	Neighborhood & Business Development	Fourth Quarter
Complete design of Portland Ave Streetscape Improvements	Neighborhood & Business Development	Fourth Quarter
Complete design of Thurston Rd Streetscape Improvements	Neighborhood & Business Development	

2013-14 Strategic Goals & Objectives	Priorities Supported	Projected Completion
Operations & Parks:		
Attain full operation of the multi-agency green fueling station located at the Operations Center Complex at 945 Mt. Read Boulevard	Customer Service	Second Quarter
Complete Phase 1 and Phase 2 of the AVL (Automatic Vehicle Locating) Project, including the installation of AVL equipment on the entire public works fleet, and operational training	Customer Service	Third Quarter
Implement Phase 1 of the single-stream recycling collection program for residential and commercial customers	Customer Service	Fourth Quarter
Water:		
Rehabilitate and replace a 6,000' section of 36-42" water conduit on South Clinton Avenue	Customer Service	Second Quarter
Cobbs Hill Reservoir Renovation Phase I, sealing of 3,500' of cap stone	Customer Service	Fourth Quarter
Install 4,000 5/8" - 2" radio read water meters	Customer Service	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2012-13	Budget 2013-14	Change	Percent Change
Office of the Commissioner	2,579,700	2,809,100	229,400	8.9%
Architecture & Engineering	7,720,800	7,699,200	-21,600	-0.3%
Operations & Parks	58,039,900	59,861,200	1,821,300	3.1%
Water	23,312,800	23,225,300	-87,500	-0.4%
Total	91,653,200	93,594,800	1,941,600	2.1%
Interfund Credit*	-6,193,400	-6,552,700	-359,300	5.8%
Intrafund Credit*	-6,948,000	-7,020,200	-72,200	1.0%
	78,511,800	80,021,900	1,510,100	1.9%
Employee Years	679.2	682.1	2.9	0.4%

*Reflects chargeback for motor equipment services.

Change Detail

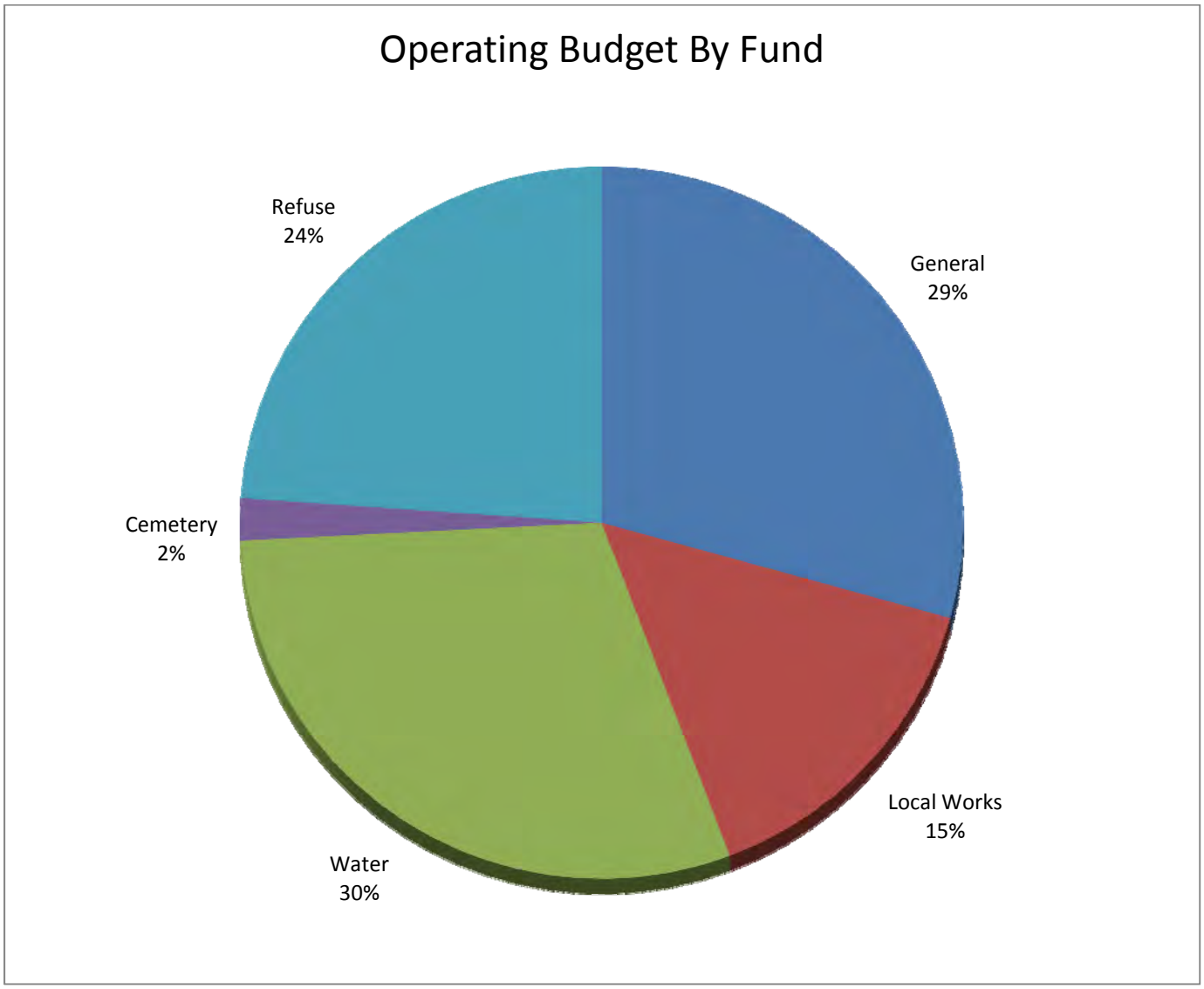
Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
917,000	813,800	-91,700	0	-5,600	-123,400	1,510,100

Major Change Highlights

New agreement for electricity cost per kilowatt hour results in savings	-560,000
Transfer funding for port and soccer stadium utility costs from NBD	482,700
Reduce allocation for Bad Debt expense due to improved collection efforts	-235,000
Add funding to enhance level of service for plowing of residential streets	176,200
Reduction in residential refuse tonnage results in savings	-153,400
Add funding for Automated Vehicle Location project	150,000
One-time budget increases in 2012-13 for ROAR, vacant home placards, and a single stream recycling consultant study do not recur	-140,000
Add funding to reconfigure entrance in terminal building	85,000
Net impact of personnel transactions	83,000
Reduce miscellaneous operating expenses	-21,600
Increase funding for floor maintenance at Water Bureau headquarters	16,000
Productivity improvements result in savings	-7,500

Fund Summary

Bureau/Division	General	Local Works	Water	Cemetery	Refuse	Total
Commissioner	697,000	93,400	139,000	1,484,900	149,000	2,563,300
Architecture & Engineering	7,545,800	134,500				7,680,300
Operation & Parks						
Director's Office	241,600	167,400			267,000	676,000
Solid Waste Collection					16,951,400	16,951,400
Special Services	6,458,000	11,256,100			1,297,900	19,012,000
Building Services	7,394,700					7,394,700
Equipment Services	13,716,500	10,000	6,000		16,000	13,748,500
Operations Total	27,810,800	11,433,500	6,000	0	18,532,300	57,782,600
Water Fund operating Units and Fixed Charges			23,259,900			23,259,900
Subtotal	36,053,600	11,661,400	23,404,900	1,484,900	18,681,300	91,286,100
Interfund & Intrafund Credits						
- Equipment Services	-13,141,400					-13,141,400
Net Total	22,912,200	11,661,400	23,404,900	1,484,900	18,681,300	78,144,700


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

DEPARTMENT OF ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	33,113,146	34,500,700	35,157,500	36,094,200
Materials & Supplies	9,867,097	11,134,300	12,515,500	12,649,000
Services	29,502,575	32,449,500	34,468,200	35,694,800
Other	8,995,075	9,361,500	9,512,000	9,156,800
Total	81,477,893	87,446,000	91,653,200	93,594,800
Interfund Credit*	-5,306,549	-5,907,800	-6,193,400	-6,552,700
Intrafund Credit*	-6,254,134	-6,739,600	-6,948,000	-7,020,200
Total	69,917,210	74,798,600	78,511,800	80,021,900
Appropriation by Activity				
Office of the Commissioner	2,384,308	2,636,600	2,579,700	2,809,100
Architecture & Engineering	7,245,701	7,637,800	7,720,800	7,699,200
Operations & Parks	50,165,827	54,630,100	58,039,900	59,861,200
Water	21,682,057	22,541,500	23,312,800	23,225,300
Total	81,477,893	87,446,000	91,653,200	93,594,800
Interfund Credit*	-5,306,549	-5,907,800	-6,193,400	-6,552,700
Intrafund Credit*	-6,254,134	-6,739,600	-6,948,000	-7,020,200
Total	69,917,210	74,798,600	78,511,800	80,021,900
Employee Years by Activity				
Office of the Commissioner	28.5	32.5	31.2	33.8
Architecture & Engineering	56.7	56.8	58.7	59.1
Operations & Parks	431.5	445.5	453.9	456.2
Water	132.7	132.3	135.4	133.0
Total	649.4	667.1	679.2	682.1

*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.

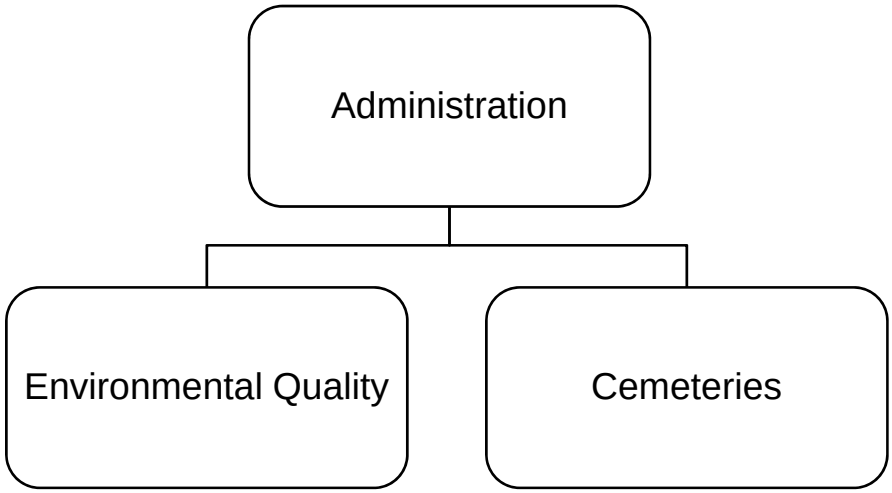
Environmental Quality:

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Initiate Vacuum Oil Refinery Site/Brownfield Opportunity Area Implementation Phase	Neighborhood & Business Development	First Quarter
Initiate Brownfield Cleanup Program for City owned parcels at the Vacuum Oil Refinery Site	Neighborhood & Business Development	First Quarter
Initiate LYLAKS Brownfield Opportunity Area Implementation Phase	Neighborhood & Business Development	Second Quarter
Complete identification of Harbor Management Plan objectives	Neighborhood & Business Development	Second Quarter
Complete Port Marina Operations Management Plan	Neighborhood & Business Development	Third Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Spill responses completed	2	4	7	7
New York State cleanup agreements and orders	23	23	23	23
Cleanup cost per acre ($):				
● Planned residential site reuse	195,300	800,000	640,000	1,323,300
● Planned commercial/industrial reuse	327,900	0	400,000	458,757
Sites remediated*	3	1	4	5
Acres remediated	12.9	.25	6.37	11.32

*2011-12 Actual: 121 – 123 Reynolds (.2 Ac-$14,100); Timrod Drive/Pattonwood (.5 Ac-$122,600); Photech (12.2Ac-$4,000,000)

*2012-13 Estimate: 62-64 Scio (.25 Ac-$200,000)

*2012-13 Budget: Andrews St (1.5 Ac-$800,000); Orchard Whitney (4 Ac-$1,200,000); 62-64 Scio (.25 Ac - $160,000); 1200 E. Main St (.62 Ac-$450,000).

*2013-14 Budget: Andrews St (1.5 Ac-$1,985,000); Orchard Whitney (4 Ac-$1,200,000); 1200 E Main St (.62 Ac-$780,000); CVMF Green Fuel Station (.5 Ac-$125,000); Port of Rochester (4.7 Ac-$2,400,000)

	2012-13	2013-14	Change
Budget	2,579,700	2,809,100	229,400
Employee Years	31.2	33.8	2.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
71,300	9,800	-8,600	0	-2,100	159,000	229,400

Major Change

Add full time sales representative and part time support staff	97,000
Add full time staff to manage increased workload and increased grant requirements	72,700
A one-time budget increase in 2012-13 for ROAR does not recur	-7,400
Productivity improvements result in savings	-3,300

DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,772,878	1,944,400	1,883,100	2,117,200
Materials & Supplies	66,878	69,400	69,400	69,600
Services	544,552	622,800	627,200	622,300
Other	0	0	0	0
Total	2,384,308	2,636,600	2,579,700	2,809,100
Appropriation by Activity				
Administration	509,830	569,100	569,500	583,900
Environmental Quality	513,078	519,500	520,200	596,000
Cemeteries	1,361,400	1,548,000	1,490,000	1,629,200
Total	2,384,308	2,636,600	2,579,700	2,809,100
Employee Years by Activity				
Administration	5.4	6.4	6.4	6.5
Environmental Quality	6.3	6.4	6.4	7.4
Cemeteries	16.8	19.7	18.4	19.9
Total	28.5	32.5	31.2	33.8

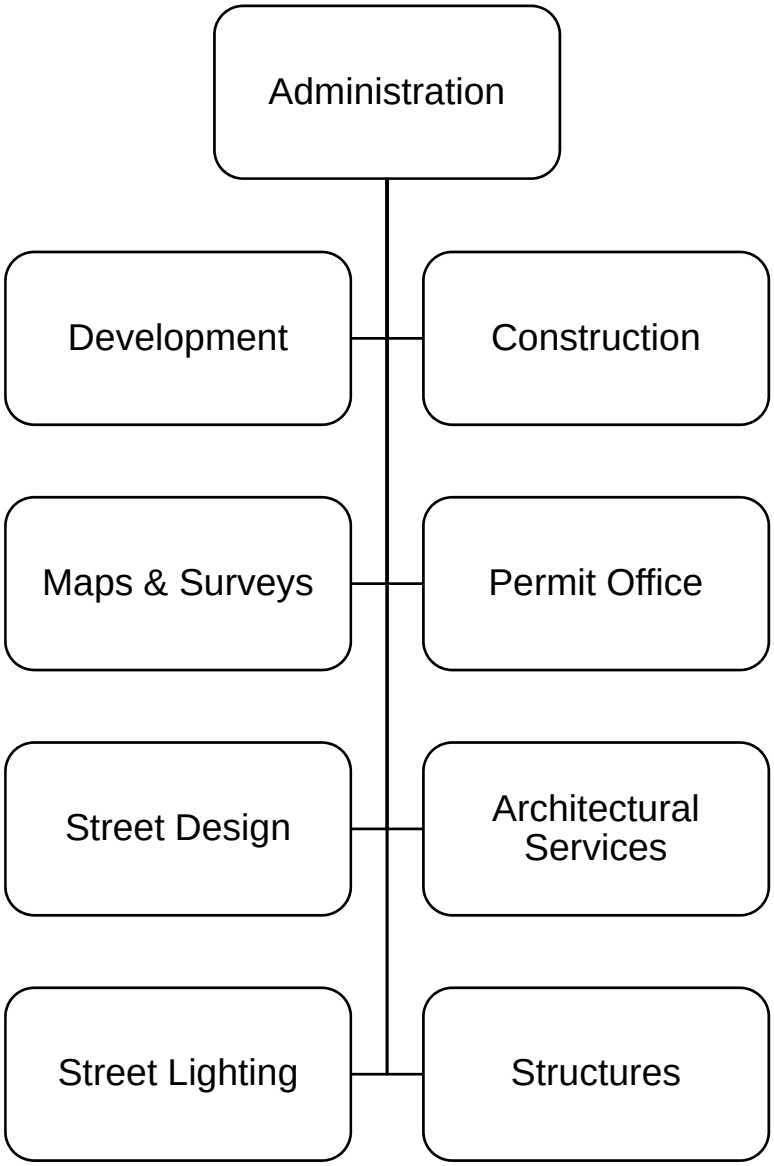
FULL TIME POSITIONS				Administration	Environmental Quality	Cemeteries
Br.	Title	Budget 2012-13	Proposed 2013-14			
36	Commissioner	1	1	1		
35	Manager of Environmental Quality	0	1		1	
32	Assistant Commissioner of DES	1	1	1		
32	Manager of Environmental Quality	1	0			
30	Cemetery Manager	1	1			1
28	Manager of Administrative Services	1	1	1		
27	Senior Environmental Specialist/Compliance	1	1		1	
27	Senior Environmental Specialist/Remediation	1	1		1	
26	Operations Analyst	1	1	1		
25	Coordinator of Administrative Services	1	1		1	
24	Senior City Planner	0	1		1	
23	Assistant Cemetery Manager	1	1			1
23	Environmental Specialist/Remediation	1	1		1	
21	Environmental Technician	1	1		1	
19	Cemetery Operations Supervisor	2	2			2
18	Secretary to the Commissioner	1	1	1		
12	Cemetery Sales Counselor	1	2			2
11	Cemetery Service Representative	1	1			1
11	Cemetery Service Representative Bilingual	1	1			1
9	Clerk II	1	1	1		
42	Cemetery Worker	3	3			3
41	Crematory Operator	1	1			1
EMPLOYEE YEARS						
Full Time		23.0	25.0	6.0	7.0	12.0
Overtime		1.3	1.5	0.0	0.0	1.5
Part Time, Temporary, Seasonal		7.0	7.4	0.5	0.4	6.5
Less: Vacancy Allowance		0.1	0.1	0.0	0.0	0.1
Total		31.2	33.8	6.5	7.4	19.9

DEPARTMENT OF ENVIROMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

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

2013-14 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Begin construction of Brooks Landing - Phase II Public Improvements	Neighborhood & Business Development	Second Quarter
Begin Construction of Port Marina and Redevelopment Project	Neighborhood & Business Development	Second Quarter
Complete Construction of Union St Preventative Maintenance and Enhancements	Neighborhood & Business Development	Second Quarter
Complete design of LaAvenida Streetscape Improvements	Neighborhood & Business Development	Third Quarter
Complete construction of Midtown Parking Garage Reconstruction	Neighborhood & Business Development	Third Quarter
Complete design of Portland Ave Streetscape Improvements	Neighborhood & Business Development	Fourth Quarter
Complete design of Thurston Rd Streetscape Improvements	Neighborhood & Business Development	Fourth Quarter
Begin Firehouse Generator Installation	Customer Service, Public Safety	Fourth Quarter
Begin Construction of Pho-tech Redevelopment Site	Neighborhood & Business Development	Fourth Quarter
Complete construction of fountain rehabilitation at Manhattan Square Park	Neighborhood & Business Development	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Development:				
Projects designed ($000,000):				
● In-house	.32	.32	.25	.30
● Consultants	1.41	2.03	2.00	2.25
Structures:				
Projects designed ($000,000):				
● Consultants	4.81	4.74	3.00	3.10
Administration:				
Projects designed ($000,000):				
● Consultants	9.99	6.09	5.30	2.30
Street Design:				
Value of street improvement projects designed ($000,000):				
● In-house	8.76	12.13	5.00	7.00
● Consultants	6.99	10.00	7.00	10.00
Architectural Services:				
Facilities in building renovation program	149	146	149	146
Value of projects designed ($000,000):				
● In-house	1.39	2.34	.75	.75
● Consultant	5.53	7.86	8.00	7.50
Street Lighting:				
City maintained lights	27,800	28,000	27,900	28,100
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service	6,500	6,500	6,500	6,500

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	7,720,800	7,699,200	-21,600
Employee Years	58.7	59.1	0.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
71,700	90,800	-2,700	0	-500	-180,900	-21,600

Major Change

New agreement for electricity reduces cost per kilowatt hour in Street Lighting Activity	-200,000
Increase funding for pavement markings	40,900
Funding for street lighting construction materials is reduced by deferred replacement and purchasing savings	-40,000
Add funding in street lighting to convert part time position to full time to address larger system needs	10,700
Add funding for Midtown Project Labor Agreement	10,000
Productivity improvements result in savings	-2,500

DEPARTMENT OF ENVIROMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	3,870,852	3,872,200	3,910,800	3,993,200
Materials & Supplies	314,599	335,600	379,100	346,500
Services	2,925,750	3,295,500	3,430,900	3,359,500
Other	134,500	134,500	0	0
Total	7,245,701	7,637,800	7,720,800	7,699,200
Appropriation by Activity				
Administration	1,075,332	1,416,600	1,299,300	1,355,200
Development	313,958	223,200	217,200	227,800
Construction	489,478	480,700	473,900	483,500
Maps & Surveys	366,635	396,000	432,200	446,500
Permit Office	336,591	337,200	330,700	338,700
Street Design	800,065	771,000	765,200	793,900
Architectural Services	737,142	660,500	687,300	680,000
Street Lighting	2,983,242	3,188,400	3,354,500	3,209,900
Structures	143,258	164,200	160,500	163,700
Total	7,245,701	7,637,800	7,720,800	7,699,200
Employee Years by Activity				
Administration	6.9	9.2	9.3	9.2
Development	3.9	2.9	3.0	2.9
Construction	6.4	6.4	6.3	6.5
Maps & Surveys	6.5	6.5	7.5	7.6
Permit Office	5.7	5.7	5.8	5.8
Street Design	11.7	11.5	11.4	11.5
Architectural Services	10.8	9.8	10.1	9.8
Street Lighting	2.9	2.9	3.4	3.9
Structures	1.9	1.9	1.9	1.9
Total	56.7	56.8	58.7	59.1

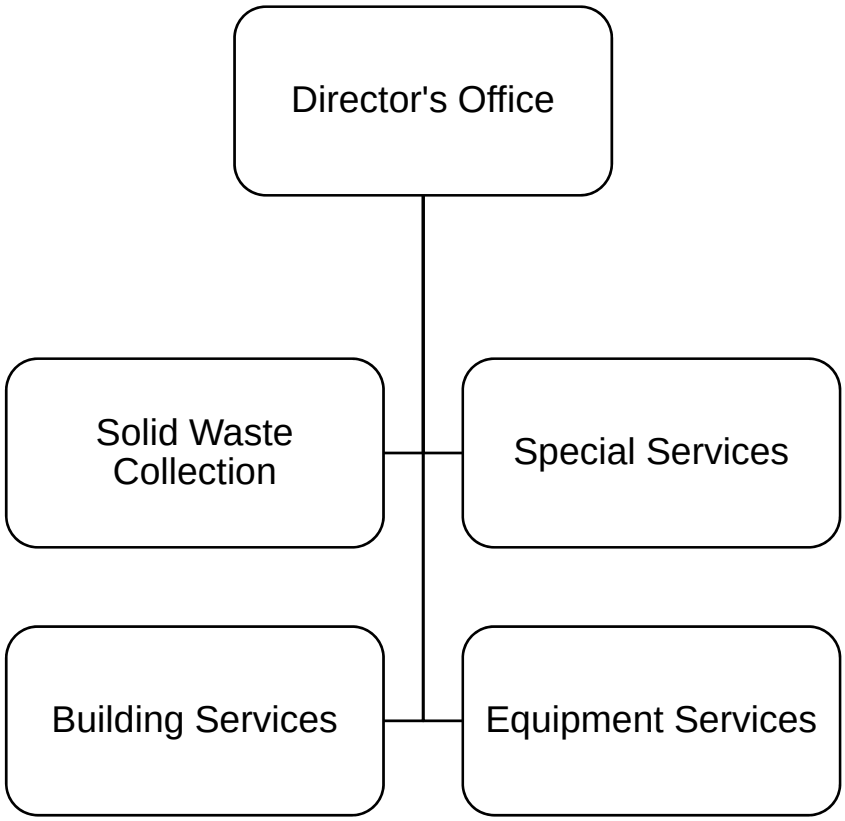
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2012-13	Proposed 2013-14									
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 Administrative Services	1.0	1.0	1.0								
28	Manager of Maps & Surveys	1.0	1.0				1.0					
27	Senior Architect	2.0	1.0							1.0		
27	Street Lighting Program Coordinator	1.0	1.0								1.0	
27	Street Program Coordinator	1.0	1.0						1.0			
27	Transportation Specialist	1.0	1.0	1.0								
26	Engineer III	4.0	4.0			3.0			1.0			
26	Engineer III/Structural	1.0	1.0									1.0
26	Landscape Architect II	0.0	1.0		1.0							
26	Permit Coordinator	1.0	1.0					1.0				
25	Asst. Street Lighting Program Coordinator	1.0	1.0								1.0	
24	Architect	2.0	3.0							3.0		
24	Associate Accountant	0.0	1.0	1.0								
24	Engineer II	4.0	4.0						4.0			
24	Field Surveyor	1.0	1.0				1.0					
24	Landscape Architect	1.0	0.0									
24	Senior Administrative Analyst	1.0	1.0	1.0								
21	Assistant Architect	4.0	4.0							4.0		
21	Assistant Landscape Architect	1.0	1.0		1.0							
21	Engineer I	2.0	2.0						2.0			
21	Supervising Engineering Technician	1.0	1.0			1.0						
21	Supervisor of Mapping	1.0	1.0				1.0					
20	Executive Assistant	0.0	1.0	1.0								
18	Assistant Field Surveyor	1.0	1.0				1.0					
18	Head Account Clerk	0.0	1.0	1.0								
18	Principal Engineering Technician	1.0	1.0					1.0				
18	Principal Engineering Technician-CADD	1.0	1.0						1.0			
18	Principal Engineering Technician-Electric	0.0	1.0								1.0	
17	Accountant	2.0	0.0									
16	Senior Survey Technician	0.0	2.0				2.0					
15	Principal Finance Clerk	1.0	0.0									
15	Senior Engineering Technician	4.0	4.0					3.0	1.0			
15	Senior Survey Technician	2.0	0.0									
13	Administrative Secretary	1.0	1.0	1.0								
11	Secretary	1.0	1.0							1.0		
9	Clerk II	2.0	2.0			1.0	1.0					
9	Clerk II with Typing	2.0	2.0					1.0			1.0	
EMPLOYEE YEARS												
Full Time		57.0	58.0	9.0	3.0	6.0	7.0	6.0	11.0	10.0	4.0	2.0
Overtime		0.5	0.5	0.1	0.1	0.1	0.1	0.0	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		3.0	2.5	0.4	0.0	0.6	0.7	0.0	0.8	0.0	0.0	0.0
Less: Vacancy Allowance		1.8	1.9	0.3	0.2	0.2	0.2	0.2	0.3	0.3	0.1	0.1
Total		58.7	59.1	9.2	2.9	6.5	7.6	5.8	11.5	9.8	3.9	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

2013-14 Strategic Goals & Objectives:

Objective	Priorities Supported	Projected Completion
Attain full operation of the multi-agency green fueling station located at the Operations Center Complex at 945 Mt. Read Boulevard	Customer Service	Second Quarter
Complete Phase 1 and Phase 2 of the AVL (Automatic Vehicle Locating) Project, including the installation of AVL equipment on the entire public works fleet, and operational training	Customer Service	Third Quarter
Implement Phase 1 of the single-stream recycling collection program for residential and commercial customers	Customer Service	Fourth Quarter
Complete the move of the Parks Operations staff from their existing location to a new location	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	81%	74.5%	80%	80%
Building Services:				
City building inventory	175	175	175	178
Buildings maintained (excludes foreclosed properties)	175	175	175	178
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	90,860	90,000	97,200	95,200
Commercial refuse tons collected and disposed	9,959	10,000	12,000	11,000
Special Services:				
Roadway plow runs	5	11	17	17
Sidewalk plow runs	2	9	13	13
Arterial sidewalk plow runs	2	2	10	10
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2
FINANCIAL/COST				
Equipment Services:				
Dollars collected from warranted in-house repairs ($)	119,183	100,000	64,000	64,000
Repair work covered by warranty that is sent to vendor for repair ($)	521,784	250,000	100,000	100,000

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
LEARNING & INNOVATION				
Equipment Service:				
Mechanics that possess Automotive Service Excellence certificates	69%	74%	75%	75%

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	44,898,500	46,288,300	1,389,800
Employee Years	453.9	456.2	2.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
617,800	552,300	-93,600	0	-3,000	316,300	1,389,800

Major Change

Transfer funding for port and soccer stadium utility costs from NBD	482,700
New agreement for electricity cost per kilowatt hour results in savings	-260,000
Add funding to enhance level of service in snow activities	176,200
Reduction in residential refuse tonnage results in savings	-153,400
Add funding for Automated Vehicle Location project	150,000
Add funding to reconfigure entrance in terminal building	85,000
A one-time budget increase in 2012-13 for ROAR and vacant house placards does not recur	-82,600
A one-time budget increase in 2012-13 to study single stream recycling does not recur	-50,000
Funding for construction materials and building maintenance are reduced due to budget constraints	-45,000
Add funding for temporary position for employee training in Equipment Services	36,500
Reconfiguration of Clean Sweep program results in savings	-25,000
Add funding for Midtown maintenance	20,000
Funding for miscellaneous operating expenses reduced due to budget constraints	-9,100
Wage difference from change in personnel assigned for union release	-7,300
Productivity improvements result in savings	-1,700

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	20,776,185	21,833,800	22,275,300	22,872,900
Materials & Supplies	8,184,320	9,270,600	10,586,300	10,758,400
Services	19,387,222	21,422,300	23,074,900	24,246,700
Other	1,818,100	2,103,400	2,103,400	1,983,200
Total	50,165,827	54,630,100	58,039,900	59,861,200
Interfund Credit*	-5,306,549	-5,907,800	-6,193,400	-6,552,700
Intrafund Credit*	-6,254,134	-6,739,600	-6,948,000	-7,020,200
Total	38,605,144	41,982,700	44,898,500	46,288,300
Appropriation by Activity				
Director's Office	528,789	609,100	676,700	738,800
Solid Waste Collection	15,672,502	16,419,700	17,003,700	17,292,100
Special Services	15,052,317	17,143,900	19,079,800	19,748,600
Building Services	7,022,756	7,289,900	7,504,600	8,091,200
Equipment Services	11,889,463	13,167,500	13,775,100	13,990,500
Total	50,165,827	54,630,100	58,039,900	59,861,200
Interfund Credit*	-5,306,549	-5,907,800	-6,193,400	-6,552,700
Intrafund Credit*	-6,254,134	-6,739,600	-6,948,000	-7,020,200
Total	38,605,144	41,982,700	44,898,500	46,288,300
Employee Years by Activity				
Director's Office	6.2	6.8	7.6	7.6
Solid Waste Collection	105.4	108.1	110.3	109.6
Special Services	168.5	178.0	181.2	182.3
Building Services	92.2	89.9	89.6	90.5
Equipment Services	59.2	62.7	65.2	66.2
Total	431.5	445.5	453.9	456.2

*Reflects chargeback for motor equipment.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	676,700	738,800	62,100
Employee Years	7.6	7.6	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
23,500	2,400	1,200	0	0	35,000	62,100

Major Change

Add funding for Automated Vehicle Location project	35,000

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

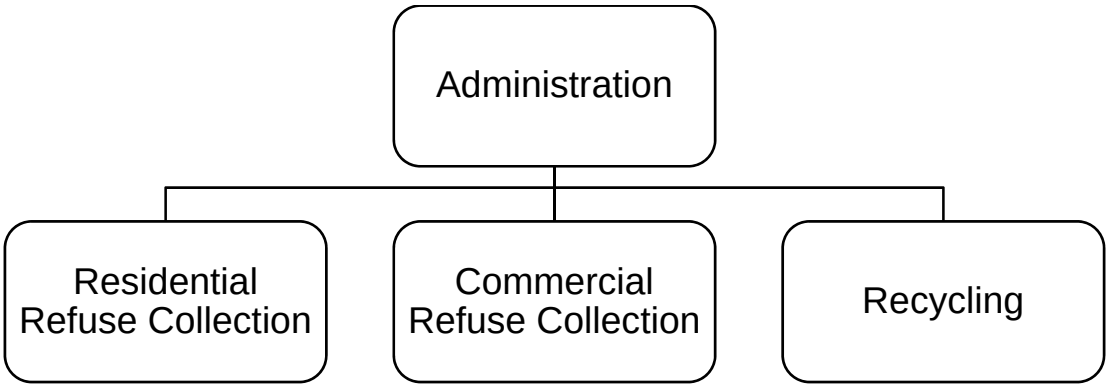
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	466,925	512,000	579,100	602,600
Materials & Supplies	873	10,000	10,000	10,300
Services	60,991	87,100	87,600	125,900
Other	0	0	0	0
Total	528,789	609,100	676,700	738,800
Appropriation by Activity				
Director's Office	528,789	609,100	676,700	738,800
Employee Years by Activity	6.2	6.8	7.6	7.6

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

FULL TIME POSITIONS

Br.	Title	Budget 2012-13	Proposed 2013-14
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	1.0	0.0
24	Senior Administrative Analyst	1.0	1.0
23	Senior GIS Analyst	1.0	1.0
23	Technology Applications Specialist	0.0	1.0
20	Administrative Analyst	1.0	1.0
	EMPLOYEE YEARS		
	Full Time	7.0	7.0
	Overtime	0.0	0.0
	Part Time, Temporary, Seasonal	0.6	0.6
	Less: Vacancy Allowance	0.0	0.0
	Total	7.6	7.6

Organization



Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	17,003,700	17,292,100	288,400
Employee Years	110.3	109.6	-0.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
165,000	72,300	318,500	0	0	-267,400	288,400

Major Change

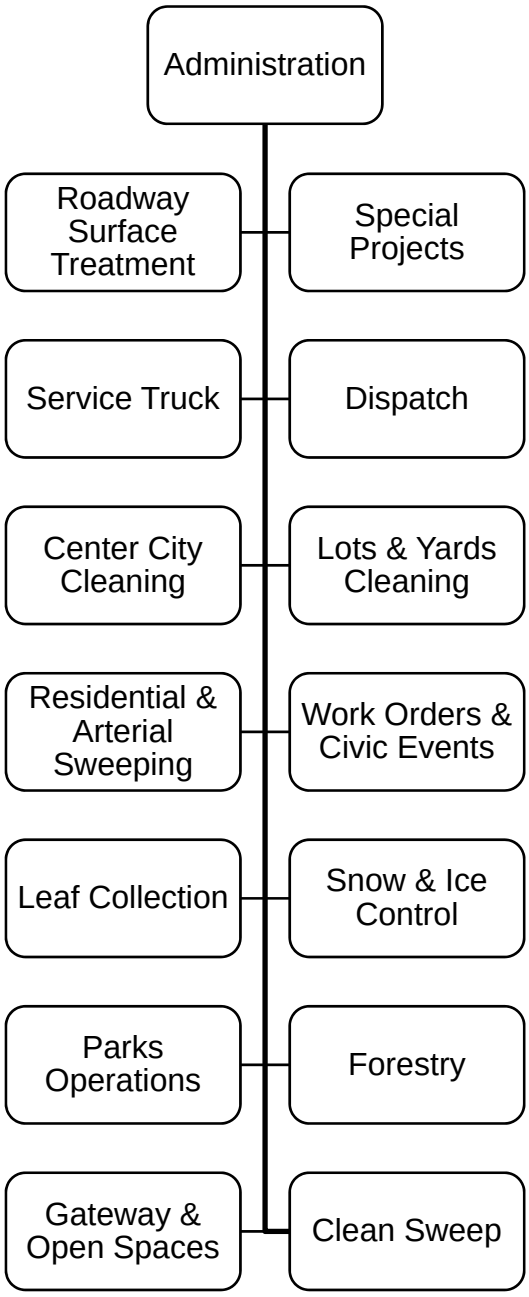
Reduction in residential refuse tonnage results in savings	-153,400
Retirement of union release employee reduces expense	-64,900
A one-time budget increase in 2012-13 to study single stream recycling does not recur	-50,000
Add funding for Automated Vehicle Location project	15,000
Funding for miscellaneous operating expenses reduced due to budget constraints	-9,100
New agreement for electricity cost per kilowatt hour results in savings	-5,000

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

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	5,772,382	6,007,300	6,123,800	6,223,900
Materials & Supplies	151,512	226,900	226,900	232,700
Services	9,748,608	10,185,500	10,653,000	10,835,500
Other	0	0	0	0
Total	15,672,502	16,419,700	17,003,700	17,292,100
Appropriation by Activity				
Administration	2,551,943	2,751,500	2,786,600	2,774,800
Residential Refuse Collection	9,725,728	9,798,400	10,427,100	10,611,000
Commercial Refuse Collection	1,809,373	1,975,900	2,028,900	2,061,400
Recycling	1,585,458	1,893,900	1,761,100	1,844,900
Total	15,672,502	16,419,700	17,003,700	17,292,100
Employee Years by Activity				
Administration	8.6	7.9	9.0	8.9
Residential Refuse Collection	62.2	60.5	65.1	64.3
Commercial Refuse Collection	15.5	17.9	16.2	16.3
Recycling	19.1	21.8	20.0	20.1
Total	105.4	108.1	110.3	109.6

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2012-13	Proposed 2013-14				
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			
17	Accountant	0.0	1.0	1.0			
16	Fleet Maintenance Technician	1.0	1.0	1.0			
9	Clerk II	2.0	1.0	1.0			
69	Environmental Services Operator I	84.0	84.0		53.0	14.0	17.0
69	Envir. Services Operator I - 6 Day	1.0	0.0				
64	Dispatcher	1.0	1.0	1.0			
EMPLOYEE YEARS							
Full Time		98.0	97.0	8.0	56.0	15.0	18.0
Overtime		10.5	10.8	0.5	6.3	1.6	2.4
Part Time, Temporary, Seasonal		3.3	3.3	0.4	2.9	.	0.0
Less: Vacancy Allowance		1.5	1.5	0.0	0.9	0.3	0.3
Total		110.3	109.6	8.9	64.3	16.3	20.1

Organization



Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	19,079,800	19,748,600	668,800
Employee Years	181.2	182.3	1.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
238,700	129,000	94,900	0	0	206,200	668,800

Major Change

Add funding to enhance level of service in snow activities	176,200
Add funding for Automated Vehicle Location project	100,000
New agreement for electricity cost per kilowatt hour results in savings	-45,000
Reconfiguration of Clean Sweep program results in savings	-25,000

Program Change

Reconfigure Clean Sweep Program from four separate quadrant events to one city wide event.

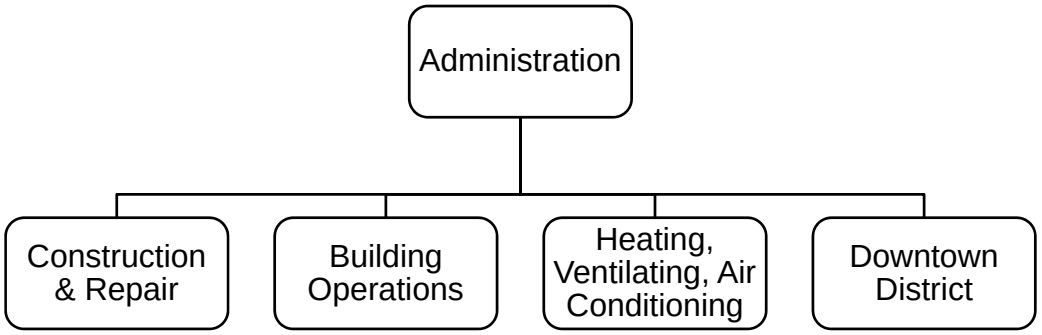
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – SPECIAL SERVICES DIVISION
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	7,461,064	7,971,800	8,121,400	8,386,300
Materials & Supplies	1,452,424	1,562,500	2,386,200	2,423,500
Services	6,138,829	7,609,600	8,572,200	8,938,800
Other	0	0	0	0
Total	15,052,317	17,143,900	19,079,800	19,748,600
Appropriation by Activity				
Administration	2,166,488	2,349,000	2,323,300	2,450,700
Roadway Surface Treatment	950,134	1,054,400	1,079,700	1,124,200
Special Projects	1,031,928	1,125,500	1,111,200	1,169,000
Service Truck	85,286	109,700	115,300	118,400
Dispatch	235,159	219,600	224,100	229,300
Center City Cleaning	233,370	252,700	259,600	273,700
Lots & Yards Cleaning	853,068	1,253,700	1,267,800	1,221,300
Residential & Arterial Sweeping	570,174	633,000	644,900	682,700
Work Orders & Civic Events	818,040	853,300	849,700	867,000
Leaf Collection	1,072,979	1,084,600	1,103,000	1,116,300
Snow & Ice Control	3,936,848	4,718,100	6,548,900	6,869,600
Parks Operations	1,925,760	2,223,100	2,229,400	2,281,400
Forestry	913,647	938,800	984,000	1,022,900
Gateway & Open Spaces	100,339	133,500	139,800	143,000
Clean Sweep	159,097	194,900	199,100	179,100
Total	15,052,317	17,143,900	19,079,800	19,748,600
Employee Years by Activity				
Administration	12.1	12.5	12.7	12.7
Roadway Surface Treatment	14.3	15.4	15.7	15.6
Special Projects	12.6	13.2	13.4	13.5
Service Truck	1.6	1.9	1.9	1.9
Dispatch	3.7	3.6	3.7	3.7
Center City Cleaning	5.2	5.4	5.5	5.6
Lots & Yards Cleaning	8.1	9.7	9.9	9.3
Residential & Arterial Sweeping	5.1	5.5	5.6	6.3
Work Orders & Civic Events	9.5	9.9	10.1	10.1
Leaf Collection	10.5	10.8	11.0	11.0
Snow & Ice Control	42.2	45.1	45.9	46.9
Parks Operations	26.1	26.7	27.2	27.2
Forestry	15.4	15.6	15.9	16.1
Gateway & Open Spaces	1.6	2.0	2.0	2.0
Clean Sweep	0.5	0.7	0.7	0.4
Total	168.5	178.0	181.2	182.3

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 2012-13	Proposed 2013-14															
31	Operations Manager	1.0	1.0	1														
25	City Forester	1.0	1.0													1.0		
25	Operations Superintendent	4.0	4.0	3.0											1.0			
23	Asst. Operations Superintendent	3.5	3.5							0.6	0.6	0.5	0.3	1.0			0.5	
23	Technology Applications Specialist	1.0	1.0	1.0														
19	Forestry Operations Supervisor	1.0	1.0													1.0		
19	Operations Supervisor	4.0	4.0								0.6	1.1	0.3	1.0	1.0			
19	Op. Supervisor, St. Maintenance	3.0	3.0		1.3	0.7								1.0				
19	Parks Operations Supervisor	2.0	2.0												2.0			
18	Municipal Assistant	1.0	1.0	1.0														
18	Principal Engineering Technician	1.0	1.0	1.0														
17	Forestry Technician	4.0	4.0													4.0		
16	Fleet Maintenance Technician	2.0	2.0	2.0														
15	Senior Dispatcher	1.0	1.0					1.0										
11	Clerk I	1.0	1.0	1.0														
9	Clerk II Bilingual	1.0	1.0	1.0														
7	Clerk III with Typing	1.0	1.0													1.0		
66	Laborer 6 Day	1.0	1.0												1.0			
65	Sr Maintenance Mechanic-Carpenter	0.0	1.0												1.0			
65	Sr. Forestry Worker	3.0	3.0													3.0		
64	Dispatcher	2.0	2.0					2.0										
64	Special Equipment Operator	4.0	4.0		2.0	1.0								1.0				
62	Senior Operations Worker	29.0	29.0		1.5	3.9				3.3	3.8	2.8	2.1	8.8	2.8			
61	Forestry Worker	3.0	3.0													3.0		
61	Rosarian	1.0	1.0												1.0			
57	Construction Supply Handler	1.0	1.0	1.0														
56	Grounds Equipment Operator	12.6	12.6							0.6			0.1	0.3	11.0		0.6	
41	Operations Worker	49.0	48.0		8.0	5.5	1.0		4.5	2.7	1.0	5.2	2.2	13.8	4.1			
EMPLOYEE YEARS																		
Full Time		138.1	138.1	12.0	12.8	11.1	1.0	3.0	4.5	7.2	6.0	9.6	5.0	26.9	24.9	13.0	1.1	0.0
Overtime		33.4	34.4	0.9	2.6	1.7	0.6	0.8	0.9	1.9	0.5	0.8	3.6	16.7	1.7	1.3	0.0	0.4
Part Time, Temporary, Seasonal		15.8	16.0	0.1	0.9	1.3	0.4	0.0	0.4	0.6	0.0	0.0	2.8	4.4	1.8	2.3	1.0	0.0
Less: Vacancy Allowance		6.1	6.2	0.3	0.7	0.6	0.1	0.1	0.2	0.4	0.2	0.3	0.4	1.1	1.2	0.5	0.1	0.0
Total		181.2	182.3	12.7	15.6	13.5	1.9	3.7	5.6	9.3	6.3	10.1	11.0	46.9	27.2	16.1	2.0	0.4

Organization



Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	7,504,600	8,091,200	586,600
Employee Years	89.6	90.5	0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
83,000	149,200	11,400	0	-3,000	346,000	586,600

Major Change

Transfer funding for port and soccer stadium utility costs from NBD	482,700
New agreement for electricity cost per kilowatt hour results in savings	-170,000
Add funding to reconfigure entrance in terminal building	85,000
A one-time budget increase in 2012-13 for ROAR and vacant house placards does not recur	-82,600
Add funding for replacement of union release position in Solid Waste due to retirement	57,600
Funding for construction materials and building maintenance are reduced due to budget constraints	-45,000
Add funding for Midtown maintenance	20,000
Productivity improvements result in savings	-1,700

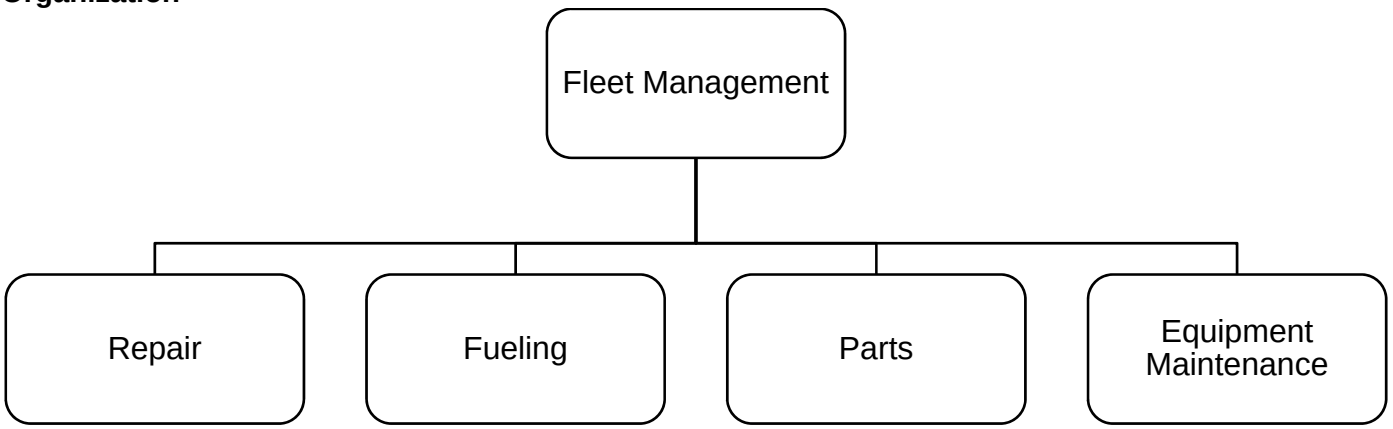
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – BUILDING SERVICES DIVISION
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	4,035,012	4,057,200	4,033,400	4,098,400
Materials & Supplies	745,538	912,200	978,200	965,100
Services	2,242,206	2,320,500	2,493,000	3,027,700
Other	0	0	0	0
Total	7,022,756	7,289,900	7,504,600	8,091,200
Appropriation by Activity				
Administration	589,698	599,000	626,300	621,200
Construction & Repair	1,647,395	1,836,300	1,860,700	1,882,800
Building Operations	3,095,546	3,194,900	3,288,900	3,839,000
Heating, Ventilating, Air Conditioning	1,060,459	1,003,900	1,056,700	1,069,800
Downtown District	629,658	655,800	672,000	678,400
Total	7,022,756	7,289,900	7,504,600	8,091,200
Employee Years by Activity				
Administration	4.8	4.9	4.7	4.8
Construction & Repair	21.7	21.2	21.1	22.1
Building Operations	40.2	39.0	39.0	38.9
Heating, Ventilating, Air Conditioning	13.5	13.1	13.1	13.2
Downtown District	12.0	11.7	11.7	11.5
Total	92.2	89.9	89.6	90.5

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 2012-13	Proposed 2013-14					
31	Manager of Building Services	1.0	1.0	1.0				
24	Superintendent of Construction & Repair	1.0	1.0		1.0			
23	Assistant Operations Superintendent	1.5	1.5					1.5
23	Asst. Superintendent of Construction & Repair	1.0	1.0		1.0			
23	Mechanical Engineer	1.0	1.0				1.0	
23	Superintendent Building Operations	2.0	2.0			2.0		
23	Supervisor of Electrical Trades	1.0	1.0		1.0			
21	Supervisor Structures & Equipment	1.0	2.0		2.0			
20	Administrative Analyst	1.0	1.0	1.0				
18	Building Supervisor	1.0	1.0			1.0		
18	Senior Supervising Stock Clerk	1.0	1.0	1.0				
11	Secretary	1.0	1.0	1.0				
1	Cleaner	13.0	8.0			8.0		
65	Sr. Maintenance Mechanic/Buildings	2.0	2.0			2.0		
65	Sr. Maintenance Mechanic/Carpentry	4.0	3.0		3.0			
65	Sr. Maintenance Mechanic/Electrical	1.0	1.0		1.0			
65	Sr. Maintenance Mechanic/Mason	1.0	1.0		1.0			
65	Sr. Maintenance Mechanic/Pipefitter	2.0	2.0		2.0			
62	Locksmith	0.0	1.0		1.0			
62	Senior Maintenance Mechanic	3.0	3.0		3.0			
60	Maintenance Mechanic	5.0	5.0		5.0			
57	Maintenance Worker	3.0	3.0			3.0		
56	Ground Equipment Operator	6.4	6.4					6.4
52	Building Maintenance Helper	5.0	10.0			10.0		
41	Operations Worker	1.0	1.0					1.0
153	Supervising HVAC Engineer	1.0	1.0				1.0	
152	Lead HVAC Engineer	1.0	1.0				1.0	
151	HVAC Engineer	3.0	3.0				3.0	
150	Assistant HVAC Engineer	6.0	6.0				6.0	
EMPLOYEE YEARS								
Full Time		70.9	71.9	4.0	21.0	26.0	12.0	8.9
Overtime		6.2	6.2	0.2	1.6	2.4	0.7	1.3
Part Time, Temporary, Seasonal		15.5	15.9	0.8	0.4	12.1	1.0	1.6
Less: Vacancy Allowance		3.0	3.5	0.2	0.9	1.6	0.5	0.3
Total		89.6	90.5	4.8	22.1	38.9	13.2	11.5

Organization



Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	633,700	417,600	-216,100
Employee Years	65.2	66.2	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
107,600	199,400	-519,600	0	0	-3,500	-216,100

Major Change

New agreement for electricity cost per kilowatt hour results in savings	-40,000
Add funding for temporary position for employee training	36,500

Chargebacks

Department/Bureau	2012-13	2013-14
CITY COUNCIL & CLERK	500	500
ADMINISTRATION		
Mayor's Office	17,000	17,000
Management & Budget	100	300
Communications	2,400	2,400
Human Resource Mgt.	7,000	5,000
Total	26,500	24,700
INFORMATION TECHNOLOGY	17,800	17,800
FINANCE		
Treasury	6,000	19,500
Accounting	0	300
Purchasing	1,000	1,000
Parking	65,400	65,400
Total	72,400	86,200
NEIGHBORHOOD & BUSINESS DEVELOPMENT	15,300	15,400
LAW	600	600

Department/Bureau	2012-13	2013-14
ENVIRONMENTAL SERVICES		
Commissioner	155,900	146,900
Architecture & Engineering	29,600	20,300
Operations & Parks	6,850,300	7,269,400
Water	597,800	606,700
Total	7,633,600	8,043,300
EMERGENCY COMMUNICATIONS	11,900	10,300
POLICE	4,881,600	4,886,600
FIRE	386,200	386,200
LIBRARY		
Central Library	3,500	3,500
Community Library	4,700	11,000
Total	8,200	14,500
RECREATION & YOUTH SERVICES		
Commissioner	4,000	4,000
Recreation	82,800	82,800
Total	86,800	86,800
Total Interfund	6,193,400	6,552,700
Total Intrafund	6,948,000	7,020,200
CITY TOTAL	13,141,400	13,572,900

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

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	3,040,802	3,285,500	3,417,600	3,561,700
Materials & Supplies	5,833,973	6,559,000	6,985,000	7,126,800
Services	1,196,588	1,219,600	1,269,100	1,318,800
Other	1,818,100	2,103,400	2,103,400	1,983,200
Total	11,889,463	13,167,500	13,775,100	13,990,500
Interfund Credit*	-5,306,549	-5,907,800	-6,193,400	-6,552,700
Intrafund Credit*	-6,254,134	-6,739,600	-6,948,000	-7,020,200
Total	328,780	520,100	633,700	417,600
Appropriation by Activity				
Fleet Management	2,582,667	2,896,400	2,946,600	2,879,000
Repair	2,937,467	3,152,500	3,287,400	3,381,400
Fueling	3,859,311	4,784,000	5,178,000	5,307,400
Parts	2,410,566	2,226,900	2,247,400	2,303,300
Equipment Maintenance	99,452	107,700	115,700	119,400
Total	11,889,463	13,167,500	13,775,100	13,990,500
Interfund Credit*	-5,306,549	-5,907,800	-6,193,400	-6,552,700
Intrafund Credit*	-6,254,134	-6,739,600	-6,948,000	-7,020,200
Total	328,780	520,100	633,700	417,600
Employee Years by Activity				
Fleet Management	4.6	4.9	5.1	4.7
Repair	46.5	49.2	51.2	52.4
Parts	7.0	7.4	7.7	7.7
Equipment Maintenance	1.1	1.2	1.2	1.4
Total	59.2	62.7	65.2	66.2

*Reflects chargeback for motor equipment service.

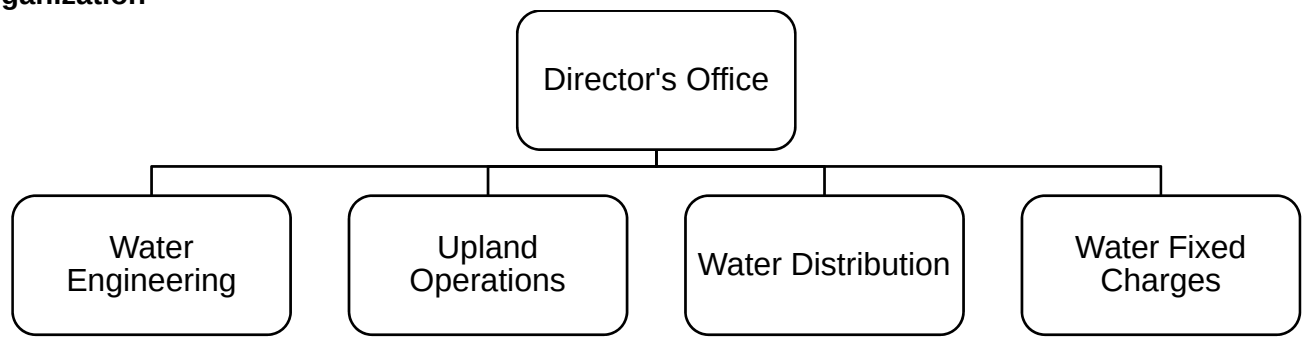
DEPARTMENT OF ENVIRONMENTAL SERVICES
OPERATIONS & PARKS – EQUIPMENT SERVICES DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2012-13	Proposed 2013-14				
30	Fleet Manager	1.0	0.0				
27	Assistant Fleet Manager	0.0	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	5.0		5.0		
22	Equipment Analyst	1.0	0.0				
20	Senior Accountant	0.0	1.0	1.0			
19	Senior Equipment Mechanic	1.0	1.0				1.0
18	Equipment Trainer	1.0	1.0	1.0			
17	Accountant	1.0	0.0				
15	Heavy Mechanic II	9.0	6.0		6.0		
14	Junior Accountant	1.0	1.0	1.0			
14	Senior Auto Parts Clerk	3.0	3.0			3.0	
14	Sr. Auto Maintenance Mechanic	9.0	9.0		9.0		
13	Fleet Service Writer	2.0	2.0		2.0		
11	Auto Parts Clerk	2.0	2.0			2.0	
70	Master Automotive Technician	7.0	7.0		7.0		
70	Master Truck Technician	11.0	14.0		14.0		
65	Auto Machinist	1.0	1.0			1.0	
61	Tire Repairer	1.0	1.0		1.0		
59	Heavy Equipment Aide	1.0	1.0		1.0		
EMPLOYEE YEARS							
Full Time		59.0	59.0	4.0	47.0	7.0	1.0
Overtime		6.2	6.4	0.1	5.5	0.7	0.1
Part Time, Temporary, Seasonal		1.0	1.6	0.6	0.4	0.1	0.5
Less: Vacancy Allowance		1.0	0.8	0.0	0.5	0.1	0.2
Total		65.2	66.2	4.7	52.4	7.7	1.4

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.

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement change in domestic water rate structure	Customer Service	Second Quarter
Rehabilitate and replace a 6,000' section of 36-42" water conduit on South Clinton Avenue	Customer Service	Second Quarter
Install 4,000 5/8" - 2" radio read water meters	Customer Service	Fourth Quarter
Cobbs Hill Reservoir Renovation Phase I, sealing of 3,500' of cap stone	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Engineering:				
In-house design projects value ($000)	3,325	6,535	4,820	3,285
In-house construction projects value ($000)	3,344	3,312	3,474	5,048
Water Production & Treatment:				
Filtration plant production (million gallons per day)	36.4	37.0	36.0	36.0
Water Distribution:				
Water service interruption measure	185	281	320	320
Lost water measure	18%	18%	19%	18%
CUSTOMER PERSPECTIVE				
Water Distribution:				
Complaints received--Water related	4,230	4,168	4,600	4,600
Investigations performed	17,313	16,555	15,000	16,000

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	23,312,800	23,225,300	-87,500
Employee Years	135.4	133.0	-2.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
156,200	160,900	13,200	0	0	-417,800	-87,500

Major Change

Reduce allocation for Bad Debt expense due to improved collection efforts	-235,000
Eliminate two vacant full time and one vacant part time position due to budget constraints	-133,600
New agreement for electricity charge and efficient equipment mechanicals results in savings	-100,000
Add funding for Automated Vehicle Location project	80,000
Lower material cost for filtration chemicals reduces expense	-40,000
Increase funding for floor maintenance at Water Bureau headquarters	16,000
Impact of material and supply expense lines consolidation to Director’s Office	-5,200

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	6,693,231	6,850,300	7,088,300	7,110,900
Materials & Supplies	1,301,300	1,458,700	1,480,700	1,474,500
Services	6,645,051	7,108,900	7,335,200	7,466,300
Other	7,042,475	7,123,600	7,408,600	7,173,600
Total	21,682,057	22,541,500	23,312,800	23,225,300
Appropriation by Activity				
Director's Office	1,332,197	1,314,000	1,414,100	2,098,200
Water Engineering	998,788	1,008,900	1,098,600	1,022,200
Upland Operations	5,401,655	5,955,700	6,079,400	5,988,500
Water Distribution	4,567,742	4,686,500	4,859,300	4,490,000
Water Fixed Charges	9,381,675	9,576,400	9,861,400	9,626,400
Total	21,682,057	22,541,500	23,312,800	23,225,300
Employee Years by Activity				
Director's Office	14.0	14.1	15.1	13.7
Water Engineering	15.4	14.5	15.7	13.8
Upland Operations	34.4	36.4	36.4	37.7
Water Distribution	68.9	67.3	68.2	67.8
Total	132.7	132.3	135.4	133.0

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,414,100	2,098,200	684,100
Employee Years	15.1	13.7	-1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
7,600	14,400	3,400	0	0	658,700	684,100

Major Change

Consolidate various material and supply expense lines from divisions for expense control	653,000
Eliminate one vacant full time and one part time position due to budget constraints	-90,300
Add funding for Automated Vehicle Location project	80,000
Increase funding for floor maintenance at Water Bureau headquarters	16,000

WATER – DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

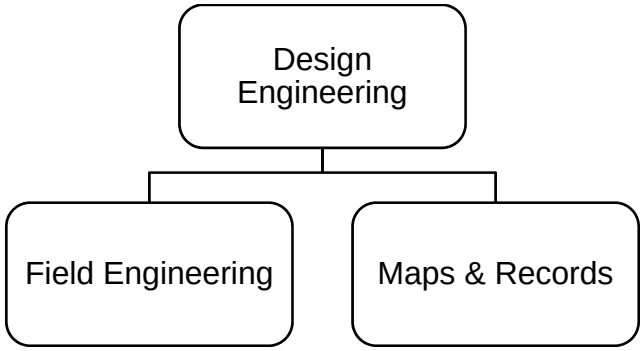
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	801,419	816,700	882,400	799,700
Materials & Supplies	7,176	9,600	9,600	625,500
Services	523,602	487,700	522,100	673,000
Other	0	0	0	0
Total	1,332,197	1,314,000	1,414,100	2,098,200
Appropriation by Activity				
Director's Office	1,332,197	1,314,000	1,414,100	2,098,200
Employee Years by Activity				
Director's Office	14.0	14.1	15.1	13.7

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

FULL TIME POSITIONS

Br.	Title	Budget 2012-13	Proposed 2013-14
35	Director of Water	1	1
26	Associate Administrative Analyst	1	1
23	Materials, Equip & Facilities Coordinator	1	1
23	Technology Applications Specialist	1	0
20	Executive Assistant	1	1
18	Senior Supervising Stock Clerk	1	1
16	Fleet Maintenance Technician	1	1
13	Supervising Stock Clerk	1	1
11	Clerk I	1	1
9	Clerk II	1	1
65	Sr. Maintenance Mechanic-Welder	1	1
63	Water Maintenance Worker/Construction	1	1
60	Fleet & Facilities Attendant	1	1
	EMPLOYEE YEARS		
	Full Time	13.0	12.0
	Overtime	0.5	0.5
	Part Time, Temporary, Seasonal	1.6	1.2
	Less: Vacancy Allowance	0.0	0.0
	Total	15.1	13.7

Organization



Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,098,600	1,022,200	-76,400
Employee Years	15.7	13.8	-1.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
45,100	1,300	9,800	0	0	-132,600	-76,400

Major Change

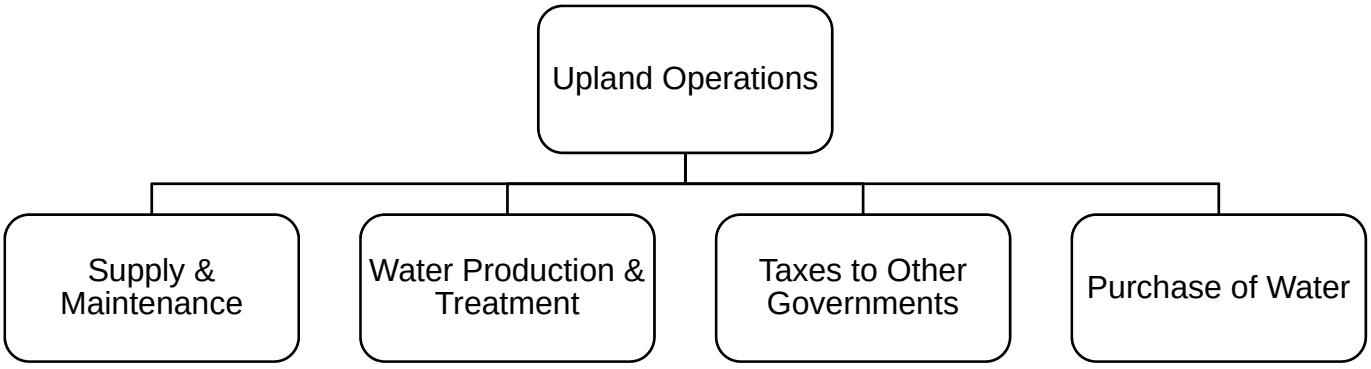
Transfer position to Upland Operations for succession planning	-76,000
Eliminate one vacant full time position due to budget constraints	-43,300
Consolidate various material and supply expense lines to Director's Office for expense control	-13,300

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	931,497	912,800	1,001,300	927,100
Materials & Supplies	11,172	21,800	21,800	14,700
Services	56,119	74,300	75,500	80,400
Other	0	0	0	0
Total	998,788	1,008,900	1,098,600	1,022,200
Appropriation by Activity				
Design Engineering	783,720	788,700	872,400	800,300
Field Engineering	154,511	150,000	154,900	156,800
Maps & Records	60,557	70,200	71,300	65,100
Total	998,788	1,008,900	1,098,600	1,022,200
Employee Years by Activity				
Design Engineering	11.7	10.7	11.9	10.1
Field Engineering	2.7	2.7	2.7	2.8
Maps & Records	1.0	1.1	1.1	0.9
Total	15.4	14.5	15.7	13.8

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2012-13	Proposed 2013-14			
32	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	2	2	2		
26	Engineer III/Water	2	1	1		
24	Engineer II/Water	1	1	1		
21	Supervising Engineering Technician	1	1	1		
20	GIS Applications Specialist	1	1	1		
18	Principal Engineering Technician	3	3		2	1
18	Principal Engineering Technician-CADD	2	2	2		
12	Engineering Technician	1	0			
EMPLOYEE YEARS						
Full Time		14.0	12.0	9.0	2.0	1.0
Overtime		1.1	1.1	0.2	0.9	0.0
Part Time, Temporary, Seasonal		0.9	1.0	1.0	0.0	0.0
Less: Vacancy Allowance		0.3	0.3	0.1	0.1	0.1
Total		15.7	13.8	10.1	2.8	0.9

Organization



Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	6,079,400	5,988,500	-90,900
Employee Years	36.4	37.7	1.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
54,300	113,600	0	0	0	-258,800	-90,900

Major Change

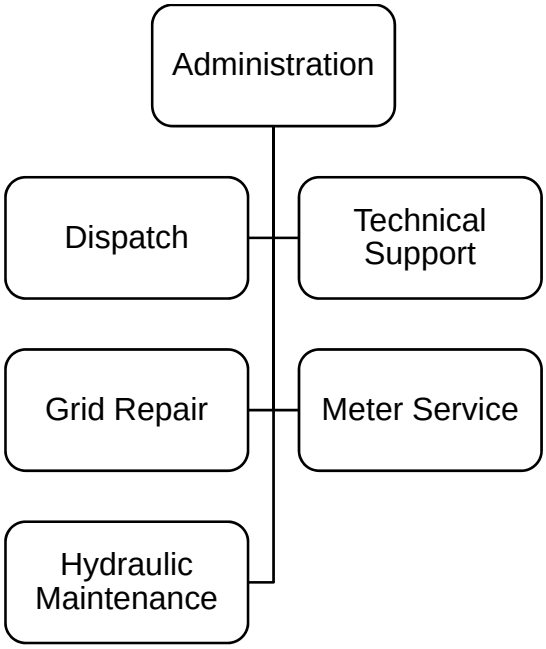
Consolidate various material and supply expense lines to Director's Office for expense control	-194,800
New agreement for electricity charge and efficient equipment mechanicals results in savings	-100,000
Transfer position from Design Engineering for succession planning	76,000
Lower material cost for filtration chemicals reduces expense	-40,000

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	1,799,101	2,008,300	1,990,600	2,120,900
Materials & Supplies	905,542	946,100	968,100	783,400
Services	2,697,012	3,001,300	3,120,700	3,084,200
Other	0	0	0	0
Total	5,401,655	5,955,700	6,079,400	5,988,500
Appropriation by Activity				
Supply & Maintenance	862,596	985,900	1,052,900	984,000
Water Production & Treatment	2,630,888	2,948,600	3,005,300	2,917,400
Taxes to Other Governments	703,883	882,400	882,400	904,500
Purchase of Water	1,204,288	1,138,800	1,138,800	1,182,600
Total	5,401,655	5,955,700	6,079,400	5,988,500
Employee Years by Activity				
Supply & Maintenance	11.0	11.2	11.5	11.6
Water Production & Treatment	23.4	25.2	24.9	26.1
	34.4	36.4	36.4	37.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2012-13	Proposed 2013-14		
32	Manager of Water Production	1	1		1
28	Assistant Manager of Water Production	1	1		1
28	Engineer IV/Water	0	1		1
25	Supt. of Water Plant Maintenance	1	1		1
25	Supt. of Water Supply Maintenance	1	1	1	
23	Water Quality Chemist	1	1		1
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
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	Asst. Water Instrumentation Technician	1	1		1
18	Senior Water Plant Operator	0	1		1
18	Water Operations Supervisor/Upland	2	2	2	
16	Administrative Assistant	1	1		1
16	Water Plant Operator	6	5		5
15	Sr. Maint. Mech./Water Treatment	1	1		1
65	Expediter	1	1	1	
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
63	Water Supply Maint. Worker/Constr.	4	4	4	
61	Maint. Mechanic/Water Treatment	3	3		3
EMPLOYEE YEARS					
Full Time		33.0	34.0	10.0	24.0
Overtime		3.3	3.4	1.8	1.6
Part Time, Temporary, Seasonal		0.7	0.9	0.0	0.9
Less: Vacancy Allowance		0.6	0.6	0.2	0.4
Total		36.4	37.7	11.6	26.1

Organization



Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	4,859,300	4,490,000	-369,300
Employee Years	68.2	67.8	-0.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
49,200	31,600	0	0	0	-450,100	-369,300

Major Change

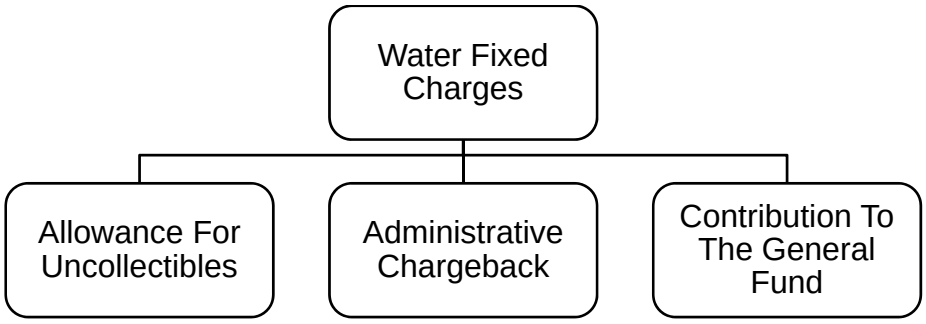
Consolidate various material and supply expense lines to Director's Office for expense control	-450,100

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	3,161,214	3,112,500	3,214,000	3,263,200
Materials & Supplies	377,410	481,200	481,200	50,900
Services	1,029,118	1,092,800	1,164,100	1,175,900
Other	0	0	0	0
Total	4,567,742	4,686,500	4,859,300	4,490,000
Appropriation by Activity				
Administration	552,255	671,100	695,700	761,300
Dispatch	325,043	361,900	317,200	328,600
Technical Support	460,357	441,400	508,000	439,100
Grid Repair	1,881,725	1,968,400	2,023,300	1,767,000
Meter Services	719,704	734,000	775,300	639,800
Hydraulic Maintenance	628,658	509,700	539,800	554,200
Total	4,567,742	4,686,500	4,859,300	4,490,000
Employee Years by Activity				
Administration	2.9	2.8	2.9	3.9
Dispatch	6.9	7.8	6.9	6.9
Technical Support	10.8	10.4	10.7	9.6
Grid Repair	20.1	20.6	21.2	21.9
Meter Service	14.5	14.2	14.6	13.5
Hydraulic Maintenance	13.7	11.5	11.9	12.0
Total	68.9	67.3	68.2	67.8

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2012-13	Proposed 2013-14						
30	Manager of Water Distribution	1	1	1					
25	Superintendent of Water Distribution	1	2	2					
23	Asst. Superintendent Water Distribution	4	3			1	1		1
21	Backflow Prevention Inspector	1	1					1	
18	Supervising Dispatcher	1	1		1				
18	Supervising Meter Services Technician	2	1					1	
18	Supervising Water Distribution Technician	1	2					1	1
18	Water Operations Supervisor	3	3				3		
11	Clerk I	1	1	1					
65	Sr. Maint. Mech./Water Grid	1	1				1		
64	Water Distribution Technician	18	18			7	1	5	5
64	Dispatcher	5	5		5				
63	Water Maintenance Worker/Construction	12	12				12		
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	6	6			1	1		4
61	Meter Reader	4	4					4	
60	Water Maintenance Worker/Const-Trainee	1	1				1		
EMPLOYEE YEARS									
Full Time		63.0	63.0	4.0	6.0	9.0	20.0	13.0	11.0
Overtime		5.3	5.3	0.0	1.0	0.8	1.8	0.8	0.9
Part Time, Temporary, Seasonal		1.2	0.8	0.0	0.0	0.0	0.5	0.0	0.3
Less: Vacancy Allowance		1.3	1.3	0.1	0.1	0.2	0.4	0.3	0.2
Total		68.2	67.8	3.9	6.9	9.6	21.9	13.5	12.0

Organization



This section includes operating expenditures for the water supply system that cannot be directly attributed to an operating budget. The allowance for uncollectibles is an estimate of the delinquent amount of water charges that are not paid within two years. The administrative chargeback is an interfund charge that reimburses the General Fund for general administrative services provided to the enterprise funds, based on an indirect cost allocation formula. The administrative chargeback to the Water Fund for 2013-14 represents 6.7 percent of total Water Fund expenses incurred in 2011-12. 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

	2012-13	2013-14	Change
Budget	9,861,400	9,626,400	-235,000

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	0	0	-235,000	-235,000

Major Change

Reduce allocation for Bad Debt expense due to improved collection efforts	-235,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	2,339,200	2,452,800	2,452,800	2,452,800
Other	7,042,475	7,123,600	7,408,600	7,173,600
Total	9,381,675	9,576,400	9,861,400	9,626,400
Appropriation by Activity				
Allowance for Uncollectibles	1,668,875	1,750,000	2,035,000	1,800,000
Administrative Chargeback	2,339,200	2,452,800	2,452,800	2,452,800
Contribution to the General Fund	5,373,600	5,373,600	5,373,600	5,373,600
Total	9,381,675	9,576,400	9,861,400	9,626,400

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.

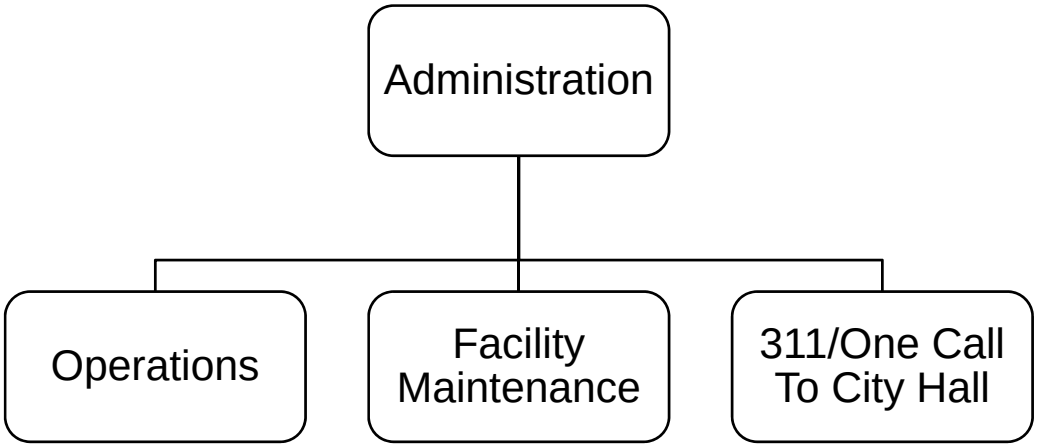
Being Accountable

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

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

Critical Processes

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

311 Call Center:
- ❑ Answer and provide information for non-emergency calls
- ❑ Retrieve up to date information to respond to all City related inquiries
- ❑ Provide appropriate avenues for public related information and services
- ❑ Submit service requests to appropriate City departments
- ❑ Intake minor crime reports
- ❑ Provide responses to case inquires
- ❑ Report on Call Center performance
- ❑ Report on City departments' performance and activity
- ❑ Train Service Representatives and Public Safety Aides 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.

Department Highlights

The 2013-14 Emergency Communications Budget of $13.7 million reflects an increase in the overtime allocation of $92,300 in 911 Operations and a net decrease of $19,200 for supplies and services for 911. Administration and Operations are funded by the County of Monroe.

311 Call Center night hours between 11:00PM and 6:30AM will be eliminated during the first quarter of 2013-14 saving $40,000. Public Safety Aides will relocate to the Police Department during those hours. The ultimate goal is to transition Public Safety Aides back to the Police Department, but the timing of that move is not yet defined. ECD includes a strategic goal and objective in the budget chapter to address this purpose, work with the Police Department and Information Technology Department to evaluate possible relocation of Public Safety Aides from 311 Call Center to Public Safety Building.

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Oversee new 911 Computer Aided Dispatch (CAD) and Fire Records Management upgrades	Customer Service Public Safety	Ongoing
Work with the Police Department and Information Technology Department to evaluate possible relocation of Public Safety Aides from 311 Call Center to Public Safety Building	Customer Service Public Safety	First Quarter
Conduct feasibility study for the expansion of the 911 Center and the inclusion of the 311 Call Center	Customer Service	Second Quarter
Work with Information Technology to complete assessment of the current state processes in the 311 Call Center and implement process improvement and software enhancements	Customer Service	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Emergency Communications:				
911 Calls received (excluding administrative calls)	1,132,135	1,175,338	1,175,000	1,200,000
Calls dispatched:				
● Police (includes police-initiated)	1,029,683	1,041,816	1,040,000	1,050,000
● Fire	108,336	114,040	115,000	115,000
● Emergency medical service	117,404	120,022	120,000	122,000
● Total dispatched	1,255,423	1,275,878	1,275,000	1,287,000
Ring time (average in seconds)	6.2	6.0	6.0	6.0
Emergency Medical Dispatch Protocol Compliance (%)	96	96	90	90
CUSTOMER SERVICE				
Emergency Communications:				
Caller complaints	314	204	300	300
Caller customer satisfaction (scale =1-4; 4 = best)	3.8	3.8	3.8	3.8
311 Call Center:				
Total calls received	462,895	462,900	444,000	474,800
Calls answered within 30 seconds (%)	85	84	85	85
Call abandon rate (%)	7	7	5	7
FINANCIAL/COSTS				
Emergency Communications:				
Operating cost per call	$9.88	$9.83	$10.28	$10.32
311 Call Center:				
Operating cost per call	$2.55	$2.64	$3.03	$2.76

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
LEARNING & INNOVATION				
Emergency Communications:				
Employee Training (hours)	19,260	11,902	16,000	16,000
311 Call Center:				
Average number training hours per employee	38	65	65	40

N/A – Not Applicable

Year-To-Year Comparison

Main Functions	Budget 2012-13	Budget 2013-14	Change	Percent Change
Administration	695,100	667,500	-27,600	-4.0%
Operations	11,150,200	11,479,000	328,800	2.9%
Facility Maintenance	230,800	232,800	2,000	0.9%
311/One Call To City Hall	1,346,900	1,309,200	-37,700	-2.8%
Total	13,423,000	13,688,500	265,500	2.0%
Employee Years	231.6	231.7	0.1	0.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
255,400	19,800	4,900	0	0	-14,600	265,500

Major Change

Overtime allocation for 911 Center increases	92,300
Funding for night hours at the 311 Call Center is eliminated as an efficiency measure	-40,000
Funding for 911 Center telephone service is reduced to correspond to County levels and to reflect actual usage	-35,000
Two vacant seasonal service representative positions in 311/One Call to City Hall are eliminated due to budget constraints	-25,500
Public Safety Aide hours in 311/One Call to City Hall are reduced	-20,600
Funding for the 911 Center office supplies is increased to correspond to County levels	17,100
Funding for miscellaneous supply and service lines in 311/One Call to City Hall is reduced due to budget constraints	-6,200
Overtime allocation in 311/One Call to City Hall is increased	4,600
Miscellaneous service lines are reduced in 911 Center to correspond to County levels	-1,300

Program Change

311 Call Center night hours between 11:00PM and 6:30AM are eliminated during the first quarter of 2013-14. Public Safety Aides will relocate to the Police Department during those hours.

Total calls received performance indicator for 311/One Call to City Hall assumes elimination of night hours at the 311 Call Center and reflects an increase in volume for Parking Violation Bureau calls.

EXPENDITURE SUMMARY

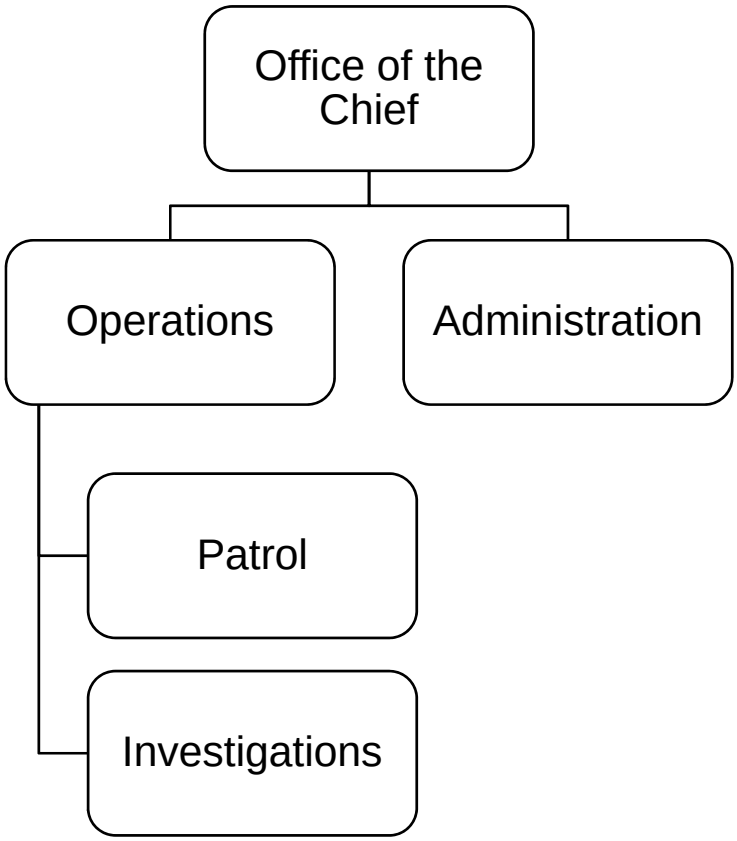
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	11,177,967	11,549,000	12,051,600	12,322,800
Materials & Supplies	149,702	213,300	231,400	194,700
Services	1,044,183	1,007,400	1,140,000	1,171,000
Other	0	0	0	0
Total	12,371,852	12,769,700	13,423,000	13,688,500
Appropriation by Activity				
Administration	701,766	674,600	695,100	667,500
Operations	10,275,761	10,649,300	11,150,200	11,479,000
Facility Maintenance	212,790	225,500	230,800	232,800
311/One Call To City Hall	1,181,535	1,220,300	1,346,900	1,309,200
Total	12,371,852	12,769,700	13,423,000	13,688,500
Employee Years by Activity				
Administration	7.0	7.0	7.0	7.0
Operations	190.7	187.7	201.0	202.6
311/One Call To City Hall	21.7	22.5	23.6	22.1
Total	219.4	217.2	231.6	231.7

EMERGENCY COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2012-13	Proposed 2013-14			
36	ECC Director	1	1	1		
33	Deputy Director - ECC	1	1		1	
29	311 Call Center Manager	1	1			1
29	911 Operations Manager	3	3		3	
22	Knowledge Base Coordinator	1	1			1
20	Executive Assistant	1	1	1		
20	Supervising Service Representative	1	1			1
18	Secretary to the Director	1	1	1		
16	Administrative Assistant	1	1	1		
16	Sr. Service Representative	1	1			1
16	Sr. Service Representative Bilingual	1	1			1
12	Communications Research Assistant	1	1	1		
12	Service Representative	9	9			9
12	Service Representative Bilingual	4	4			4
7	Clerk III with Typing	2	2	1		1
6	Research Technician	1	1	1		
210	Shift Supervisor	16	16		16	
200	CAD Information System Specialist	1	1		1	
190	EMD Quality Improvement Coordinator II	2	2		2	
170	Dispatcher II	27	27		27	
150	Dispatcher I	92	92		92	
150	Dispatcher I Bilingual	3	3		3	
110	Telecommunicator	42	42		42	
110	Telecommunicator Bilingual	1	1		1	
EMPLOYEE YEARS						
Full Time		214.0	214.0	7.0	188.0	19.0
Overtime		11.4	13.1	0.0	12.6	0.5
Part Time, Temporary, Seasonal		6.2	4.6	0.0	2.0	2.6
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		231.6	231.7	7.0	202.6	22.1

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

Department Highlights

Elimination of Mounted Patrol

The budget calls for the elimination of RPD's Mounted Patrol, with the seven police officer positions currently in the Mounted Patrol to be reallocated to the Tactical Unit. This will save the City $57,600 in FY 2013-14, and $96,700 annually thereafter. This represents the non-personnel costs for the Mounted Program, including care and feeding of the horses, and maintenance of the Mounted Unit Stable. The budget allocates $39,100 to care for the horses and maintain the stable facility while the Unit is disbanded. While the Mounted Patrol does provide a valuable function for special events, crowd control, and public relations, the reallocation of these positions will enable RPD to increase its ability to address gang and other violent crime issues proactively by deploying an additional team of officers in the Tactical Unit. The Tactical Unit can be quickly and flexibly deployed citywide to deal with ongoing and developing gang or other violent crime issues.

Downtown Detail

Early in FY 2013-14, Patrol Division West's (PDW) Downtown Detail will relocate to newly renovated space in the Sibley Building. This office will house about 40 PDW police officers and supervisors who are already assigned to the downtown area between 7:00 a.m. and 7:00 p.m. The office will also be available for use by PDW officers working the downtown area after 7:00 p.m. Downtown Detail officers will continue to be deployed with a combination of walking beats, bike patrol, and vehicle patrol. However, they will be based at the Sibley Building, which will increase the benefit of their presence Downtown.

Patrol Division West (PDW) Office, 1099 Jay Street

Last year funding was approved by Council to complete some renovations to the current PDW Office to enable RPD to continue to use the office for the next five years. Plans for a new PDW Office in the Bulls Head area have been deferred to FY 2017-18. Due to delays in negotiating the cost of the renovations with the building owner, this project was delayed, but will now be completed in FY 2013-14.

Police Academy

The budget includes funding for a Police Academy class of up to 25 police recruits in February, 2014. RPD has averaged about 25 retirements per year. This recruit class will help stabilize RPD's sworn strength as retirements occur, and will enable vital operations and services to continue at a relatively consistent level. There is a 10-month period of Academy and field training for RPD recruits before they can be deployed for street duties.

Public Safety Aides (PSAs)

PSAs perform a number of functions, including taking non-emergency police reports over the telephone under the City's 311 One Call to City Hall Program. PSAs taking reports have been co- located at the Mount Read Blvd. 311 facility. In order to enhance efficiency and customer service, and because the City has decided to shut down the 311 Call Center during the overnight hours, PSAs will be relocated to the Public Safety Building (PSB) Command Center/Camera Room. This will increase efficiency and accountability by assigning the PSAs to the same location as their police supervisors. Furthermore, it will enable RPD to cross-train and utilize the 311 PSAs and the Camera Room PSAs to perform both functions. For example, if no reports are pending, the 311 PSAs can monitor cameras, or perform other PSA duties.

Cameras

The camera maintenance agreement provides for the maintenance of the current RPD camera system, as well as the maintenance of up to 30 additional cameras, at a cost of $220,000. The addition of cameras to the system will be made through a City governance process, and will be funded out of prior year capital funds. Prior year capital funding of approximately 1 million dollars remains in IT's capital budget for the purchase of new cameras and security equipment to enhance City infrastructure and other camera systems.

Strategic Plan

The RPD strategic planning process was completed during 2012-13 and the resulting goals will begin implementation during the 2013-14 budget year. Several programs will be implemented immediately and provide sustainable improvement in the area of staff development, leadership development, and community engagement. As part of our commitment to improved planning, we will explore the Department's current geographic and organizational structure to assess its impact on service delivery, community engagement, and employee and citizen satisfaction. This process to complete an independent review of our structure will require additional time and will begin during the 2013-14 budget cycle.

City Security

We have requested an additional security supervisor to cover a structural deficiency within the division. Currently there are five shifts per week (40 hours) where there is no on-duty supervisor for City Security, which is a 24/7 operation. Besides the fundamental need to have a supervisor on duty at all times, we expect to realize overtime reductions for covering these shifts as well. Additional funding provided in the budget for on-call security officers will allow for temporary security services securing the Midtown Tunnel until such time that the Midtown Garage is operational with contract security guards and appropriate technological support.

Animal Control Services

The evaluation of Rochester Animal Services (RAS) has been completed, and the consultant's formal report has been published and shared with the community. A number of recommendations have already been implemented within the shelter, others are planned, and many are still under review. Some of the more significant recommendations include a possible expansion of the RAS facility, as well as service reductions in Animal Control, which would allow for a greater focus on the core mission of RAS.

Highlights of the Department's 2013-14 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:		
Implement Department's Strategic Plan to drive Department-wide change, manage operations more effectively, and measure results	Public Safety	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority police officer candidates	Public Safety	Ongoing
Operations:		
Complete move of Downtown detail into Sibley space	Public Safety	First Quarter
Transition to digital camera format for patrol use and assess future digital evidence needs with Information Technology	Public Safety	Second Quarter
Administration:		
Recruit and hire up to 25 Police Officers for February recruit class	Public Safety	Third Quarter
Evaluate Records Management System (RMS) Phase I implementation; assess impact on workflow; and begin future phase planning in partnership with Information Technology	Customer Service	Ongoing

Year-To-Year Comparison

Bureaus	Budget 2012-13	Budget 2013-14	Change	Percent Change
Office of the Chief	3,339,800	3,373,700	33,900	1.0%
Operations	67,589,100	67,737,900	148,800	0.2%
Administration	15,758,000	15,320,800	-437,200	-2.8%
Total	86,686,900	86,432,400	-254,500	-0.3%
Employee Years	940.0	939.0	-1.0	-0.1%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
272,700	156,500	-13,200	129,400	0	-799,900	-254,500

Major Change Highlights

Net change in funding for recruit class resulting from shift of August to February start date	-537,400
Annual operating cost of Red Light Photographic Enforcement Program increases with installation of additional approaches in 2012-13 and mailing fees for judgment letters This expense is offset by increased revenue of $400,000	300,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Increase funding for Supervising Security Guard and on-call security positions	114,200
Funding for Safe and Sound grant ends	-101,600
Funding for Violence Reduction Grant	100,000
Net change in Stop DWI Grant funding	-74,900
One time appropriation of forfeiture funds for community-based programs does not recur	-64,900
Net reduction from eliminating Mounted Patrol, personnel are transferred to other Patrol functions	-57,600

Assignment of Authorized Positions
2004-05 to 2013-14

	Office of the Chief & Administration			Operations			Department Total		
Year	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
2013-14	45	66	111	681	76	757	726	142	868
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5
2011-12	45	99.5	145.5	681	44	724	726	143.5	869.5
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5
2008-09	46	88	134	695	83	778	741	171	912
2007-08	64	121	185	677	52	729	741	173	914
2006-07	65	95	160	661	56	717	726	151	877
2005-06	63	103	166	642	58	700	705	161	866
2004-05	61	104	165	645	59	704	706	163	869

Authorized Sworn Positions
2009-10 to 2013-14

Positions	2009-10	2010-11	2011-12	2012-13	2013-14
Chief	1	1	1	1	1
Executive Deputy Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Commander	3	3	3	3	3
Captain	9	9	9	11	11
Lieutenant	34	34	34	33	33
Sergeant	88	88	88	90	90
Police Investigator	0	0	0	80	80
Police Officer (Investigator)	57	57	57	0	0
Police Officer	546	546	531	505	505
Total	741	741	726	726	726

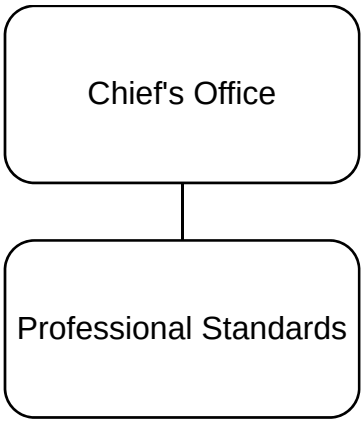
POLICE DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	71,095,006	72,209,300	72,219,500	72,097,400
Materials & Supplies	1,106,447	1,308,000	1,636,700	1,647,700
Services	10,480,008	12,174,600	12,830,700	12,687,300
Other	0	0	0	0
Total	82,681,461	85,691,900	86,686,900	86,432,400
Appropriation by Activity				
Office of the Chief	4,537,089	5,090,800	3,339,800	3,373,700
Operations	63,757,096	64,832,100	67,589,100	67,737,900
Administration	14,387,276	15,769,000	15,758,000	15,320,800
Total	82,681,461	85,691,900	86,686,900	86,432,400
Employee Years by Activity				
Office of the Chief	28.4	34.4	20.2	20.7
Operations	777.4	794.9	817.4	818.8
Administration	112.3	110.3	102.4	99.5
Total	918.1	939.6	940.0	939.0
NBD Allocation - Dollars	1,470,000	1,693,200	1,693,200	1,876,100
NBD Allocation - Employee Years	24.2	24.4	24.3	24.4

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
- ❑ Informs community and coordinates responses to inquiries from news media and public

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Execute successor agreement with Monroe County for housing unarraigned prisoners	Public Safety	Second Quarter
Implement Department's Strategic Plan to drive Department-wide change, manage operations more effectively, and measure results	Public Safety	Ongoing
Develop youth activities in collaboration with Police Activities League (PAL)	Public Safety	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority police officer candidates	Public Safety	Ongoing

POLICE DEPARTMENT
OFFICE OF THE CHIEF

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	26	28	16	20
Civil suit investigations completed	65	96	80	70
Accident reports completed	146	108	154	150
Subject resistance reports reviewed	1,024	950	1,065	980

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	3,339,800	3,373,700	33,900
Employee Years	20.2	20.7	0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
44,600	9,900	-600	-200	0	-19,800	33,900

Major Change

One time appropriation of forfeiture funds for community-based programs does not recur	-64,900
Professional fees increase for the addition of an advocate into the Complaint Management Services process	23,300
On-call clerical position transfers from Administration	21,800

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	3,220,525	3,596,400	1,788,100	1,856,300
Materials & Supplies	8,000	9,100	9,100	7,100
Services	1,308,564	1,485,300	1,542,600	1,510,300
Other	0	0	0	0
Total	4,537,089	5,090,800	3,339,800	3,373,700
Appropriation by Activity				
Chief's Office	2,465,384	2,824,000	2,423,000	2,418,500
Professional Standards	2,071,705	2,266,800	916,800	955,200
Total	4,537,089	5,090,800	3,339,800	3,373,700
Employee Years by Activity				
Chief's Office	12.3	16.4	11.1	11.6
Professional Standards	16.1	18.0	9.1	9.1
Total	28.4	34.4	20.2	20.7

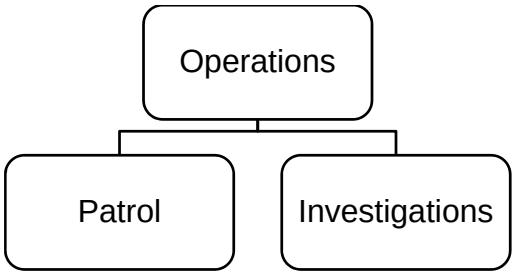
POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Professional Standards
Br.	Title	Budget 2012-13	Proposed 2013-14		
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	2	2	1	1
92	Police Sergeant	8	8	2	6
191	Police Investigator	1	1	1	
90	Police Officer	2	2	2	
20	Police Steno	2	2		2
18	Secretary to the Chief	1	1	1	
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		21.0	21.0	12.0	9.0
Overtime		0.2	0.2	0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.5	0.5	0.0
Less: Vacancy Allowance		1.0	1.0	1.0	0.0
Total		20.2	20.7	11.6	9.1

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, Special Events, Security, Animal Services and Investigations.

Organization



2013-14 Fiscal Goals & Objectives Highlights

Objective	Priorities Supported	Projected Completion
Complete move of Downtown detail into Sibley space	Public Safety	First Quarter
Transition to digital camera format for patrol use and assess future digital evidence needs with Information Technology	Public Safety	Second Quarter
Review Animal Services efficiency study and formulate plans for any necessary changes	Public Safety	Ongoing
Participate in implementation of City-wide security camera and access control working group governance process	Public Safety	Ongoing

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	67,589,100	67,737,900	148,800
Employee Years	817.4	818.8	1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
144,600	31,400	-600	130,800	0	-157,400	148,800

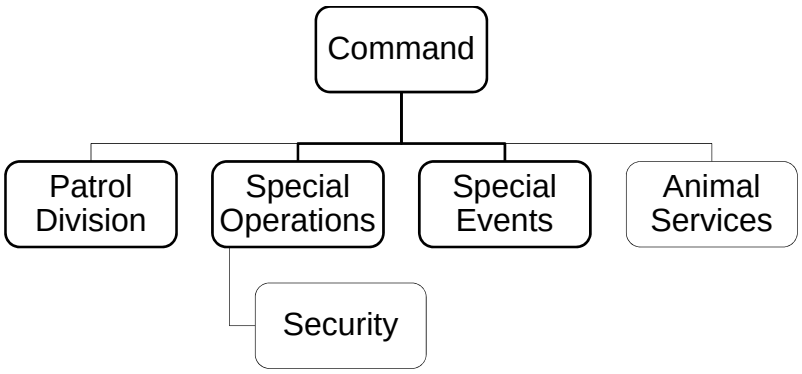
Major Change Highlights

Annual operating cost of Red Light Photographic Enforcement Program increases with installation of additional approaches in 2012-13 and mailing fees for judgment letters This expense is offset by increased revenue of $400,000	300,000
Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Increase funding for Supervising Security Guard and on-call security positions	114,200
Funding for Safe and Sound grant ends	-101,600
Funding for Violence Reduction Grant	100,000
Net change in Stop DWI Grant funding	-74,900
Net reduction from eliminating Mounted Patrol, personnel are transferred to other Patrol functions	-57,600

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	60,100,036	60,428,600	62,836,300	63,036,600
Materials & Supplies	548,725	645,700	685,700	650,000
Services	3,108,335	3,757,800	4,067,100	4,051,300
Other	0	0	0	0
Total	63,757,096	64,832,100	67,589,100	67,737,900
Appropriation by Activity				
Patrol	53,710,529	54,412,700	57,235,600	57,602,100
Investigations	10,046,567	10,419,400	10,353,500	10,135,800
Total	63,757,096	64,832,100	67,589,100	67,737,900
Employee Years by Activity				
Patrol	652.5	671.3	695.5	697.9
Investigations	124.9	123.6	121.9	120.9
Total	777.4	794.9	817.4	818.8

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, provides 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 to address quality of life issues
- ❑ 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
- ❑ K-9 unit provides canine support services to building searches and in tracking, as well as in nitrate and narcotic searches
- ❑ Traffic Enforcement Unit
    - o Enforces vehicle and parking regulations
    - o Coordinates the School Traffic Officer program
    - o Conducts alcohol-related enforcement counter measures and proactive traffic direction and control throughout the city
    - o Handles complaints or suggestions concerning traffic-engineering deficiencies and transmits related data to Traffic Control Board
- ❑ Youth Services Unit
    - o Develops and implements programs along with School Resource Officers (SROs) to prevent and control juvenile delinquency
    - o Administers Department’s youth initiatives and serves as a liaison to Family Court and other social agencies

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

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

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Complete move of Downtown detail into Sibley space	Public Safety	First Quarter
Complete Patrol West facility improvements per lease agreement	Public Safety	Second Quarter
Transition to digital camera format for patrol use and assess future digital evidence needs with Information Technology	Public Safety	Second Quarter
Review Animal Services efficiency study and formulate plans for any necessary changes	Public Safety	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Eastside/Westside Patrol Divisions:				
Calls for service (all units):				
● Priority I	202,778	193,687	200,451	199,190
● All other	200,534	194,915	211,329	200,470
● Total calls	403,312	388,602	411,780	399,660
Officer-initiated calls for service	95,660	91,207	101,500	95,380

POLICE DEPARTMENT
OPERATIONS – PATROL

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Arrests:				
Adult Felony	2,228	2,150	2,400	2,220
Total Adult Arrests	14,563	14,053	15,600	14,540
Youth Felony (Under 18)	331	279	350	275
Total Youth Arrests (Under 18)	1,508	1,271	1,475	1,220
Juvenile Felony (Under 16)	179	152	202	175
Total Juvenile Arrests (Under 16)	546	423	565	465
% Juveniles Diverted	28.8	30.2	24.0	29.0
Uniform traffic summonses issued	39,236	34,737	**	38,300
Parking citations issued	15,455	14,980	7,900	15,000
Field information forms completed	12,818	12,134	13,700	12,980
Adult Warrants served	6,178	5,938	6,350	6,140
Juvenile Warrants served	297	275	280	275
Investigations Conducted (Patrol)	1,800	1,800	1,790	1,800
Workload per officer:				
● Calls for service	1,013	887	967	908
● Reported crimes (Parts I and II)	75	73	100	72
Crimes cleared (%):				
● Homicide	45.9	49.3	56.0	55.0
● Rape	62.5	59.8	64.2	65.0
● Robbery	36.9	38.0	41.4	40.0
● Aggravated Assault	68.4	69.1	69.9	69.0
● Burglary	11.0	10.8	10.3	11.0
● Larceny	19.8	18.0	17.5	18.0
● Motor Vehicle Theft	19.7	20.0	19.5	20.0
● Arson	21.9	19.0	17.5	19.0
Clearance rate for all crimes (Part I and II)	37.8	34.0	30.0	35.0
Firearms seized	980	1,055	880	1,000
Security:				
Response to alarms	172	150	800	800
Referrals to ECD for safety issues	814	800	1,200	1,300
Referrals to NBD for violations/board-ups	50	240	110	110
Animal Services:				
Service requests	15,819	15,500	15,500	15,500
Tickets issued	941	950	1,000	1,000
Total Intakes to Shelter:				
• Surrender - Cats	1,548	1,400	1,475	1,400
• Surrender - Dogs	1,246	1,350	1,250	1,350
• Strays - Cats	1,329	1,500	1,175	1,400
• Strays - Dogs	1,899	1,900	1,750	1,800
Spayed/Neutered	2,336	2,712	2,100	3,630

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
CUSTOMER PERSPECTIVE				
Reported crimes:				
• Homicide	37	37	32	35
• Rape	96	101	102	100
• Robbery	835	785	745	765
• Aggravated Assault	1,087	1,068	1,093	1,060
Part I Crime - Violent	2,055	1,991	1,972	1,960
• Burglary	3,329	3,151	3,751	3,210
• Larceny	6,989	7,468	7,116	7,330
• Motor Vehicle Theft	712	640	694	680
Part I Crime - Property	11,030	11,259	11,561	11,220
Part II Crime	17,034	18,712	29,113	18,500
Total Reported Crime	30,119	31,962	42,646	31,680
Narcotics-related offenses	1,735	1,665	1,740	1,665
Weapon-related offenses	401	381	213	365
Shooting victims	183	195	145	180
Response time (minutes):				
Priority I average response time (call to arrival)	15.61	15.72	15.00	15.50
Priority I median response time	6.00	6.00	6.00	6.00
% of Priority I calls responded to in 5 minutes or less	49.1	48.7	49.1	49.0
% of Priority I calls responded to in 30 minutes or more	12.2	12.5	12.5	12.5
Priority II average response time in minutes (call to arrival)	39.22	41.00	37.30	39.00
Priority II median response time in minutes	13.00	14.00	12.00	13.00
% of Priority II calls responded to in 5 minutes or less	36.9	35.6	33.1	35.0
% of Priority II calls responded to in 30 minutes or more	35.0	37.0	37.6	37.0
Students picked up under truancy	394	100	650	200
Motor Vehicle Accidents - Total	8,445	8,573	8,740	8,475
Motor Vehicle Accidents with Injury	1,354	1,346	1,330	1,300

** - Not Available
N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	57,235,600	57,602,100	366,500
Employee Years	695.5	697.9	2.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
107,200	20,200	5,000	132,500	0	101,600	366,500

Major Change

Annual operating cost of Red Light Photographic Enforcement Program increases with installation of additional approaches in 2012-13 and mailing fees for judgment letters This expense is offset by increased revenue of $400,000	300,000
Increase funding for Supervising Security Guard and on-call security positions	114,200
Funding for Safe and Sound grant ends	-101,600
Funding for Violence Reduction Grant	100,000
Net change in Stop DWI Grant funding	-74,900
Net reduction from eliminating Mounted Patrol, personnel are transferred to other Patrol functions	-57,600
Bomb Squad Initiative grant expires	-46,000
Productivity improvements result in savings	-39,700
Net changes in American Society for Prevention of Cruelty to Animals grant funding	-36,100
Underage Tobacco Compliance Grant funding ends	-24,000
Net change in Motor Vehicle Theft and Insurance Fraud grant funding	-21,200
Reduction in Selective Traffic Enforcement Program (STEP) grant funding	-11,500

Program Changes

The Downtown Detail moves into the Sibley Building. The Mounted Patrol will be phased out during the year and seven Police Officers will be reallocated to the Special Operations - Tactical Unit to focus on proactive anti-gang activities and other proactive anti-violence initiatives.

Hiring of a temporary Veterinary Assistant with grant funding increases the number of spay/neuter surgeries performed. The number of students picked up for truancy has decreased. The truancy van targets neighborhoods as needed.

POLICE DEPARTMENT
OPERATIONS – PATROL
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	50,409,013	50,651,900	53,307,800	53,494,500
Materials & Supplies	463,466	517,500	530,600	503,100
Services	2,838,050	3,243,300	3,397,200	3,604,500
Other	0	0	0	0
Total	53,710,529	54,412,700	57,235,600	57,602,100
Appropriation by Activity				
Command	288,240	359,800	739,900	749,300
Patrol Division (Section Patrol)	40,565,621	41,629,600	42,234,300	42,491,800
Special Operations	10,002,449	9,443,600	10,766,000	10,728,200
Special Events	101,333	88,300	638,800	629,200
Security	1,575,950	1,647,400	1,592,500	1,747,900
Animal Services	1,176,936	1,244,000	1,264,100	1,255,700
Total	53,710,529	54,412,700	57,235,600	57,602,100
Employee Years by Activity				
Command	3.0	4.0	7.0	7.0
Patrol Division (Section Patrol)	502.7	531.2	538.7	538.7
Special Operations	93.1	79.2	93.8	93.8
Special Events	2.0	2.0	2.0	2.0
Security	31.3	34.8	33.3	35.3
Animal Services	20.4	20.1	20.7	21.1
Total	652.5	671.3	695.5	697.9

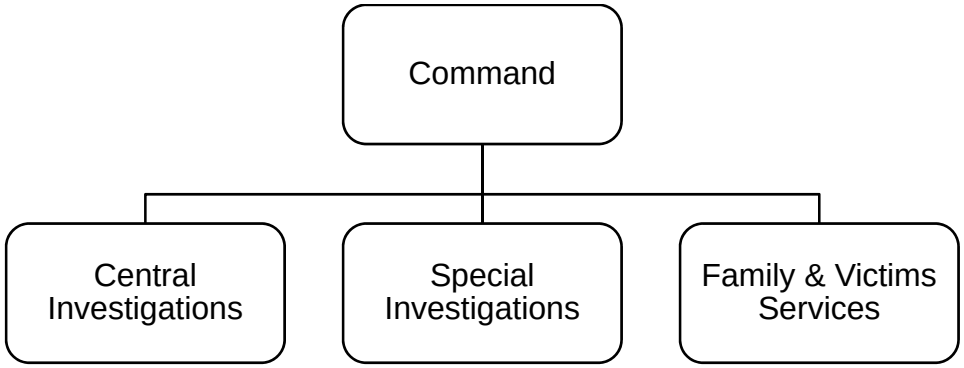
POLICE DEPARTMENT
OPERATIONS – PATROL
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Division	Special Operations	Special Events	Security	Animal Services
Br.	Title	Budget 2012-13	Proposed 2013-14						
96	Police Commander	3	3	2		1			
95	Police Captain	8	8	2	5	1			
94	Police Lieutenant	26	26	1	22	2	1		
92	Police Sergeant	61	61	1	50	10			
191	Police Investigator	33	33		32	1			
90	Police Officer	471	471		396	74	1		
29	Chief of Security Operations	1	1					1	
26	Director of Animal Services	1	1						1
26	Shelter Veterinarian	1	1						1
18	Supervisor of Animal Control	1	1						1
16	Animal Shelter Manager	1	1						1
16	Supervising Security Guard	3	4					4	
13	Administrative Secretary	1	1	1					
12	Animal Control Officer	7	7						7
10	Veterinary Technician	1	1						1
9	Clerk II	2	2			1			1
7	Clerk III with Typing	2	2		2				
6	Animal Care Technician	0	5						5
6	Receptionist Typist	1	1						1
2	Animal Care Technician	5	0						0
52	Security Guard	15	15					15	
EMPLOYEE YEARS									
Full Time		644.0	645.0	7.0	507.0	90.0	2.0	20.0	19.0
Overtime		22.7	22.7	0.0	16.9	4.5	0.0	0.8	0.5
Part Time, Temporary, Seasonal		31.5	32.9	0.0	15.8	0.3	0.0	14.6	2.2
Less: Vacancy Allowance		2.7	2.7	0.0	1.0	1.0	0.0	0.1	0.6
Total		695.5	697.9	7.0	538.7	93.8	2.0	35.3	21.1

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

Br.	Title	Budget 2012-13	Proposed 2013-14
94	Police Lieutenant	4	4
90	Police Officer	20	20
EMPLOYEE YEARS			
Full Time		24.0	24.0
Overtime		0.3	0.3
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.3	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
  - o 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
  - o Administers City's alarm ordinance
  - o Processes NYS Pistol Permit Applications
- ❑ Technician's Unit gathers and analyzes evidence from crime scenes
  - o Collects, processes, preserves, analyzes physical evidence
  - o 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
- ❑ Narcotics Unit is responsible for suppression of illegal drug trafficking activities from street level up to and including major criminal conspiracy efforts
- ❑ Intelligence Unit investigates criminal conspiracies of organized or subversive crime and is responsible for suppression of illegal gambling, organized prostitution, and pornography
- ❑ Surveillance and Electronic Support Unit is responsible for technical surveillance equipment used in investigative efforts
- ❑ Firearms Suppression Unit conducts activities such as Project Exile, weapon tracing and weapon crime intelligence
- ❑ 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

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.

- o Coordinates the "Restorative Justice" project under the Juvenile Accountability Block Grant (JABG)
- o Unit costs are partially underwritten by the New York State Office of Crime Victims

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Participate in implementation of city-wide security camera and access control working group governance process	Public Safety	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Central Investigations:				
Investigations Conducted:				
• Homicides	37	32	33	35
• Other death	22	25	23	25
• Bank robbery	16	14	14	15
• Physical child abuse	29	34	35	40
• Sexual child abuse	220	280	205	240
• Arson	266	240	250	250
Missing persons cases handled	1,292	1,350	1,200	1,250
Licenses processed	10,540	10,600	10,500	10,650
Crime scenes processed	9,339	9,000	8,900	9,200
Registered sex offenders managed	900	925	1,050	1,000
SAFIS identifications	336	350	280	370
Special Investigations:				
Investigations conducted	994	430	900	430
Cases closed	838	230	750	200
Narcotics/Intelligence arrests	437	180	614	180
GRANET Arrests	94	90	132	80
Drugs seized:				
● Cocaine (kilograms)	21.89	4.5	12.0	4.5
● Heroin (grams)	1,145.11	450.0	180.0	450.0
● Marijuana (kilograms)	861.04	600.0	1,000.0	600.0
Weapons seized	126	50	100	50
Vehicles seized	11	3	10	2
Cash seized ($)	768,197	1,500,000	320,000	500,000

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Crime Analysis:				
• Bulletins produced	416	425	400	410
• Crime patterns identified	96	95	85	90
• Violent disputes identified	75	80	75	75
Family & Victims Services:				
FACIT responses	2,827	3,000	4,800	4,800
Victim assistance contacts	5,024	5,000	5,000	4,500

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	10,353,500	10,135,800	-217,700
Employee Years	121.9	120.9	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
37,400	11,200	-5,600	-1,700	0	-259,000	-217,700

Major Change

Annual allocation for Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Anti-Larceny Stolen Property grant ends	-30,000
A part time Police Evidence Technician is eliminated as an efficiency measure	-23,200
Productivity improvements result in savings	-5,800

POLICE DEPARTMENT
OPERATIONS – INVESTIGATIONS
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	9,691,023	9,776,700	9,528,500	9,542,100
Materials & Supplies	85,259	128,200	155,100	146,900
Services	270,285	514,500	669,900	446,800
Other	0	0	0	0
Total	10,046,567	10,419,400	10,353,500	10,135,800
Appropriation by Activity				
Command	185,588	239,000	179,400	174,600
Central Investigations	4,223,124	4,423,000	4,259,200	4,288,600
Special Investigations	5,013,531	5,060,300	5,064,800	4,845,800
Family & Victim Services	624,324	697,100	850,100	826,800
Total	10,046,567	10,419,400	10,353,500	10,135,800
Employee Years by Activity				
Command	2.1	2.5	2.1	2.1
Central Investigations	53.8	57.8	55.8	54.8
Special Investigations	56.8	49.8	49.8	49.8
Family & Victim Services	12.2	13.5	14.2	14.2
Total	124.9	123.6	121.9	120.9

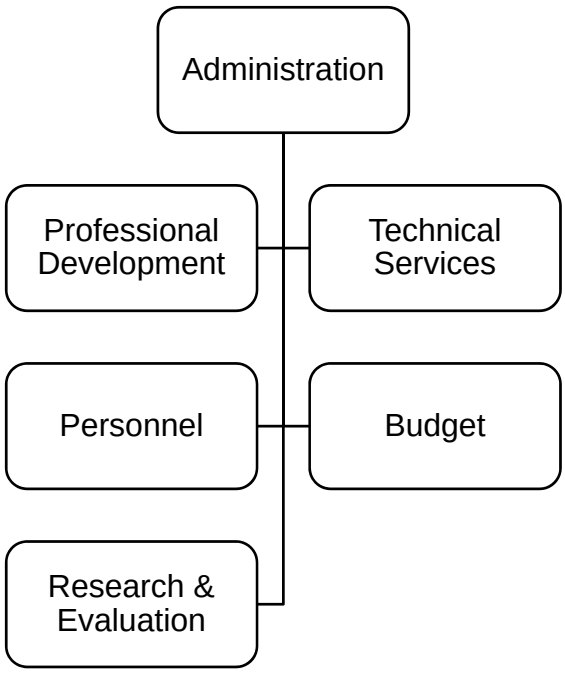
FULL TIME POSITIONS				Command	Central Investigations	Special Investigations	Family & Victim Services
Br.	Title	Budget 2012-13	Proposed 2013-14				
95	Police Captain	2	2	1		1	
94	Police Lieutenant	3	3		1	2	
92	Police Sergeant	12	12		6	6	
191	Police Investigator	46	46		19	27	
90	Police Officer	16	16		12	4	
33	Director of Business Intelligence	1	1			1	
27	Senior Crime Research Specialist	1	1			1	
24	Crime Research Specialist	3	3			3	
24	Police Program Coordinator	1	0				
20	Crisis Counseling Coordinator	0	1				1
20	Victim Services Coordinator	1	1				1
18	Counseling Specialist	4	4				4
16	Police Evidence Technician	8	8		8		
14	Victim Assistance Counselor	4	4				4
11	Secretary	1	1			1	
11	Senior Photo Lab Technician	2	2		2		
9	Clerk II	4	4	1	2	1	
7	Clerk III with Typing	3	3		2		1
EMPLOYEE YEARS							
Full Time		112.0	112.0	2.0	52.0	47.0	11.0
Overtime		5.8	5.8	0.1	2.5	3.0	0.2
Part Time, Temporary, Seasonal		4.8	3.8	0.0	0.5	0.0	3.3
Less: Vacancy Allowance		0.7	0.7	0.0	0.2	0.2	0.3
Total		121.9	120.9	2.1	54.8	49.8	14.2

POLICE DEPARTMENT
ADMINISTRATION

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 Department of Human Resource Management to recruit new officers and conduct background research.

- **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets. Red light camera videos are reviewed by this unit and approved for notices of violation.
  - 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.
  - 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.

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

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Work with Emergency Communications and IT to coordinate the relocation of Public Safety Aides from 311 to the Police Department	Customer Service	First Quarter
Recruit and hire up to 25 Police Officers for February recruit class	Public Safety	Third Quarter
Evaluate Records Management System (RMS) Phase I implementation; assess impact on workflow; and begin future phase planning in partnership with Information Technology	Customer Service	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	23,060	28,000	30,000	28,000
Vehicles disposed of:				
● Sold at auction	625	595	600	565
● Sold for salvage	16	5	25	5
Arrests resulting from surveillance camera footage	323	450	375	465
Research & Evaluation:				
Inspectional reports prepared	225	225	225	225
Grants administered	72	72	70	70
FINANCIAL/COST				
Average sale price (vehicles) ($)	515	475	425	450
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	0	28	25	25
Applicants for Police Officer exam	1,429	2,380	2,000	2,000
New officers trained:				
● Academy	0	27	25	25
● Field Training	0	28	25	25

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	15,758,000	15,320,800	-437,200
Employee Years	102.4	99.5	-2.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
83,500	115,200	-12,000	-1,200	0	-622,700	-437,200

Major Change

Net change in funding for recruit class resulting from shift of August to February start date	-537,400
Net change in Operation IMPACT IX (Integrated Municipal Police Anti-Crime Teams) grant	51,800
Partially funded Assistant Director of Office of Management & Budget is transferred to Administration	-48,600
On-call Associate Personnel Analyst is eliminated as an efficiency measure	-30,000
Net change in Smart Policing grant	-29,500
Productivity improvements result in savings	-22,000
On-call clerical position transfers to Chief's Office	-21,800
Reduce funding for Public Safety Aide program to fund two part time and one on- call clerical positions for Records Management System (RMS) project	15,800
Net change in Child Safety grant	-1,000

Program Change

In order to improve customer service and efficiency, and as a result of the reduction of night hours at 311 One Call to City Hall, the Public Safety Aides assigned to 311 will be relocated to the Technical Services Section (TSS). They will also assist with other PSA duties at TSS.

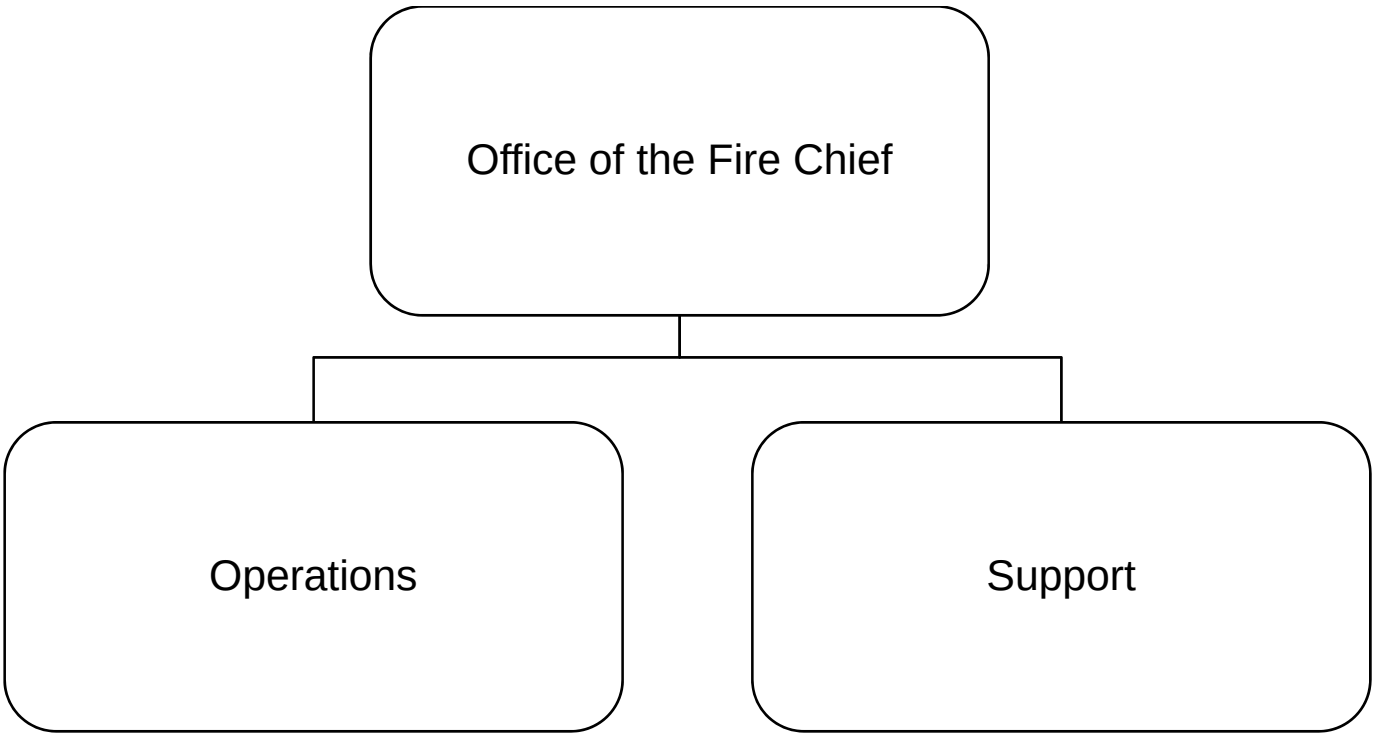
POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	7,774,445	8,184,300	7,595,100	7,204,500
Materials & Supplies	549,722	653,200	941,900	990,600
Services	6,063,109	6,931,500	7,221,000	7,125,700
Other	0	0	0	0
Total	14,387,276	15,769,000	15,758,000	15,320,800
Appropriation by Activity				
Professional Development	1,836,816	2,752,900	2,482,800	1,961,100
Technical Services	10,404,139	10,457,400	10,232,500	10,335,800
Personnel	608,436	832,900	863,600	888,900
Budget	615,791	637,900	946,500	894,800
Research & Evaluation	922,094	1,087,900	1,232,600	1,240,200
Total	14,387,276	15,769,000	15,758,000	15,320,800
Employee Years by Activity				
Professional Development	15.3	24.9	19.5	17.5
Technical Services	79.5	73.3	68.3	68.7
Personnel	3.4	3.6	3.8	3.5
Budget	3.2	2.4	3.4	2.9
Research & Evaluation	10.9	6.1	7.4	6.9
Total	112.3	110.3	102.4	99.5

FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2012-13	Proposed 2013-14					
95	Police Captain	1	1					1
94	Police Lieutenant	2	2	1	1			
92	Police Sergeant	9	9	3	5			1
90	Police Officer	16	16	5	10			1
31	Assistant Director - OMB	0.5	0					
26	Associate Administrative Analyst	1	1				1	
26	Manager of Police Property	1	1		1			
24	Grants Specialist	1	1					1
24	Police Program Grants Specialist	1	1					1
18	Police Artist	1	1					1
18	Senior Payroll Associate	1	0					
16	Administrative Assistant	0	1			1		
16	Fleet Maintenance Technician	1	1		1			
16	Senior Police Identification Technician	0	1		1			
16	Senior Property Clerk	2	2		2			
15	Volunteer Coordinator	1	0					
14	Police Paralegal	2	2		2			
14	Police Paralegal Bilingual	1	1		1			
13	Administrative Secretary	0	1	1				
11	Clerk I	1	1		1			
11	Lead Police Information Clerk	3	3		3			
11	Police Identification Technician Trick	4	3		3			
11	Secretary	1	1					1
9	Clerk II	2	3		2		1	
9	Clerk II with Typing	5	4	1	2	1		
9	Lot Attendant	5	5		5			
9	Police Information Clerk	16	16		16			
9	Property Clerk	4	4		4			
7	Clerk III with Typing	8	8		6	1	1	
EMPLOYEE YEARS								
Full Time		90.5	90.0	11.0	66.0	3.0	3.0	7.0
Overtime		3.1	3.1	1.2	1.7	0.1	0.0	0.1
Part Time, Temporary, Seasonal		14.7	12.3	5.5	6.3	0.5	0.0	0.0
Less: Vacancy Allowance		5.9	5.9	0.2	5.3	0.1	0.1	0.2
Total		102.4	99.5	17.5	68.7	3.5	2.9	6.9

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

Department Highlights

The 2013-14 Fire Department Budget of $45.7 million includes an increase of $354,500 for four floating Officer positions that complete fire Command's planned restructuring. The four additional officers will complete the complement of floating officers that is necessary to cover vacancies and reduce overtime.

The budget increases funding by $326,100 for two classes to reflect the earlier scheduling of the 2013-14 classes. The additional recruit classes will cover vacancies created by current and future retirements and thus reduce overtime. Due to the demographic makeup of the current and future classes, diversity in the RFD will be increased. The additional officers and firefighters will provide optimal staffing levels to maximize efficiency under the new operating model by covering furloughs, sick and injury time, retirements and other unplanned vacancies. By the end of FY14, optimal staffing levels for the new operating model will be achieved.

A Battalion Chief position is created in Health & Safety in 2012-13 ($112,200). The Metropolitan Medical Response System (MMRS) grant ends reducing the operating budget by $189,800.

The department plans to restructure the Deputy Fire Chief roles. The Deputy Fire Chief from Health & Safety/ Emergency Management will transfer to Code Enforcement to fulfill the Fire Marshal role. Health & Safety duties will be assigned to a Deputy Chief in Suppression; Emergency Management duties will be assigned to the Deputy Chief of Training.

Highlights of the Department's 2013-14 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:		
Implement Pathways to Public Safety expanded Firefighter Trainee Program	Public Safety	First Quarter
Review Mutual Aid Agreement regarding response to Greater Rochester International Airport (GRIA) incidents	Public Safety	Third Quarter
Conduct economic impact study of commercial fire damage	Public Safety Neighborhood & Business Development	Fourth Quarter

Highlights	Priorities Supported	Projected Completion
Operations:		
Develop Fire Department protocols for coordination of Emergency Management Planning for Special Events	Public Safety	Second Quarter
Study impacts of Affordable Care Act on emergency medical services	Public Safety	Second Quarter
Hire and train recruit class	Public Safety	Second Quarter Fourth Quarter
Support:		
Revise Chapter 54 of the City of Rochester Fire Prevention Code	Public Safety Customer Service	Second Quarter
Complete risk assessment and impact analysis for Kodak Park	Public Safety	Fourth Quarter

Year-To-Year Comparison

Bureaus	Budget 2012-13	Budget 2013-14	Change	Percent Change
Office of the Fire Chief	2,134,000	2,137,200	3,200	0.1%
Operations	39,489,300	40,393,000	903,700	2.3%
Support	3,131,400	3,234,000	102,600	3.3%
Total	44,754,700	45,764,200	1,009,500	2.3%
Employee Years	518.2	527.2	9.0	1.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-263,600	112,600	2,700	556,000	0	601,800	1,009,500

Major Change Highlights

Four floating Officer positions are created to complete fire Command's planned restructuring	354,500
Increase funding for two recruit classes to reflect earlier scheduling in 2013-14	326,100
Metropolitan Medical Response System grant ends	-189,800
Additional overtime needed for expected vacancies is partially reduced by savings in rank overtime resulting from the addition of four floating officer positions	122,600
A Battalion Chief was created in Health & Safety in 2012-13	112,200
A one-time budget increase in 2012-13 for uniform purchases funded by the 2% Fund settlement does not recur	-60,000
2010 Assistance to Firefighters Grant is complete	-49,300
A one-time budget increase in 2012-13 for overtime for development of Fire Lieutenant exam does not recur	-20,000

Assignment of Authorized Positions
2003-04 to 2013-14

	Office of the Chief & Support			Operations			Department		
Year	Uniform	Civilian	Total	Uniform	Civilian	Total	Uniform	Civilian	Total
2013-14	36	20	56	445	2	447	481	22	503
2012-13	35	21	56	441	2	443	476	23	499
2011-12	35	21	56	441	2	443	476	23	499
2010-11	41	21	62	447	2	449	488	23	511
2009-10	41	20	61	454	2	456	495	22	517
2008-09	41	23	64	454	2	456	495	25	520
2007-08	40	24	64	471	2	473	511	26	537
2006-07	42	24	66	473	2	475	515	26	541
2005-06	45	25	70	475	2	477	520	27	547
2004-05	46	26	72	475	2	477	521	28	549

FIRE DEPARTMENT
EXPENDITURE SUMMARY

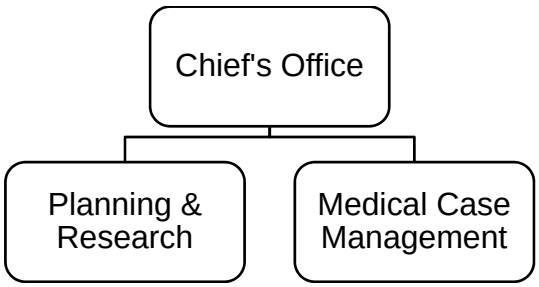
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	40,122,486	41,466,100	40,924,400	42,055,700
Materials & Supplies	458,477	668,600	854,800	691,500
Services	2,712,044	2,479,500	2,972,700	3,014,200
Other	0	2,800	2,800	2,800
Total	43,293,007	44,617,000	44,754,700	45,764,200
Appropriation by Activity				
Office of the Fire Chief	2,510,782	2,155,400	2,134,000	2,137,200
Operations	37,595,162	39,382,000	39,489,300	40,393,000
Support	3,187,063	3,079,600	3,131,400	3,234,000
Total	43,293,007	44,617,000	44,754,700	45,764,200
Employee Years by Activity				
Office of the Fire Chief	27.0	24.4	21.4	21.9
Operations	443.2	464.2	458.3	465.3
Support	38.8	38.5	38.5	40.0
Total	509.0	527.1	518.2	527.2

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
- ❑ Oversees department's contract administration, including Emergency Medical Service (EMS) and Medical Director services
- ❑ Administrative oversight of the Protectives contract
- ❑ Coordinates department's facilities maintenance and acts as liaison with Department of Environmental Services/Architectural Services for building renovations
- ❑ Oversees Fire Code enforcement administration and records management
- ❑ Grant administration and coordination
- ❑ Analyzes operations and reporting systems
- ❑ Evaluates programs and develops recommendations for modifying procedures
- ❑ Assists in implementing new operating procedures, methods and techniques
- ❑ Oversees information systems
- ❑ Acts as liaison with City's Information Technology Department, Emergency Communications Department, Monroe County Public Safety Communications, Rochester Police Department, and Neighborhood & Business Development
- ❑ Maintains Rochester's radio fire alarm system
- ❑ Oversees Case Management of all duty related injuries/illnesses and claims for on duty injury coverage

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Implement Pathways to Public Safety expanded Firefighter Trainee Program	Public Safety	First Quarter
Review Mutual Aid Agreement regarding response to Greater Rochester International Airport (GRIA) incidents	Public Safety	Third Quarter

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,134,000	2,137,200	3,200
Employee Years	21.4	21.9	0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
21,000	8,700	3,200	0	0	-29,700	3,200

Major Change

2010 Assistance to Firefighters Grant is complete	-49,300
Create part-time Clerk III w/ Typing in Chief's Office to assist with receptionist duties and other administrative tasks	19,600

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

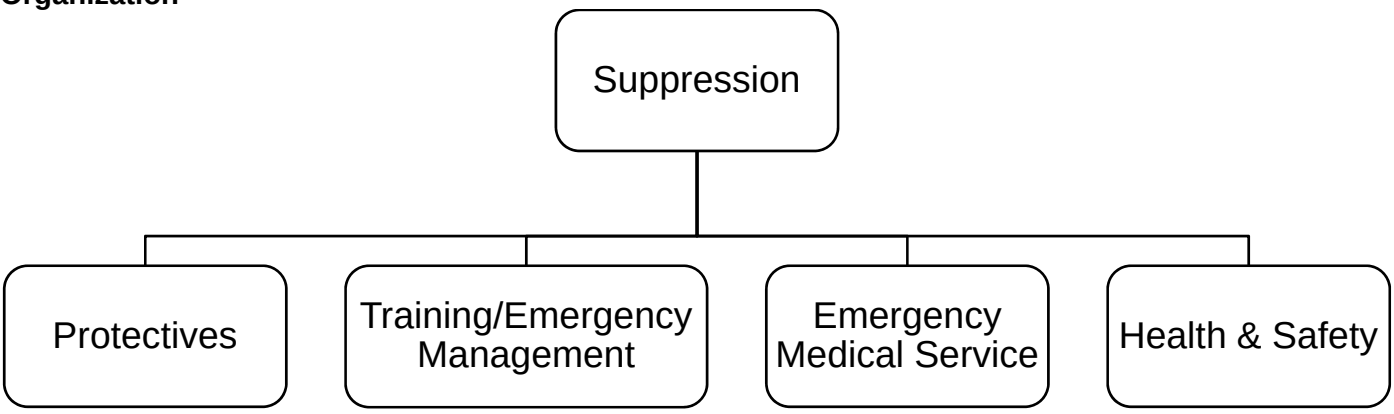
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	2,124,854	1,872,000	1,705,400	1,746,000
Materials & Supplies	39,147	28,000	60,500	61,900
Services	346,781	255,400	368,100	329,300
Other	0	0	0	0
Total	2,510,782	2,155,400	2,134,000	2,137,200
Appropriation by Activity				
Chief's Office	1,200,249	1,030,900	1,215,700	1,207,900
Planning and Research	383,103	413,000	450,900	458,900
Medical Case Management	927,430	711,500	467,400	470,400
Total	2,510,782	2,155,400	2,134,000	2,137,200
Employee Years by Activity				
Chief's Office	11.3	11.1	11.3	11.8
Planning and Research	4.0	4.0	4.1	4.1
Medical Case Management	11.7	9.3	6.0	6.0
Total	27.0	24.4	21.4	21.9

FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2012-13	Proposed 2013-14			
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		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.1	0.6	0.6	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		21.4	21.9	11.8	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 services, and responds to other emergency and non-emergency incidents. The Bureau remains prepared for this mission though training of recruits and ongoing training of firefighters and officers, through its Emergency Medical Services (EMS) Program, and through its Health & Safety compliance activities.

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
- ❑ Attends community events as requested

Protectives

- ❑ Protectives, Inc. of Rochester, N.Y. is composed of volunteers who respond to fire alarms to safeguard and salvage property using a City fire vehicle and other equipment

Training/ Emergency Management

- ❑ Provides initial training of recruits and ongoing training of firefighters and officers
- ❑ Conducts two days of in-service training annually for all fire companies
- ❑ Conducts annual service tests of firefighting apparatus
- ❑ Conducts Career Pathways to Public Safety program in conjunction with Rochester City School District and the Firefighter Trainee program
- ❑ Through Special Operations, oversees six specialty teams: Hazardous Materials Response, Confined Space Rescue, High Rise, Water Rescue, Extrication, and Heavy Rescue
- ❑ Develops and maintains Metropolitan Medical Response System program
- ❑ Administers City's Emergency Management Plan
- ❑ Coordinates special events emergency management planning city-wide including Incident Action Plan (IAP) development
- ❑ Coordinates large scale disaster prevention, mitigation, response and recovery situations
- ❑ Coordinates with other local municipalities and community organizations in developing emergency plans and operational response methods and development of hazard mitigation program and preventative measures

Emergency Medical Service

- ❑ Coordinates delivery of Emergency Medical Services program, including training, certification, testing for:
  - o Emergency Medical Technician (EMT)
  - o Certified First Responder (CFR)
  - o Cardiopulmonary Resuscitation (CPR)
  - o Continuing Medical Education (CME)
- ❑ Purchases and maintains EMS equipment and supplies

Health & Safety

- ❑ Ensures compliance with all Occupational and Safety Health Administration (OSHA) and other regulations
- ❑ Inspects facilities, apparatus, and equipment for compliance with Federal, State, and local safety regulations
- ❑ Provides oversight at the scene of emergency incidents
- ❑ Recommends changes in procedures to reduce the risk of injury to firefighting personnel
- ❑ Monitors work place health and safety requirements per National Fire Protection Association (NFPA) standards, including the following components: employee health and safety training, incident scene monitoring, maintenance and provision of protective equipment, investigation of improper practices, continuous improvement program for enhanced safety procedures and practices

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop Fire Department protocols for coordination of Emergency Management Planning for Special Events	Public Safety	Second Quarter
Study impacts of Affordable Care Act on emergency medical services	Public Safety	Second Quarter
Hire and train recruit class	Public Safety	Second Quarter Fourth Quarter
Develop Fire Suppression plan for Port of Rochester	Public Safety	Second Quarter
Decommission West Brighton Fire Service Contract	Public Safety	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	184	539	473	180
Emergency Medical Technician (EMT) re-certifications	126	136	117	210

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Health & Safety:				
Firefighter injury reviews	56	80	50	80
Incident responses by line safety officer-Car 99	1,139	1,200	1,300	1,300
CUSTOMER PERSPECTIVE				
Suppression:				
Incidents:				
● Structure fire	758	750	750	750
● Outside fire	711	650	620	650
● Overpressure, rupture	768	800	500	800
● Rescue & EMS	16,517	16,800	16,700	16,800
● Hazardous condition	3,109	3,200	3,400	3,200
● Service call	2,157	2,300	2,500	2,300
● Good intent call	2,816	2,900	2,500	2,900
● False alarm & false call	3,536	3,700	3,500	3,700
● Severe weather	28	20	30	20
● Other	1,580	1,500	1,800	1,500
● Total incidents	31,980	32,620	32,300	32,620
Vacant structure fires	62	60	72	65
Unit responses by fire station and unit:				
● 272 Allen Street (Engine 13, Truck 10)	4,104	4,500	4,400	4,500
● 185 N. Chestnut St (Engine 17, Rescue 11)	4,237	4,200	4,000	4,200
● 1207 N. Clinton Ave (Engine 2)	2,874	2,900	2,500	2,900
● 1477 Dewey Ave (Engine 10, Truck 2)	3,827	3,900	3,700	3,900
● 1051 Emerson St (Engine 3)	1,708	1,700	1,400	1,700
● 57 Gardiner Ave (Truck 5)	1,579	1,900	2,500	1,900
● 873 Genesee St (Engine 7)	2,299	2,400	2,400	2,400
● 740 N Goodman St (Engine 9)	2,364	2,400	2,100	2,400
● 704 Hudson Ave (Engine 16, Truck 6)	4,136	4,400	5,700	4,500
● 4090 Lake Ave (Engine 19)	871	1,000	1,000	1,000
● 450 Lyell Ave (Engine 5)	3,053	3,100	2,900	3,100
● 315 Monroe Ave (Engine 1)	2,615	2,700	2,700	2,700
● 1281 South Ave (Engine 8, Truck 3)	2,457	1,600	2,600	1,600
● 977 University Ave (Truck 4)	1,700	1,700	1,800	1,700
● 160 Wisconsin St (Engine 12)	1,678	1,800	1,600	1,800
● 2695 West Henrietta Rd (W. Brighton Engine 8)	0	1,000	0	1,000
● Battalion 1	1,016	1,100	1,400	1,100
● Battalion 2	1,329	1,400	1,700	1,400
● Battalion 3	265	N/A	N/A	N/A
● Total responses	42,112	43,700	44,400	43,800
Smoke detector installation	1,342	1,200	1,250	1,200
CO detector installations	1,091	900	1,200	900
LEARNING & INNOVATION				
Training/Emergency Management				
Recruits trained	0	21	35	36
Uniformed personnel training hours	86,467	86,500	63,500	86,500
Special Operations drills held	744	900	800	900

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	39,489,300	40,393,000	903,700
Employee Years	458.3	465.3	7.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-273,300	95,300	-500	556,000	0	526,200	903,700

Major Change

Four floating Officer positions are created to complete fire Command's planned restructuring	354,500
Increase funding for two recruit classes to reflect earlier scheduling in 2013-14	326,100
Metropolitan Medical Response System grant ends	-189,800
Transfer Deputy Chief from Health & Safety/ Emergency Management to Code Enforcement	-125,800
A Battalion Chief was created in Health & Safety in 2012-13	112,200
Additional overtime needed for expected vacancies is partially reduced by savings in rank overtime resulting from the addition of four floating officer positions	122,600
A one-time budget increase in 2012-13 for uniform purchases funded by the 2% Fund settlement does not recur	-60,000
A one-time budget increase in 2012-13 for overtime for development of Fire Lieutenant exam does not recur	-20,000
2011 State Homeland Security Program grant increases funding for training exercises	8,900
Part of 2010 Urban Area Security Initiative grant is complete	-2,500

Program Change

Number of personnel receiving recertification fluctuates annually because EMT certifications are renewed every three years and CPR certifications are renewed every two years.

Health & Safety division anticipates reviews of 100% of on duty injuries now that the unit is fully staffed.

Two recruit classes were planned for 2012-13 but one recruit class was held. Two recruit classes are planned for 2013-14.

New mandates in training requirements increase the number of hours of training for uniform personnel.

Deputy Fire Chief from Health & Safety/ Emergency Management transfers to Code Enforcement to fulfill Fire Marshal role. Health & Safety duties will be assigned to a Deputy Chief in Suppression; Emergency Management duties will be assigned to the Deputy Chief of Training.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

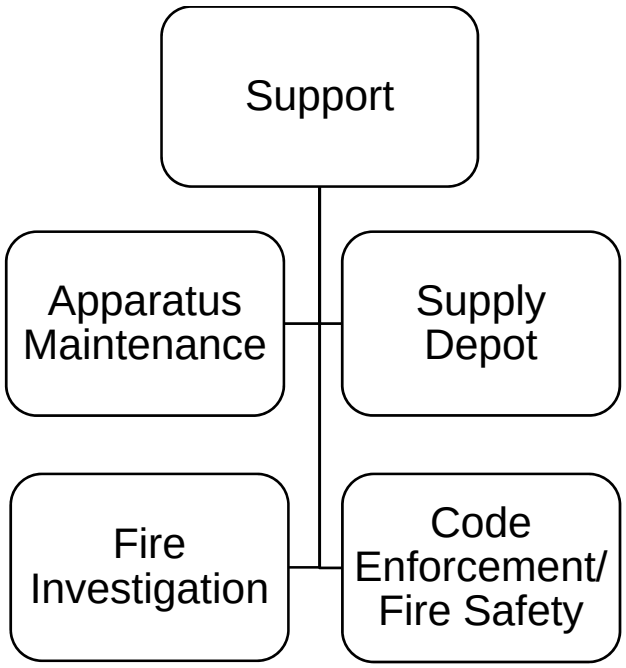
	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	35,035,786	36,831,600	36,431,600	37,428,300
Materials & Supplies	216,850	389,200	506,500	334,700
Services	2,342,526	2,158,400	2,548,400	2,627,200
Other	0	2,800	2,800	2,800
Total	37,595,162	39,382,000	39,489,300	40,393,000
Appropriation by Activity				
Suppression	35,228,506	36,466,300	36,897,400	37,988,100
Protectives	54,391	54,000	54,000	55,300
Training/Emergency Management	1,591,123	1,948,000	1,749,000	1,569,200
Emergency Medical Service	180,483	191,100	206,100	206,700
Health & Safety	540,659	722,600	582,800	573,700
Total	37,595,162	39,382,000	39,489,300	40,393,000
Employee Years by Activity				
Suppression	423.7	440.6	438.6	446.1
Training	11.3	14.3	11.5	11.0
Emergency Medical Service	2.1	2.1	2.1	2.1
Emergency Management/Health & Safety	6.1	7.2	6.1	6.1
Total	443.2	464.2	458.3	465.3

FULL TIME POSITIONS				Suppression	Training/ Emergency Management	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2012-13	Proposed 2013-14				
86	Deputy Fire Chief	6	5	4	1		
85	Battalion Chief	11	12	10	1		1
84	Fire Captain	34	35	28	2	1	4
82	Fire Lieutenant	64	67	64	3		
80	Firefighter	326	326	325		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		443.0	447.0	431.0	8.0	2.0	6.0
Overtime		17.3	18.8	18.1	0.5	0.1	0.1
Part Time, Temporary, Seasonal		6.0	5.5	3.0	2.5	0.0	0.0
Less: Vacancy Allowance		8.0	6.1	6.1	0.0	0.0	0.0
Total		458.3	465.3	446.1	11.0	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

- ❑ Repairs and maintains fire apparatus, support vehicles, other motorized equipment
- ❑ Develops specifications for new apparatus and prepares for use
- ❑ Prepares surplus firefighting equipment for sale
- ❑ Maintains Airport fire apparatus

Supply Depot

- ❑ Orders, maintains, stocks, and distributes equipment and materials to fire stations
- ❑ Performs general maintenance, testing, and routine repairs on fire tools and appliances
- ❑ Responds to major fires to deliver additional air bottles and make minor on-the-spot repairs

Fire Investigation

- ❑ Investigates all structure fires or other incidents including vehicle, trash, and false calls
- ❑ Surveys fire scenes to determine ignition sequence and fire development
- ❑ Conducts interviews with witnesses and victims
- ❑ Arson Task Force interrogates suspects and pursues criminal charges
- ❑ Fire Related Youth Program investigates juvenile fire-setter incidents
- ❑ Performs educational interventions with juveniles and primary caregivers

Code Enforcement/Fire Safety

- ❑ Inspects residential, commercial, industrial, and institutional properties
- ❑ Cites violations of the Fire Prevention Code liable to cause fire and endanger life and property
- ❑ In conjunction with Neighborhood and Business Development, reviews new construction plans to ensure code compliance
- ❑ Inspects properties receiving Certificates of Occupancy and entertainment licenses
- ❑ Issues permits for maintaining, storing, handling, and transporting hazardous materials; inspects vehicles, buildings, and storage places that will be used
- ❑ Maintains information file on structures that records inspections, permit issuance, fire prevention measures
- ❑ Conducts educational programs to develop public awareness of fire and fire safety

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Revise Chapter 54 of the City of Rochester Fire Prevention Code	Customer Service Public Safety	Second Quarter
Complete risk assessment and impact analysis for Kodak Park	Public Safety	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Apparatus Maintenance:				
Apparatus maintenance and repairs	3,050	3,075	2,900	3,150
Vehicle and small equipment repairs	1,725	1,790	1,700	1,850
Supply Depot:				
Breathing apparatus repair and testing	1,450	1,300	1,200	1,300
Turnout Gear repairs	6,230	5,500	5,000	5,000
Fire Investigation:				
Initial fire investigations performed	858	850	1,100	950
Arson or incendiary fires (adult & juvenile)	266	240	250	250
Fires with undetermined cause	47	50	50	50
Juvenile fire-setter incidents	128	140	150	135
Fire investigations closed	571	600	800	650
Juvenile contacts	277	260	250	250
Arrests:				
● Adult	89	75	75	85
● Juvenile	28	35	30	30
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	70	70	20	70
Code Enforcement:				
Permits issued	3,600	3,900	4,000	4,000
Property inspections conducted	9,617	10,500	10,500	10,500
Violations cited	1,620	1,700	2,700	1,800
Fire Safety complaints	229	150	750	150
License inspections	499	N/A	N/A	N/A

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
INTERNAL OPERATIONS				
Fire Safety:				
Fire Safety presentations	270	N/A	N/A	N/A
Community Safety presentations	N/A	160	120	160
Community Events attended	N/A	130	380	150

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	3,131,400	3,234,000	102,600
Employee Years	38.5	40.0	1.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-11,300	8,600	0	0	0	105,300	102,600

Major Change

Transfer Deputy Fire Chief from Health & Safety to Code Enforcement/Fire Safety to restore Fire Marshal position	125,800
A full-time clerical position is converted to part-time due to budget constraints	-20,500

Program Change

Deputy Fire Chief transfers from Health & Safety to Code Enforcement/Fire Safety to fulfill Fire Marshal duties.

Community events attended performance indicator for 2012-13 Budget was based on hiring two part time Fire Safety Aides that were not filled. Final estimates reflect activity without additional staff support for Community Outreach function.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	2,961,846	2,762,500	2,787,400	2,881,400
Materials & Supplies	202,480	251,400	287,800	294,900
Services	22,737	65,700	56,200	57,700
Other	0	0	0	0
Total	3,187,063	3,079,600	3,131,400	3,234,000
Appropriation by Activity				
Apparatus Maintenance	649,901	696,800	742,800	733,300
Supply Depot	333,870	371,700	380,600	382,200
Fire Investigation	960,510	1,011,000	936,300	938,100
Code Enforcement/Community Outreach	1,242,782	1,000,100	1,071,700	1,180,400
Total	3,187,063	3,079,600	3,131,400	3,234,000
Employee Years by Activity				
Apparatus Maintenance	8.1	8.3	8.5	8.5
Supply Depot	3.5	3.6	3.6	3.6
Fire Investigation	12.3	12.5	12.2	12.2
Code Enforcement/Fire Safety	14.9	14.1	14.2	15.7
Total	38.8	38.5	38.5	40.0

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

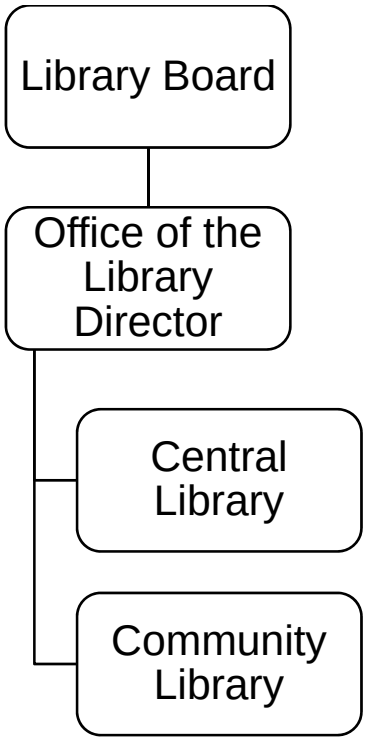
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2012-13	Proposed 2013-14				
86	Deputy Fire Chief	0	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	3	3		1	1	1
80	Firefighter	19	19		2	9	8
78	Fire Equipment Maint. Supervisor	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	1	1				1
9	Clerk II with Typing	3	2			1	1
EMPLOYEE YEARS							
Full Time		35.0	35.0	8.0	3.0	11.0	13.0
Overtime		3.0	3.0	0.5	0.1	1.2	1.2
Part Time, Temporary, Seasonal		0.5	2.0	0.0	0.5	0.0	1.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		38.5	40.0	8.5	3.6	12.2	15.7

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.

Department Highlights

Central Library

The Central Library of Rochester & Monroe County is principally funded by Monroe County and is in the second year of a multi-year reorganization focusing on the areas of Staffing & Supervision, Administration, Customer Service, Communication, Technology & Physical Space, and Reference & Collections. Efficiencies realized in prior years result in the elimination of three full-time clerical and administrative support positions in 2013-14. Reorganization work in 2013-14 will focus on the creation of a new Media Center on the first floor of the Bausch & Lomb Public Library Building, which is the first in a four phase master space plan; and on in depth analysis of the Central Library collection with an emphasis on preservation, content creation, and collaboration in storage and access with other area libraries and archives (increase in personnel cost of $208,500, with miscellaneous efficiencies of -50,300.

Community Library

Community libraries are funded by the City, and are in the first phase of a general examination and reorganization of service delivery, driven by an overview of demographics and library performance metrics completed by CGR in April 2013. The community libraries moved to a quadrant model of administration in 2008, and this budget contains some efficiencies resulting in modification to that model (-$41,700). A full-time quadrant leader position will be eliminated in the second quarter due to a retirement; the remaining three quadrant leader positions will be restructured into two Area Coordinators who will oversee the libraries in the north and south parts of the city, and one Literacy Coordinator who will oversee and administer all literacy programs in the city libraries. Day to day management of the ten branch libraries will be provided by existing full-time staff, some of whom will be upgraded to branch manager level. New part-time staff will be brought in to fill any gaps left by the change in quadrant leadership. During the first, second, and third quarters, library administration will explore and implement a variety of efficiencies at selected branches that will further inform the deployment of staff and other resources, (such as collection and development funds), based on individual branch needs.

Highlights of the Department's 2013-14 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Highlights	Priorities Supported	Projected Completion
Central:		
Begin design of first phase of Central Master Space Plan, creation of a new Media Center	Customer Service	First Quarter
Expand program, exhibit and event offerings in all Public Service Divisions	Education	Second Quarter

Highlights	Priorities Supported	Projected Completion
Begin strategic planning process for Digitizing Community:	Education	Second Quarter
Utilizing Branch service evaluation report, begin Branch Library reorganization and strategic planning process	Customer Service	First Quarter
Develop literacy programming to meet needs of Branch service areas, in conjunction with NYS Office of New Americans funding	Education	Second Quarter
Continue expanding literacy partnerships with the City School District, community initiatives (ROC the Future) and neighborhood organizations	Neighborhood & Business Development Customer Service	Ongoing

Year-To-Year Comparison

Bureau	Budget 2012-13	Budget 2013-14	Change	Percent Change
Central Library	7,262,200	7,426,500	164,300	2.3%
Community Library	3,594,000	3,617,800	23,800	0.7%
Total	10,856,200	11,044,300	188,100	1.7%
Employee Years	146.2	142.2	-4.0	-2.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
267,500	13,500	-1,800	-5,800	-10,100	-75,200	188,100

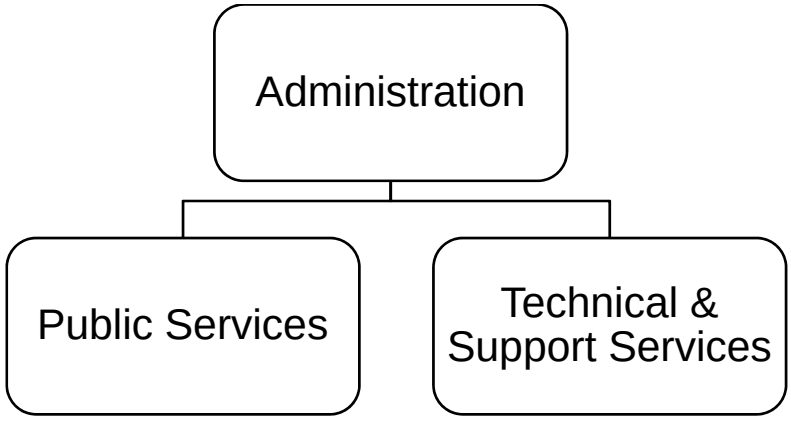
Major Change Highlights

A full time Librarian IV position is eliminated due to budget constraints	-45,600
Part time personnel increase to facilitate branch reorganization	43,000
Two administrative positions are shared with Central as an efficiency measure	-41,700
A one-time budget increase in 2012-13 for New York State Department of Education Grant does not recur	-30,000
Funding is added for security interns for branch libraries	27,000
Funding increases for administration of grants	26,000
Reorganization of administrative and management positions results in reduced personnel allocations at the Central Library	-13,400
Funds are reduced for building maintenance and equipment repair	-13,100
Funding decreases for miscellaneous service expenses	-10,600
Funds are reduced for office supplies due to budget constraints	-9,400
Funds are reduced for copier leases	-6,300
Allotment for Library materials increases due to NYS funding	6,100
Professional services increase due to printer maintenance	4,300
Funds are reduced for miscellaneous communications	-4,000
Funds are reduced for shipping supplies	-3,200
Funds are reduced for tool and machine parts	-2,200
Security contract services decreases as an efficiency measure	-2,100

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	8,342,271	7,864,100	8,072,200	8,304,200
Materials & Supplies	718,013	712,400	748,500	740,500
Services	1,642,753	2,002,600	1,960,500	1,904,600
Other	200	46,700	75,000	95,000
Total	10,703,237	10,625,800	10,856,200	11,044,300
Appropriation by Activity				
Central Library	7,286,678	7,141,900	7,262,200	7,426,500
Community Library	3,416,559	3,483,900	3,594,000	3,617,800
Total	10,703,237	10,625,800	10,856,200	11,044,300
Employee Years by Activity				
Central Library	108.4	100.8	103.8	100.7
Community Library	42.9	41.4	42.4	41.5
Total	151.3	142.2	146.2	142.2

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

2013-14 Fiscal Goals & Objectives

Objective	Priorities Supported	Projected Completion
Begin design of first phase of Central Master Space Plan, creation of a new Media Center	Customer Service	First Quarter
Expand program, exhibit and event offerings in all Public Service Divisions	Education	Second Quarter
Continue reorganization planning and implementation for Public Service delivery	Customer Service	Ongoing
Begin strategic planning process for Digitizing	Customer Service	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
CUSTOMER PERSPECTIVE				
Users:				
● Total Users	614,723	669,552	530,000	600,000
Reference Questions:				
● Total Reference Questions	181,949	180,204	173,000	180,000
Program Presented:				
● Total Programs	949	1,000	800	900
Program attendance:				
● Total Program Attendance	29,877	28,024	30,000	31,000
EFFICIENCY				
Circulation per service hour:	246	228	243	241
Users per service hour	246	228	203	229
Reference assistance per service hour:	71	69	66	69

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Internet sessions per service hour:	59	57	57	57
WORKLOAD				
Internet Sessions:				
● Total Internet Sessions	152,435	150,000	150,000	150,000
Service hours:				
● Total Internet Sessions	2,567	2,616	2,611	2,615
RESULTS				
Total circulation:				
● Total Circulation	630,954	596,223	634,500	630,000
● E-Book circulation (System-wide collection circulation)	60,135	152,000	NA	202,000

N/A – Not applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	7,262,200	7,426,500	164,300
Employee Years	103.8	100.7	-3.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
208,500	10,200	300	-4,400	-7,900	-42,400	164,300

Major Change

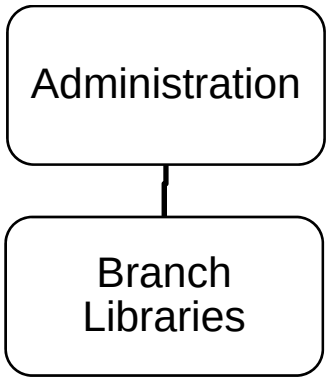
Reorganization of administrative and management positions results in reduced personnel allocations at the Central Library	-13,400
Funds are reduced for building maintenance and equipment repair	-13,100
Funding decreases for miscellaneous service expenses	-10,600
Funds are reduced for copier leases	-6,300
Allotment for Library materials increases due to NYS funding	6,100
Professional services increase due to expanded public programming	4,300
Funds are reduced for miscellaneous communications	-4,000
Funds are reduced for shipping supplies	-3,200
Funds are reduced for tool and machine parts	-2,200

PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	5,631,969	5,332,100	5,442,400	5,632,700
Materials & Supplies	680,857	640,500	676,600	677,300
Services	973,652	1,122,600	1,068,200	1,041,500
Other	200	46,700	75,000	75,000
Total	7,286,678	7,141,900	7,262,200	7,426,500
Appropriation by Activity				
Administration	2,130,191	2,275,300	2,233,300	2,295,900
Public Services	3,629,306	3,378,600	3,622,500	3,710,600
Technical & Support Services	1,527,181	1,488,000	1,406,400	1,420,000
Total	7,286,678	7,141,900	7,262,200	7,426,500
Employee Years by Activity				
Administration	25.5	26.1	26.1	25.9
Public Services	52.0	48.0	51.0	49.9
Technical & Support Services	30.9	26.7	26.7	24.9
Total	108.4	100.8	103.8	100.7

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2012-13	Proposed 2013-14			
36	Library Director	1.0	1.0	1.0		
31	Assistant Library Director III	1.5	1.5		0.5	1.0
31	Manager of Library Finance	1.0	1.0	1.0		
28	Computer Operations Supervisor	1.0	1.0			1.0
27	Manager of Library Administration	0.0	1.0	1.0		
27	Manager of Library Administration Bilingual	1.0	0.0			
24	Children's Services Consultant	1.0	1.0		1.0	
24	Historical Services Consultant	1.0	1.0		1.0	
24	Librarian IV	3.0	3.3	1.0	2.3	
23	Supervisor Library Buildings	1.0	1.0	1.0		
21	Computer Communications Technician	0.0	2.0			2.0
21	Library Automation Specialist	0.0	3.0			3.0
21	Senior Graphic Designer	1.0	1.0	1.0		
20	Administrative Analyst	1.0	1.0	1.0		
20	Circulation Supervisor	0.0	1.0		1.0	
20	Librarian II	10.0	11.0		9.0	2.0
20	Supervising Library Materials Handler	0.0	1.0			1.0
20	Supervisor Audio Visual Services	0.0	1.0		1.0	
19	Circulation Supervisor	1.0	0.0			
19	Supervising Library Materials Handler	1.0	0.0			
18	Computer Communications Technician	2.0	0.0			
18	Historical Researcher	0.0	1.0		1.0	
18	Librarian I	14.0	12.0		12.0	0.0
18	Library Automation Specialist	3.0	0.0			
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	1.0	1.0			1.0
16	Supervising Security Guard	1.0	1.0	1.0		
15	Supervisor Audio Visual Services	1.0	0.0			
14	Graphic Assistant	1.0	1.0	1.0		
14	Junior Accountant	1.0	1.0	1.0		
14	Library Assistant	2.0	2.0		2.0	
14	Mailroom Coordinator	1.0	1.0			1.0
13	Administrative Secretary	1.0	1.5	1.0	0.5	
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0		
11	Assistant to Circulation Supervisor	1.0	1.0		1.0	
11	Building Maintenance Foreman	1.0	1.0	1.0		
11	Secretary	2.0	1.0			1.0
9	Clerk II with Typing	1.0	0.0			
9	Library Catalog Clerk II	1.0	1.0			1.0
8	Truck Driver	3.0	3.0			3.0
7	Clerk III	1.0	1.0			1.0
7	Clerk III with Typing	4.0	2.0	0.5	1.5	
7	Maintenance Worker - Library	2.0	2.0	2.0		
3	Materials Processor	2.0	2.0			2.0
2	Senior Library Page	5.0	5.0	1.0	3.0	1.0
1	Cleaner	3.0	3.0	3.0		
52	Security Guard	4.0	3.0	3.0		
EMPLOYEE YEARS						
Full Time		85.5	81.3	23.5	36.8	21.0
Overtime		1.6	1.6	0.3	0.9	0.4
Part Time, Temporary, Seasonal		19.1	20.2	2.4	13.8	4.0
Less: Vacancy Allowance		2.4	2.4	0.3	1.6	0.5
Total		103.8	100.7	25.9	49.9	24.9

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 recordings, compact discs, dvds, and electronic materials
  - ● Collections of popular interest for area residents
  - ● Reference services with access to the resources of the Monroe County Library System
  - ● Programs such as story hours, lectures, and artistic performances, English language learning, and school tutoring
  - ● Referral services to community agencies
  - ● Facilities for meetings and programs sponsored by non-library groups
  - ● Access to the Internet and personal computing needs

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Utilizing Branch service evaluation report, begin Branch Library reorganization and strategic planning process	Customer Service	First Quarter
Develop literacy programming to meet needs of Branch service areas, in conjunction with NYS Office of New Americans funding	Education	Second Quarter
Continue expanding literacy partnerships with the City School District, community initiatives (ROC the Future) and neighborhood organizations	Neighborhood & Business Development Customer Service	Ongoing

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
CUSTOMER PERS[PECTIVE				
Arnett				
Internet sessions	33,236	35,153	30,400	32,000
Reference assistance per service hour	10	9	11	10
Average attendance per program	65	39	37	35
Circulation per service hour	65	37	35	35
Program attendance	9,506	12,053	8,800	9,000
Library materials circulated	65,973	73,675	70,000	70,000
Door count	102,192	115,004	98,000	100,000
Library card registrations	1,029	958	900	900
Charlotte				
Internet sessions	11,681	11,941	11,000	11,000
Reference assistance per service hour	10	9	9	9
Average attendance per program	27	30	30	30
Circulation per service hour	55	36	56	50
Program attendance	9,733	11,734	9,000	10,000
Library materials circulated	110,682	112,147	112,000	112,000
Door count	87,026	90,801	90,000	90,000
Library card registrations	542	474	550	550
Highland				
Internet sessions	12,081	12,378	15,000	13,000
Reference assistance per service hour	3	3	3	3
Average attendance per program	30	31	25	30
Circulation per service hour	45	45	46	45
Program attendance	10,646	11,350	7,500	10,000
Library materials circulated	82,094	80,701	83,000	82,000
Door count	70,902	69,985	75,000	70,000
Library card registrations	315	283	325	300
Lincoln				
Internet sessions	29,270	29,168	30,000	32,000
Reference assistance per service hour	6	6	6	6
Average attendance per program	33	24	37	35
Circulation per service hour	28	30	35	30
Program attendance	20,251	16,885	22,000	20,000
Library materials circulated	57,394	60,577	70,000	65,000
Door count	119,547	123,008	125,000	125,000
Library card registrations	1,044	1,074	1,125	1,100
Lyell				
Internet sessions	22,927	24,837	23,000	25,000
Reference assistance per service hour	8	9	8	8
Average attendance per program	25	25	24	25
Circulation per service hour	47	48	49	49
Program attendance	7,853	9,819	11,000	10,000
Library materials circulated	84,283	84,758	88,000	85,000
Door count	92,110	94,569	94,000	94,000
Library card registrations	673	661	650	650

Maplewood				
Internet sessions	42,662	41,313	47,000	42,000
Reference assistance per service hour	9	10	8	10
Average attendance per program	86	59	72	60
Circulation per service hour	44	44	49	45
Program attendance	35,933	37,545	32,500	37,000
Library materials circulated	88,745	87,768	98,000	90,000
Door count	245,385	245,982	250,000	250,000
Library card registrations	1,042	946	1,100	1,100
Monroe				
Internet sessions	17,264	16,792	17,200	17,200
Reference assistance per service hour	5	5	5	5
Average attendance per program	12	14	10	12
Circulation per service hour	57	57	58	58
Program attendance	2,473	2,779	2,000	2,000
Library materials circulated	113,836	112,738	115,000	115,000
Door count	86,335	85,170	85,000	85,000
Library card registrations	625	525	600	600
Sully				
Internet sessions	21,837	21,755	22,000	22,000
Reference assistance per service hour	5	5	4	5
Average attendance per program	59	47	70	60
Circulation per service hour	24	26	23	24
Program attendance	22,603	22,754	21,000	24,000
Library materials circulated	47,903	51,560	47,000	50,000
Door count	124,858	122,146	126,000	126,000
Library card registrations	779	683	750	750
Wheatley				
Internet sessions	34,378	36,301	36,000	37,000
Reference assistance per service hour	10	11	10	10
Average attendance per program	62	39	95	70
Circulation per service hour	20	20	22	20
Program attendance	10,826	7,574	13,300	11,000
Library materials circulated	39,752	39,400	43,000	40,000
Door count	79,128	88,104	80,000	85,000
Library card registrations	634	591	700	650
Winton				
Internet sessions	15,143	14,867	16,000	15,000
Reference assistance per service hour	6	6	5	6
Average attendance per program	14	14	14	14
Circulation per service hour	79	77	80	80
Program attendance	2,892	2,723	3,000	3,000
Library materials circulated	159,036	153,687	160,000	160,000
Door count	121,679	118,115	109,000	120,000
Library card registrations	657	675	600	650

Total All Branches

Internet sessions	240,479	244,505	247,600	246,200
Reference assistance per service hour	70	70	70	70
Average attendance per program	40	35	41	39
Circulation per service hour	430	440	450	440
Program attendance	132,716	135,216	130,100	136,400
Library materials circulated	849,698	857,011	886,000	869,000
Door count	1,129,162	1,152,884	1,132,000	1,145,000
Library card registrations	7,340	6,870	7,300	7,250

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	3,594,000	3,617,800	23,800
Employee Years	42.4	41.5	-0.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
59,000	3,300	-2,100	-1,400	-2,200	-32,800	23,800

Major Change

A full time Librarian IV position is eliminated due to budget constraints	-45,600
Part time personnel increase to facilitate branch reorganization	43,000
Two administrative positions are shared with Central as an efficiency measure	-41,700
A one-time budget increase in 2012-13 for New York State Department of Education Grant does not recur	-30,000
Funding is added for security interns for branch libraries	27,000
Funding increases for administration of grants	26,000
Funds are reduced for office supplies due to budget constraints	-9,400
Security contract services decreases as an efficiency measure	-2,100

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	2,710,302	2,532,000	2,629,800	2,671,500
Materials & Supplies	37,156	71,900	71,900	63,200
Services	669,101	880,000	892,300	863,100
Other	0	0	0	20,000
Total	3,416,559	3,483,900	3,594,000	3,617,800
Appropriation by Activity				
Administration	564,276	639,700	634,900	851,500
Branch Libraries	2,852,283	2,844,200	2,959,100	2,766,300
Total	3,416,559	3,483,900	3,594,000	3,617,800
Employee Years by Activity				
Administration	3.6	3.1	3.1	2.7
Branch Libraries	39.3	38.3	39.3	38.8
Total	42.9	41.4	42.4	41.5

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2012-13	Proposed 2013-14		
31	Assistant Library Director III	0.5	0.5	0.5	
26	Library Area Coordinator	0.0	2.0		2.0
24	Librarian IV	4.0	0.7		0.7
20	Librarian II	6.0	10.0		10.0
20	Youth Services Coordinator	1.0	1.0		1.0
18	Librarian I	7.0	3.0		3.0
13	Administrative Secretary	0.0	0.5	0.5	
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0	
11	Secretary	1.0	0.0		
EMPLOYEE YEARS					
Full Time		20.5	18.7	2.0	16.7
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		22.0	22.9	0.8	22.1
Less: Vacancy Allowance		0.4	0.4	0.1	0.3
Total		42.4	41.5	2.7	38.8

Mission Statement

The Department of Recreation and Youth Services (DRYS) 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.

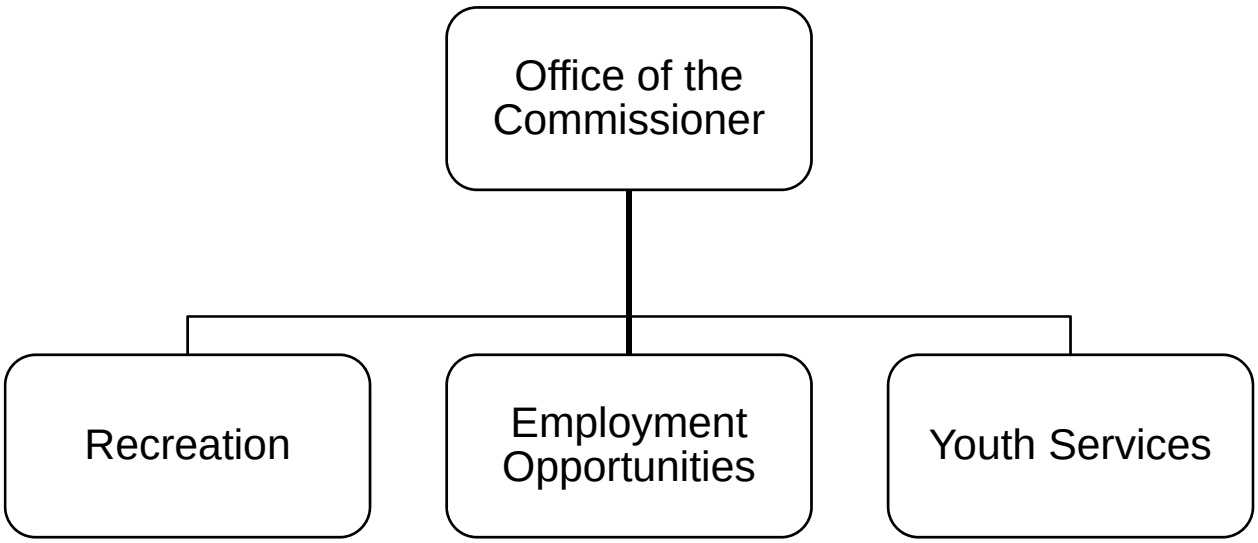
DRYS nurtures and inspires the leadership potential of all youth, thereby supporting the development of tomorrow's leaders today. We recognize that youth develop within their families and the community and we approach our work within this context. Therefore, we infuse the core values of a Positive Youth Development philosophy into our organizational structure, operations, and community engagement strategy, to provide opportunities for all young people to experience:

A SENSE OF SAFETY (Safe Environment): A safe environment where young people feel secure and are accepted as individuals.

A SENSE OF COMPETENCE (Supportive Environment): A supportive environment that motivates young people to explore interests and opportunities for future growth.

A SENSE OF USEFULNESS & BELONGING (Interaction): An opportunity for young people to interact with others and utilize identified strengths and skills in a meaningful way.

A SENSE OF POWER OR INFLUENCE (Engagement): A chance to be heard and to influence decisions.



Department Highlights

Since 2005-06 a number of functions have been re-organized and transferred to Departments outside of DRYS to enable the department to focus on youth program operations and development, reducing the total DRYS budget by nearly forty percent. The re-organizations resulted in transfers of numerous functions to the Department of Environmental Services such as Forestry, Equipment Maintenance, Parks Operations, Custodial Services, and Cemeteries; transfers to Neighborhood and Business Development for municipal facilities such as High Falls, the Convention Center, and Blue Cross Arena; and transfers to Communications for Special Events and graphics services.

The 2013-14 budget of $11.1 million for DRYS includes a number of federal, state, and local grants totaling over $1.8 million dollars. These grants substantially enhance the level of youth services provided by the City, but their cyclical nature causes the budget to undergo frequent annual and even mid-year budget changes.

The primary driver of the decrease in the DRYS budget compared to 2012-13 is a multitude of adjustments to grants (-$738,700). Some grants have ended, such as the 21st Century Rochester After-School Academy and a Pathways to Peace overtime grant, while others are adjusted due to differences in the grant year versus the City fiscal year.

New investments in DRYS for 2013-14 allow the department to continue provision of high demand services in spite of grant reductions, and to expand successful DRYS program models to meet community needs. This includes $74,700 in Pathways to Peace staffing including one full-time position, one part-time position, and additional seasonal summer hours (plus benefits), the re-development of an after-school program at Edgerton ($91,000), and a new after-school program at School 17 ($34,100). The budget also includes increased funding for a new full-time position at the Public Market, and added funds for a staff position that is no longer covered by grant funding ($84,300 combined plus benefits).

Highlights of the Department's 2013-14 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:		
Continue to lead the implementation of the DRYS Strategic Plan	Customer Service	Ongoing
Recreation:		
Complete Gantt Center renovation and reopen	Customer Service Education	First Quarter
Update computer labs at 14 recreation sites	Customer Service Education	First Quarter
Develop extended day collaboration with School #46	Customer Service Education	Second Quarter

Bureau of Employment Opportunities:

Establish workforce development partnerships with industry	Education Neighborhood and Business Development	Fourth Quarter
Implement eight CGR recommendations for SOOP program as agreed by Council and the Administration	Education Neighborhood and Business Development	Fourth Quarter

Youth Services:

Collaborate with the Rochester City School District on Parent Support Efforts	Customer Service Education	Ongoing

Year-To-Year Comparison

Bureau	Budget 2012-13	Budget 2013-14	Change	Percent Change
Office of the Commissioner	465,100	476,400	11,300	2.4%
Recreation	7,646,900	8,045,500	398,600	5.2%
Employment Opportunities	1,269,800	1,327,600	57,800	4.6%
Youth Services	2,034,300	1,265,100	-769,200	-37.8%
Total	11,416,100	11,114,600	-301,500	-2.6%
Employee Years	188.0	198.1	10.1	5.4%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
44,700	44,000	60,500	22,500	-9,300	-463,900	-301,500

Major Change Highlights

Net change in Teenage Pregnancy Prevention federal grant funding	-375,900
21st Century Rochester After-School Academy grant ends	-234,400
Net change in Comprehensive Adolescent Pregnancy Prevention state grant funding	-151,700
CDBG funding for Summer of Opportunity brought into operating budget	110,000
Add funding for Edgerton after-school program	91,000
Add funding for one full-time and one part-time position in Pathways to Peace	64,200
A one-time budget increase in 2012-13 for a grant for Pathways to Peace overtime does not recur	-61,500
Increase funding for youth development programs in Recreation	44,200
Add funding for School #17 after-school program	34,100
Add grant funding from Rochester Works for expanded BizKids and Jr. Recreation Leader programs	25,000

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	6,565,943	6,144,400	6,381,900	6,878,200
Materials & Supplies	420,477	646,600	618,400	319,800
Services	4,019,658	3,793,600	4,052,300	3,778,100
Other	0	0	363,500	138,500
Total	11,006,078	10,584,600	11,416,100	11,114,600
Appropriation by Activity				
Office of the Commissioner	393,630	462,500	465,100	476,400
Recreation	7,871,648	7,384,000	7,646,900	8,045,500
Employment Opportunities	1,425,730	1,161,500	1,269,800	1,327,600
Youth Services	1,315,070	1,576,600	2,034,300	1,265,100
Total	11,006,078	10,584,600	11,416,100	11,114,600
Employee Years by Activity				
Office of the Commissioner	5.0	5.0	5.0	5.2
Recreation	167.0	157.1	160.7	165.4
Employment Opportunities	11.2	9.7	10.0	13.4
Youth Services	9.7	11.6	12.3	14.1
Total	192.9	183.4	188.0	198.1

Mission Statement

The Commissioner's Office supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by setting management policy, goals, and performance standards. It coordinates the Department's annual budget and capital planning processes; maintains fiscal operations and payroll matters; coordinates the purchasing of supplies; and manages the City Council submission process.

Vital Customers

- ❑ City youth
- ❑ Internal staff
- ❑ City Council
- ❑ Rochester City School District
- ❑ Community agencies

Critical Processes

- ❑ Coordinate Department's annual budget and capital planning processes
- ❑ Maintain fiscal operations and payroll matters
- ❑ Manage the Department's City Council submission process

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Continue to lead the implementation of the DRYS Strategic Plan	Customer Service	Ongoing

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	465,100	476,400	11,300
Employee Years	5.0	5.2	0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
7,300	2,600	6,000	0	3,500	-8,100	11,300

Major Change

Productivity improvements result in savings	-13,800
Add funding for one part-time Youth Worker for workforce development	5,700

DEPARTMENT OF RECREATION & YOUTH SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	342,045	345,000	347,600	360,600
Materials & Supplies	1,962	2,400	2,000	2,000
Services	49,623	115,100	115,500	113,800
Other	0	0	0	0
Total	393,630	462,500	465,100	476,400
Appropriation by Activity				
Commissioner's Office	393,630	462,500	465,100	476,400
Employee Years by Activity				
Commissioner's Office	5.0	5.0	5.0	5.2

FULL TIME POSITIONS

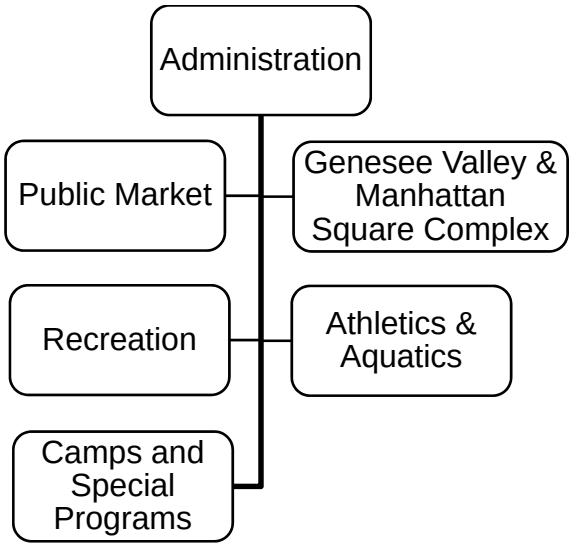
Br.	Title	Budget 2012-13	Proposed 2013-14
36	Commissioner of Recreation & Youth Services	1.0	1.0
28	Manager of Administrative Support	1.0	1.0
18	Secretary to Commissioner	1.0	1.0
16	Administrative Assistant	1.0	1.0
6	Receptionist Typist	1.0	1.0
EMPLOYEE YEARS			
Full Time		5.0	5.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.0	0.2
Less: Vacancy Allowance		0.0	0.0
Total		5.0	5.2

Mission Statement

The Bureau of Recreation supports the City of Rochester's *One City Vision Statement* and its *Values and Guiding Principles* by 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

- City youth and their families
- Residents and visitors of all ages
- Vendors and customers at the Public Market
- Parks patrons
- Rochester City School District
- Community partners and collaborators

Critical Processes

- ❑ Conduct community recreation and youth development at 18 school year sites and 28 summer sites
- ❑ Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness
- ❑ Operate a year-round Public Market which provides access to healthy food, opportunities for entrepreneurs, and a venue for community special events
- ❑ Conduct community aquatics programs at numerous sites
- ❑ Organize a variety of community special events to promote youth development and social skills
- ❑ Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- ❑ Use a Program System Management model to provide quality management of existing and new programs, which include marketing, staff development, and community input

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Gantt Center renovation and reopening	Customer Service Education	First Quarter
Update computer labs at 14 recreation sites	Customer Service Education	First Quarter
Develop extended day collaboration with School #46	Customer Service Education	Second Quarter
Install cardboard compactor and initiate expanded recycling program at the Public Market	Customer Service Neighborhood & Business Development	Second Quarter
Complete contract for Public/Private storefront building at Public Market	Customer Service Neighborhood and Business Development	Second Quarter
Develop an after-school program for Edgerton Community Center based on the RASA model	Customer Service Education	Second Quarter
Develop community after-school collaboration at School #17	Customer Service Education	Second Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Recreation Registrations:				
● Adams/Roxie A. Sinkler	3,564	3,100	2,900	2,900
● Avenue D	1,771	1,610	1,500	1,500
● Campbell	2,357	1,700	1,500	1,700
● Carter	439	1,230	1,200	1,000
● Edgerton/Pierpont/#42/LaGrange	3,755	2,200	2,500	2,500
● Flint	1,510	1,200	1,200	1,200
● David F. Gantt/Marketview	3,903	1,400	1,500	3,900
● South/Field	1,560	1,300	1,200	1,300
● Thomas P. Ryan/Humboldt	3,590	3,200	2,900	2,900
● Total registrations	22,449	16,940	16,400	18,900
Attendance per year:				
● Adams/Roxie A. Sinkler	54,639	54,200	41,000	45,000
● Avenue D	71,602	60,700	63,000	63,000
● Campbell	35,395	31,200	38,000	50,000
● Carter	41,018	44,000	33,000	37,000
● Edgerton/Pierpont/#42/LaGrange	92,112	84,900	69,000	78,000
● Flint	63,945	51,000	61,000	61,000
● David F. Gantt/Marketview	69,478	55,000	40,000	70,000
● South/Field	69,636	70,000	68,000	69,000
● Thomas P. Ryan/Humboldt	110,952	151,000	120,000	140,000
● Rec On The Move	5,445	5,000	5,000	6,000
● Total attendance	614,222	607,000	538,000	619,000
Genesee Valley Park Complex:				
Attendance per year:				
● GVP Ice Rink	36,698	37,200	40,000	40,000
● GVP Pool	22,864	17,284	25,000	20,000
● Manhattan Square Ice Rink	42,863	36,653	45,000	45,000
Water Spray Park Attendance	65,527	68,841	N/A	70,000
Athletics:				
Adult softball games held	1,310	1,015	1,310	1,100
Beach attendance per year:				
●Durand Beach – total visitors	101,129	119,371	101,000	120,000
●Durand Beach – bathers	12,927	24,951	12,000	25,000
High School Pool attendance annually: 4 to 5 pools used per year based on RCSD availability				
● Douglass	2,497	2,866	2,600	2,900
● East	2,349	4,890	2,500	4,900
● Freddie Thomas Learning Center/Winter	100	39	300	200
Swim only				
● Jefferson	N/A	N/A	3,000	3,000
● Marshall	N/A	2,013	3,000	2,000
● Monroe	N/A	1,316	N/A	N/A
● Wilson Academy/formerly known as Madison	2,842	2,898	2,900	3,000

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Total H.S. Pool attendance	7,788	14,022	14,300	16,000
Public Market:				
Market days held	154	155	156	156
Special event days	41	44	44	44
Occupancy Rate (%):				
● Shed A	100	100	100	100
● Shed C	100	100	100	100
● Winter Shed	100	100	100	100
Public market fees revenue ($)	$694,900	$692,200	$692,000	$700,000
LEARNING AND INNOVATION				
Average number of training hours per employee	20	20	20	20

N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	7,646,900	8,045,500	398,600
Employee Years	160.7	165.4	4.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
34,500	39,100	38,700	22,500	-6,500	270,300	398,600

Major Change

Transfer Monroe County Youth Bureau funding from Youth Services Bureau ($103,200); funding from County is reduced by $11,600 for net transfer of $91,600	91,600
Add funding for Edgerton after-school program, including staff and contract services	91,000
Increase funding for youth development programs	44,200
Add funding for School #17 after-school program	34,100
Productivity improvements result in savings	-31,100
21st Century Rochester After-School Academy grant ends	-28,500
Transition part-time/seasonal Assistant Market Supervisor position to full-time position for succession planning	27,800
Add grant funding from Rochester Works for expanded BizKids and Jr. Recreation Leader programs	25,000
Amendment for Summer Youth Rochester Works funding does not recur	-16,400
Increase in temporary/part-time staff funding (excluding Durand Beach)	16,200
One-time budget amendment for HEALTH grant does not recur	-15,600

Major Change

Additional funding for DES overtime costs for Public Market cleanup	15,000
Add funding for Youth Intervention Aide summer hours	10,500
Net change in HEART federal grant funding	6,500

Program Change

School #17 in the JOSANA neighborhood will reopen in Fall 2013 after renovations are complete. At the request of RCSD and the neighborhood, DRYS will provide new after-school programming at this location.

With the RASA grant expiring (see Youth Services Bureau for additional details), RCSD has asked Recreation to redevelop an existing after-school program at Edgerton Community Center to serve both the growing immigrant population and all neighborhood students. The focus of this program will be on academics and youth development assets.

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	4,818,012	4,538,500	4,603,300	4,843,900
Materials & Supplies	257,502	269,400	286,400	265,600
Services	2,796,134	2,576,100	2,722,600	2,907,500
Other	0	0	34,600	28,500
Total	7,871,648	7,384,000	7,646,900	8,045,500
Appropriation by Activity				
Administration	2,497,106	2,678,700	2,723,800	1,879,200
Camps and Special Programs	105,733	0	0	1,062,600
Recreation	3,466,888	3,019,500	3,280,400	3,381,700
Genesee Valley & Manhattan Square	415,941	512,200	503,900	524,900
Athletics & Aquatics	767,999	529,900	511,200	516,200
Public Market	617,981	643,700	627,600	680,900
Total	7,871,648	7,384,000	7,646,900	8,045,500
Employee Years by Activity				
Administration	24.0	25.0	28.7	11.0
Camps and Special Programs	2.5	0.0	0.0	24.6
Recreation	104.2	96.0	96.9	95.5
Genesee Valley & Manhattan Square	16.7	18.0	17.2	15.1
Athletics & Aquatics	15.2	13.7	13.7	13.8
Public Market	4.4	4.4	4.2	5.4
Total	167.0	157.1	160.7	165.4

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Camps and Special Programs	Recreation	Genesee Valley & Manhattan Square Complex	Athletics & Aquatics	Public Market
Br.	Title	Budget 2012-13	Proposed 2013-14						
57	Senior Security Guard	1.0	1.0			1.0			
41	Parks Operations Worker	1.0	1.0						1.0
34	Assistant Commissioner/Recreation	1.0	1.0	1.0					
30	Asst. Mgr. of Parks & Recreation	1.0	1.0	0.7					0.3
23	Area Coordinator	1.0	1.0	0.5		0.5			
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, Program Development	1.0	1.0	0.5	0.5				
21	Recreation Center Director	6.0	6.0			6.0			
21	Assistant Program Development Specialist	0.0	1.0		1.0				
20	Administrative Analyst	1.0	1.0	1.0					
20	Assistant Program Development Specialist	1.0	0.0						
18	Supervisor of Markets	1.0	1.0						1.0
16	Assistant Supervisor of Markets	0.0	1.0						1.0
16	Administrative Assistant	1.0	1.0	1.0					
15	Recreation Supervisor	12.2	12.2			11.2	0.5	0.5	
13	Grant Support Associate	2.0	2.0		2.0				
12	Youth Camp Supervisor	0.0	1.0		0.5	0.5			
9	Clerk II with Typing	1.0	1.0	1.0					
9	Recreation Leader	17.0	17.0		2.0	15.0			
9	Recreation Leader Bilingual	3.0	3.0			3.0			
EMPLOYEE YEARS									
Full Time		53.2	55.2	5.9	7.0	37.2	1.0	0.8	3.3
Overtime		1.0	1.4	0.6	0.0	0.3	0.0	0.0	0.5
Part Time, Temporary, Seasonal		112.1	111.6	4.7	17.6	60.2	14.3	13.2	1.6
Less: Vacancy Allowance		5.6	2.8	0.2	0.0	2.2	0.2	0.2	0.0
Total		160.7	165.4	11.0	24.6	95.5	15.1	13.8	5.4

Mission Statement

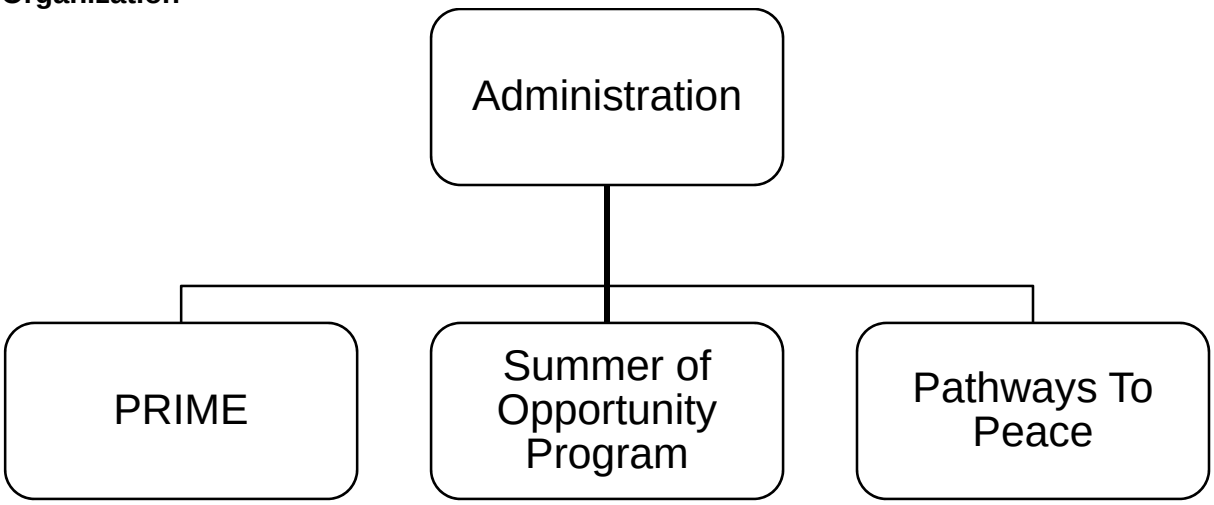
The Bureau of Employment Opportunities supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing workforce preparation and educational support.

The Bureau provides employment readiness and employment placement for city residents age 14 and older through its signature programs, the Providing Real Incentives to Maintain Employment (PRIME) Program, the Summer of Opportunity Program (SOOP), and Pathways To Peace (PTP).

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 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 youth 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 (PRIME and SOOP)

- ❑ Youth
- ❑ Parents and families of youth
- ❑ Adults at Risk
- ❑ Rochester City School District

Pathways to Peace

- ❑ High risk but workable youth and young adults
- ❑ Families of violent youth or in a crisis involving youth
- ❑ Community service providers
- ❑ The community at large
- ❑ Rochester City School District

Critical Processes

Employment Opportunities (PRIME and SOOP)

- ❑ Provide youth outreach and recruitment for employment
- ❑ Provide clients with access to resources
- ❑ Provide employment readiness for youth and adults

Pathways to Peace

- ❑ Make home visits to high risk youth and young adults
- ❑ Mediate violent conflicts
- ❑ Provide presentations on anti-violence and gang issues
- ❑ Provide service linkages

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Restructure after-school employment programs	Education/Neighborhood and Business Development	First Quarter
Establish workforce development partnerships with industry	Education/Neighborhood and Business Development	Fourth Quarter
Implement eight CGR recommendations for SOOP program as agreed by Council and the Administration	Education/Neighborhood and Business Development	Fourth Quarter

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,269,800	1,327,600	57,800
Employee Years	10.0	13.4	3.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-5,400	2,100	200	0	3,200	57,700	57,800

Major Change

CDBG funding for Summer of Opportunity brought into operating budget	110,000
Add funding for one full-time and one part-time position in Pathways to Peace	64,200
A one-time budget increase in 2012-13 for a grant for Pathways to Peace overtime does not recur	-61,500
Reduce professional fees in Employment Opportunities administration due to budget constraints	-32,100
Reduce funding for SOOP due to elimination of external payroll vendor	-16,200
Add funding for part-time clerical position to assist with SOOP administrative functions	13,500

Major Change

Reduce professional fees for Pathways to Peace	-12,300
Productivity improvements result in savings	-7,900

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Summer of Opportunity Program:				
Applicants	2,960	2,960	2,700	3,300
Applicants employed	385	429	325	400
Parent orientation attendees	N/A	N/A	N/A	800
Number of employers participating	16	18	15	20
YTA Participants:	0	19	20	20
PRIME Program:				
Applicants	787	630	630	600
Participants	209	200	200	200
Participants trained in job readiness	196	160	160	160
Resumes developed	N/A	190	190	150
Participants receiving vocational training	10	15	15	5
Participants placed	130	75	75	75
New employment partnerships developed	63	10	10	10
Pathways to Peace:				
Youth referred to PTP	90	168	90	250
Youth conflict incidents referred to PTP	110	156	150	230
Youth conflict incidents mediated	85	168	100	250
Client load	60	60	60	90
New client intake	N/A	N/A	N/A	65
Youth referred that are linked to services	43	196	60	150
Youth who recidivate	10	12	20	20
Youth discharged	N/A	N/A	N/A	65
In need of resources referrals (non-client)	N/A	N/A	N/A	110

Abbreviations:
PRIME – Providing Real Incentives to Maintain Employment
PTP – Pathways to Peace
SOOP – Summer of Opportunity Program
YTA – Youth Training Academy
N/A – Not Applicable

Program Change
With the addition of one full-time and one part-time Youth Intervention Specialist, Pathways to Peace will increase the impact of its public safety efforts to reduce violence and gang activity. The Bureau of Employment Opportunities as well as the Bureau of Youth Services relocated from the Sibley Building to the Rundel Library in May 2013.

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF EMPLOYMENT OPPORTUNITIES
EXPENSE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	795,245	592,400	638,600	914,600
Materials & Supplies	7,142	7,100	10,300	7,800
Services	623,343	562,000	620,900	405,200
Other	0	0	0	0
Total	1,425,730	1,161,500	1,269,800	1,327,600
Appropriation by Activity				
Administration	206,270	289,300	310,900	188,700
PRIME	159,406	28,900	34,000	79,700
Summer Of Opportunity Program	642,721	574,600	574,900	703,600
Pathways to Peace	333,447	268,700	350,000	355,600
SNUG	83,886	0	0	0
Total	1,425,730	1,161,500	1,269,800	1,327,600
Employee Years by Activity				
Administration	3.0	3.8	4.1	2.7
PRIME	0.2	0.2	0.2	1.5
Summer Of Opportunity Program	1.5	1.5	1.5	3.0
Pathways to Peace	4.5	4.2	4.2	6.2
SNUG	2.0	0.0	0.0	0.0
Total	11.2	9.7	10.0	13.4

FULL TIME POSITIONS				Administration	PRIME	Summer Of Opportunity Program	Pathways To Peace
Br.	Title	Budget 2012-13	Proposed 2013-14				
33	Director/Office of Employment Opportunities	1.0	1.0	1.0			
26	Youth Intervention Supervisor	1.0	1.0				1.0
24	Senior Administrative Analyst	1.0	1.0			1.0	
20	Sr. Youth Intervention Specialist	1.0	1.0				1.0
18	Youth Intervention Specialist	1.0	2.0				2.0
18	Youth Intervention Specialist Bilingual	1.0	1.0				1.0
16	Employment and Training Counselor	1.0	1.0	1.0			
16	PRIME Counselor	0.0	1.0		1.0		
16	Program Coordinator	1.0	0.0				
EMPLOYEE YEARS							
Full Time		8.0	9.0	2.0	1.0	1.0	5.0
Overtime		0.3	0.3	0.0	0.0	0.0	0.3
Part Time, Temporary, Seasonal		1.9	4.3	0.8	0.5	2.0	1.0
Less: Vacancy Allowance		0.2	0.2	0.1	0.0	0.0	0.1
Total		10.0	13.4	2.7	1.5	3.0	6.2

Mission Statement

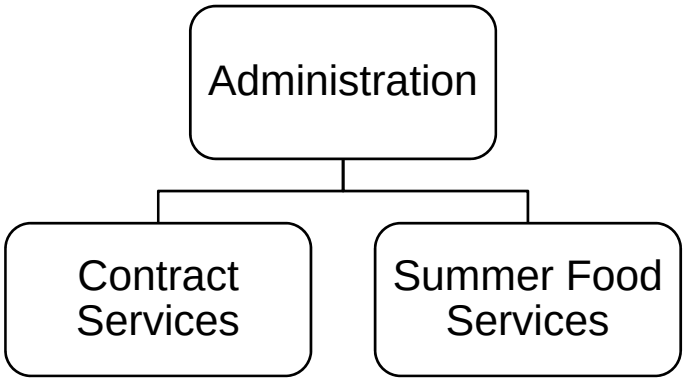
The Bureau of Youth Services supports the City of Rochester's *One City Vision Statement and its Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens by providing support for academic enrichment, youth development, empowerment, and other prevention-based programs and services.

The Bureau also provides support for parents and families of the youth it serves 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.

Youth Services operates the Comprehensive Adolescent Pregnancy Prevention Services (CAPP) program, the Teen Pregnancy Prevention (TPP) program, and the Pillars of Hope program. The Bureau also runs the Summer Food Service Program, a federally funded activity that provides nutritious breakfasts and lunches to children at various recreation, day care, community center, and other city locations.

Youth Services maintains collaborative relationships with stakeholders and partners, including the Rochester City School District; the Greater Rochester After School Alliance (GRASA) and its After School Funders Committee; Metro Council for Teen Potential (MCTP); the Community School Partnership Network, and the Parent Leadership Training Institute (PLTI) Civic Design Team.

Organization



Vital Customers

- ❑ Youth and young adults ages 12 – 25
- ❑ Parents and families of youth
- ❑ Teenage parents and their children
- ❑ Rochester City School District
- ❑ Youth-focused local agencies and collaborations

Critical Processes

- ❑ Provide parent and family skills training
- ❑ Provide clients with access to resources
- ❑ Administer state and federal grants to address youth and family issues

2013-14 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Collaborate with Rochester City School District on Parent Support Efforts	Customer Service Education	Second Quarter
Expand Pillar of Hope Initiative	Customer Service Education	Second Quarter
Expand COMET data management system	Customer Service Education	Fourth Quarter

Key Performance Indicators

	Actual 2011-12	Estimated 2012-13	Budget 2012-13	Budget 2013-14
Youth Programs				
COMET reports	N/A	8	8	10
Adult volunteer participants in Pillars of Hope	N/A	92	100	100
Pillars of Hope Schools	6	10	10	12
CDBG Program Participants	250	293	300	300
Parent/Adult workshops	4	6	6	4
Parent/Adult workshop participants	58	90	100	60
City Youth Art Squad – youth artists hired	N/A	10	10	10
City Youth Art Squad – public art developed	N/A	2	2	2
Rochester After School Academy (RASA)				
RASA-4 Participants	283	260	260	0
School attendance rates due to RASA-4 (%)	90	90	90	N/A
Students enrolled in RASA-4 who increased Math and/or English test scores (%)	50	50	50	N/A
Pregnancy Grant Programs				
CAPP Participants (SOAR program)	986	790	790	790
TPP Participants (THRIVE program)	442	573	600	570
CAPP Parent/Adult workshop participants – Family Talk series	209	100	100	100
Summer Food Program				
Breakfast sites	37	29	40	34
Lunch sites	73	37	50	43
Breakfasts served	39,178	34,725	45,400	41,600
Lunches served	65,737	57,577	75,200	69,000

Abbreviations:
CAPP – Comprehensive Adolescent Pregnancy Prevention
CDBG – Community Development Block Grant
RASA-4 – Rochester After School Academy Phase 4
SOAR – Sexuality Outreach Advocacy and Resources
THRIVE – Teens Helping to Reinvent Identity, Voice, and Empowerment
TPP – Teenage Pregnancy Prevention
N/A – Not Applicable

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,034,300	1,265,100	-769,200
Employee Years	12.3	14.1	1.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
8,300	200	15,600	0	-9,500	-783,800	-769,200

Major Change

Net change in Teenage Pregnancy Prevention federal grant funding	-375,900
21st Century Rochester After-School Academy grant ends	-205,900
Net change in Comprehensive Adolescent Pregnancy Prevention state grant funding	-151,700
Transfer County Youth Bureau funding to Recreation Bureau	-103,200
One full-time staff position transitions from grant funding to city funding	56,500
Federal funding for Summer Food program decreases	-20,600
Full year of funding for Year Two of ArtSquad increases CDBG funding	17,000

Program Change

In 2013-14 the non-personnel allocations for the federal Teenage Pregnancy Prevention grant and state Comprehensive Adolescent Prevention Program grant will be accounted for within the Teenage Pregnancy Special Revenue Fund.

The end of the 21st Century Community Learning Centers grant for the Rochester After School Academy results in a reduction of four after-school sites. This change affects 260 students at East High School, Edison Technical High School, Thomas Jefferson High School, and Northeast/Northwest College Prep High School.

The Summer Food Service Program will take into account a recent evaluation of the program which made recommendations for increased outreach and marketing to increase community use of the free meal program.

The Bureau of Employment Opportunities as well as the Bureau of Youth Services relocated from the Sibley Building to the Rundel Library in May 2013.

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	610,641	668,500	792,400	759,100
Materials & Supplies	153,871	367,700	319,700	44,400
Services	550,558	540,400	593,300	351,600
Other	0	0	328,900	110,000
Total	1,315,070	1,576,600	2,034,300	1,265,100
Appropriation by Activity				
Administration	239,054	252,300	244,300	272,500
Contract Services	801,941	1,073,800	1,453,200	676,300
Summer Food Service	274,075	250,500	336,800	316,300
Total	1,315,070	1,576,600	2,034,300	1,265,100
Employee Years by Activity				
Administration	2.8	1.8	1.8	3.0
Contract Services	6.0	8.9	8.9	9.9
Summer Food Service	0.9	0.9	1.6	1.2
Total	9.7	11.6	12.3	14.1

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Contract Services	Summer Food Service
Br.	Title	Budget 2012-13	Proposed 2013-14			
34	Assistant Commissioner/Youth Services	1.0	1.0	1.0		
26	Supervisor of Administrative Services	0.0	1.0		1.0	
24	Senior Administrative Analyst	2.0	1.0		0.9	0.1
20	Program Coordinator	0.0	1.0		1.0	
16	Program Coordinator	1.0	0.0			
15	Recreation Supervisor	0.8	0.8		0.8	
11	Secretary/Bilingual	1.0	1.0	0.8	0.2	
9	Pregnancy Prevention Trainer/Bilingual	1.0	1.0		1.0	
9	Recreation Leader	3.0	3.0		3.0	
7	Clerk III with Typing	1.0	0.0			
EMPLOYEE YEARS						
Full Time		10.8	9.8	1.8	7.9	0.1
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.0	4.5	1.2	2.1	1.2
Less: Vacancy Allowance		0.5	0.2	0.0	0.1	0.1
Total		12.3	14.1	3.0	9.9	1.2

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 2012-13	Budget 2013-14	Change	Percent Change
Employee Benefits - Current	108,794,900	94,437,200	-14,357,700	-13.2%
Employee Benefits - Non-Current	24,341,700	23,852,100	-489,600	-2.0%
General Risk Management	1,382,100	902,600	-479,500	-34.7%
Other	1,861,400	1,814,500	-46,900	-2.5%
	136,380,100	121,006,400	-15,373,700	-11.3%
Interfund Credit*	-179,000	-130,900	48,100	-26.9%
Intrafund Credit*	-141,100	-214,000	-72,900	51.7%
Total	136,060,000	120,661,500	-15,398,500	-11.3%

*Reflects chargeback for Worker's Compensation costs.

Major Change Highlights

Employee Benefits – Current decreases mainly due to pension payment amortization	-14,357,700
Employee Benefits – Non-Current decreases primarily due to savings from self-insured medical coverage	-489,600
General Risk Management decrease due to lower premium and reserve payments	-479,500
Other decreases net of other changes	-46,900

UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	90,638,928	105,108,500	108,794,900	94,437,200
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	25,616,326	25,216,700	27,585,200	26,569,200
	116,255,254	130,325,200	136,380,100	121,006,400
Interfund Credit*	-218,560	-252,300	-179,000	-130,900
Intrafund Credit*	-106,894	-67,800	-141,100	-214,000
Total	115,929,800	130,005,100	136,060,000	120,661,500
Appropriation by Activity				
Employee Benefits - Current	90,638,928	105,108,500	108,794,900	94,437,200
Employee Benefits - Non-Current	22,191,708	22,635,200	24,341,700	23,852,100
General Risk Management	1,929,149	1,340,300	1,382,100	902,600
Other	1,495,469	1,241,200	1,861,400	1,814,500
	116,255,254	130,325,200	136,380,100	121,006,400
Interfund Credit*	-218,560	-252,300	-179,000	-130,900
Intrafund Credit*	-106,894	-67,800	-141,100	-214,000
Total	115,929,800	130,005,100	136,060,000	120,661,500

*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
6	April 1, 2012	April 1, 2012

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, 2012 to March 31, 2013. 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

	2012-13	2013-14	Change
Budget	48,569,400	33,176,300	-15,393,100

Major Change

Decrease due to amortization of pension contribution	-10,952,500
Wage base over estimated by New York State results in savings and credit on the 2014 bill	-4,430,600

SOCIAL SECURITY: under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first $113,700, 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

	2012-13	2013-14	Change
Budget	15,433,600	15,645,800	212,200

Major Change

Increase due to wage base growth	212,200

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

HOSPITAL & MEDICAL INSURANCE: the City provides hospitalization and medical benefits. Agreements with the different labor unions determine specific coverage and the amount contributed by the City. In 2012, the City reached agreement with its unions to establish a self-funded health insurance program. The new program started January 1, 2013 and also covers Administrative, Professional, and Technical employees and Confidential employees. In addition, the agreements create a joint Labor/Management Health Care Committee to address future cost increases.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	37,665,700	38,200,500	534,800

Major Change

A 3.75% inflationary adjustment in January 2014 is assumed	534,800

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

	2012-13	2013-14	Change
Budget	4,609,000	5,255,800	646,800
Interfund Credit*	-179,000	-130,900	48,100
Intrafund Credit*	-141,100	-214,000	-72,900
	4,288,900	4,910,900	622,000

Major Change

	2012-13	2013-14	Change
Current Year Claims	320,100	344,900	24,800
Administrative Charge	84,000	58,800	-25,200
State Assessments	700,000	841,400	141,400
Prior Years' Claims	3,504,900	4,010,700	505,800
Total	4,609,000	5,255,800	646,800
Interfund Credit	-179,000	-130,900	48,100
Intrafund Credit	-141,100	-214,000	-72,900
	4,288,900	4,910,900	622,000

Chargebacks – Current Year Claims

Department/Bureau	2012-13	2013-14
NEIGHBORHOOD & BUSINESS DEVELOPMENT	30,000	20,000
ENVIRONMENTAL SERVICES	240,600	289,100
EMERGENCY COMMUNICATIONS	4,000	3,400
POLICE	28,000	16,400
FIRE	500	0
RECREATION & YOUTH SERVICES	5,000	10,000
LIBRARY	4,000	4,000
UNDISTRIBUTED	8,000	2,000
Total Interfund	179,000	130,900
Total Intrafund	141,100	214,000
CITY TOTAL	320,100	344,900

DENTAL INSURANCE: this activity supports dental benefits provided to employees as provided in labor contracts or other wise provided.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,171,700	1,995,800	-175,900

Major Change

Allocation reduced based on projected need -175,900

LIFE INSURANCE: the City provides term life insurance for all active full time employees.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	98,700	86,100	-12,600

Major Change

Reduced to reflect actual active employee cost -12,600

UNION TRUST ACCOUNT: under provisions of Memorandums of Understanding with bargaining units on health care, the City is obligated to share half of any additional savings during the term of the agreements by making payment into a trust account. These agreements expired August 31, 2012.

	2012-13	2013-14	Change
Budget	150,000	0	-150,000

No future payments are to be made -150,000

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

DISABILITY INSURANCE: The City provides disability insurance coverage to Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	96,800	76,900	-19,900

Major Change

Allocation reduced based on projected need	-19,900

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	90,638,928	105,108,500	108,794,900	94,437,200
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	90,638,928	105,108,500	108,794,900	94,437,200
Interfund Credit*	-218,560	-252,300	-179,000	-130,900
Intrafund Credit*	-106,894	-67,800	-141,100	-214,000
Total	90,313,474	104,788,400	108,474,800	94,092,300
Appropriation by Activity				
New York State Retirement	31,260,963	46,583,800	48,569,400	33,176,300
Social Security	16,079,280	15,233,600	15,433,600	15,645,800
Hospital and Medical	34,381,091	35,968,000	37,665,700	38,200,500
Worker's Compensation	5,024,011	5,004,500	4,609,000	5,255,800
Dental Insurance	1,669,526	1,865,600	2,171,700	1,995,800
Life Insurance	47,027	76,100	98,700	86,100
Union Trust Account	408,800	150,000	150,000	0
HRA City Contribution	1,721,200	150,000	0	0
Disability Insurance	47,030	76,900	96,800	76,900
	90,638,928	105,108,500	108,794,900	94,437,200
Interfund Credit*	-218,560	-252,300	-179,000	-130,900
Intrafund Credit*	-106,894	-67,800	-141,100	-214,000
Total	90,313,474	104,788,400	108,474,800	94,092,300

*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 the surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,719,200	2,710,200	-9,000

Major Change

Allocation reduced based on projected need -9,000

HOSPITAL & MEDICAL INSURANCE: the City provides hospital and medical benefits to eligible retirees.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	20,443,300	19,956,300	-487,000

Major Change

Retiree medical expense projected lower based on actual need -487,000

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	138,000	130,500	-7,500

Major Change

Allocation reduced based on projected need -7,500

LIFE INSURANCE: certain uniformed retirees are provided term life insurance benefits.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	41,200	55,100	13,900

Major Change

Increased to reflect actual retiree cost 13,900

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

	2012-13	2013-14	Change
Budget	1,000,000	1,000,000	0

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	22,191,708	22,635,200	24,341,700	23,852,100
Total	22,191,708	22,635,200	24,341,700	23,852,100
Appropriation by Activity				
Disabled/Old Pension	2,597,544	2,565,300	2,719,200	2,710,200
Hospital and Medical - Retirees	18,662,796	19,179,500	20,443,300	19,956,300
Dental Insurance - Retirees	130,855	130,500	138,000	130,500
Life Insurance - Retirees	40,853	55,100	41,200	55,100
Unemployment Compensation	759,660	704,800	1,000,000	1,000,000
Total	22,191,708	22,635,200	24,341,700	23,852,100

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm, which handles all claims, administers the total insurance program. Contributions to Insurance Reserve are a reimbursement of actual enterprise fund claims made in the prior fiscal year and other contributions.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,282,100	802,600	-479,500

Major Change

Cost Components	2012-13	2013-14	Change
Administrative Charge	130,000	92,400	-37,600
Insurance Premium - Major Claims	710,000	510,000	-200,000
Contribution to the Insurance Reserve	442,100	200,200	-241,900
	1,282,100	802,600	-479,500

JUDGMENTS AND CLAIMS: this account is used to pay the City's liability for minor judgment-based obligations that may occur outside of the normal tort litigation covered by the City's general insurance.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	1,929,149	1,340,300	1,382,100	902,600
Total	1,929,149	1,340,300	1,382,100	902,600
Appropriation by Activity				
General Insurance	1,926,373	1,240,300	1,282,100	802,600
Judgments and Claims	2,776	100,000	100,000	100,000
Total	1,929,149	1,340,300	1,382,100	902,600

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

	2012-13	2013-14	Change
Budget	1,090,600	899,900	-190,700

Major Change

Allocation reduced based on projected need	-190,700

EMPLOYEE DEVELOPMENT: this activity provides for the development of City employees through various training programs and tuition reimbursement.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	434,000	434,000	0

CITY CHANNEL 12 OPERATION: this activity includes an agreement with WXXI-TV to operate City 12 as the government access channel providing programming to inform and entertain City residents.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	215,500	200,700	-14,800

Major Change

Renegotiated agreement at lower cost	-14,800

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	80,000	80,000	0

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations

Year-To-Year Comparison

	2012-13	2012-13	Change
Budget	250,000	325,000	75,000

Major Change

Funding added for efficiency & effectiveness initiatives, including $50,000 for police section	75,000

study

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

	2012-13	2013-14	Change
Budget	-2,103,400	-1,983,200	120,200

Major Change

An adjustment is made for lower benefit costs 120,200

TRUANCY PARTNERSHIP INITIATIVE: this activity is to support better coordination of efforts by the Rochester City School District, the City and Monroe County efforts devoted to truancy.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	100,000	0	-100,000

Major Change

Funding for this initiative does not recur -100,000

CITIZEN BUDGETING FOR PUBLIC SAFETY: competitive grants for neighborhood groups and organizations to develop action plans to work with police to stem violence and criminal activity in their neighborhoods.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	0	200,000	200,000

Major Change

Funds are added for this initiative 200,000

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

	2012-13	2013-14	Change
Budget	1,794,700	1,658,100	-136,600

Major Change

UNDISTRIBUTED EXPENSES
OTHER

Allocation for drug testing reduced based on projected need	-110,000
Net of other changes	-26,600

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	1,495,469	1,241,200	1,861,400	1,814,500
Total	1,495,469	1,241,200	1,861,400	1,814,500
Appropriation by Activity				
Payments to Other Governments	956,115	738,000	1,090,600	899,900
Employee Development	280,633	410,600	434,000	434,000
CIty Channel 12 Operation	154,932	147,200	215,500	200,700
Time Bank Accrual	46,369	66,000	0	0
Title Reports	70,000	80,000	80,000	80,000
Efficiency & Effectiveness Initiatives	543,090	275,000	250,000	325,000
Motor Equipment Benefits Credit	-1,787,000	-2,103,400	-2,103,400	-1,983,200
Truancy Partnership Initiative	0	100,000	100,000	0
Citizen Budgeting for Public Safety	0	0	0	200,000
Miscellaneous	1,231,330	1,527,800	1,794,700	1,658,100
Total	1,495,469	1,241,200	1,861,400	1,814,500

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

	2012-13	2013-14	Change	Percent Change
Budget	1,850,300	4,549,400	2,699,100	145.9%

Major Change Highlights

Allocation is made for difficult to project or unforeseen expenditures, including incremental cost of pending labor agreements	2,699,100

CONTINGENCY
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	1,850,300	1,850,300	4,549,400
Total	0	1,850,300	1,850,300	4,549,400
Appropriation by Activity				
General Contingency*	0	1,850,300	1,850,300	4,549,400

*Reflects remaining contingency after amendments. The original 2011-12 Contingency was $17,713,400; the original 2012-13 was $2,695,900.

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.

This year the capital program is impacted by two unique programs. Old cash capital funds no longer needed for their original purpose in the amount of $5,892,000 are invested in 2013-14 capital plan projects. In addition, in a program approved by Council during 2012-13 which took advantage of favorable borrowing costs, a capital project acceleration initiative in the amount of $29,150,000 advanced certain capital projects.

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 2012-13	Budget 2013-14	Change	Percent Change
Cash Capital	33,882,600	29,646,000	-4,236,600	-12.5%
Debt Service	33,173,800	35,498,000	2,324,200	7.0%
Total	67,056,400	65,144,000	-1,912,400	-2.9%

Major Change Highlights

CASH CAPITAL

Capital Project Acceleration Initiative:

Demolitions	-3,200,000
Hazardous Sidewalk Remediation	-2,138,000
Emergency Generators	-124,000

Projects not shown in 2013-14 CIP but Funded with Prior Years Cash Capital:

Downtown Development	-1,200,000
Land Acquisition	-452,000
Forestry Tree Maintenance Program	-450,000
Home Ownership Program	-400,000
Play Apparatus	-200,000
Affordable Housing Acquisition and Support	-150,000

Police Equipment	-141,000
New Projects:	
Environmental Services Toter Replacement	3,300,000
East End Garage Repairs	2,660,000
Crossroads Garage Rehabilitation	300,000
Fiber Connections	275,000
Data Center Expansion	250,000
Indoor Pistol Range	230,000
Payroll System	207,000
Network Revitalization	200,000
Data Network Connections	200,000
Genesee Riverway Rehabilitation	175,000
Gilmore-Merrimac	146,000
Neighborhood Development	100,000
Garage Elevator Program	100,000
Changes in Existing Projects from 2012-13:	
Funding increases for Motor Equipment in the Department of Environmental Services	2,390,000
Funding decreases for RGE Gas Main Upgrades, as planned	-1,250,000
Funding decreases for Midtown Development	-1,000,000
Funding decreases for Parks Maintenance Building	-910,000
Funding decreases for Focused Investment as Cash Capital is reassigned to debt	-900,000
Funding decreases for Hazardous Waste Remediation	-787,000
Funding decreases for Street Lighting Initiative as Cash Capital is reassigned to debt	-669,000
Funding increases for Asphalt Milling, Resurfacing and Curb Replacement as a result of NYS CHIPS Program	527,000
Funding increases for South Avenue, as planned	431,000
Funding increases for Motor Equipment in Water Bureau	414,000
Funding decreases for Police Records Management System	-400,000
Funding increases for Residential Street Rehabilitation	377,000
Funding increases for General Rehabilitation of non-public safety facilities	270,000
Funding decreases for Johnson and Seymour Mill Race, as planned	-250,000
Funding decreases for Hazardous Waste Remediation at Vacuum Oil Refinery as Cash Capital is reassigned to debt	-200,000
Funding decreases for Dewey Avenue Intersection Realignment	-195,000
Funding increases for Filtration Plant Small Equipment Replacement	182,000

Projects or Project Elements that will not recur:	
One time allocation for equipment funded by Foreign Fire Insurance Fund	-773,500
One time allocation for Adams Street Recreation Center	-485,000
One time allocation for Water Bureau Garage Floor Repairs	-300,000
Funding for Data Network Connections is complete	-300,000
One time allocation for Hazardous Waste Remediation at Port of Rochester	-282,000
One time allocation for 911 Facility Study	-250,000
One time allocation for Trail Neighborhood Connections	-220,000
Funding for Technology Initiatives is complete	-162,000
Purchasing Power Parity Increments:	
Annual Bridge Maintenance	97,000
Street Treatment and Traffic Control	37,000
Future Street Planning and Projects	25,000
Cemeteries Memorialization	10,000
DEBT SERVICE	
Expenditures increase in accordance with debt repayment schedules	1,137,000
Expenditures increase in accordance with Capital Project Acceleration initiated in 2012-13, partially offset by corresponding revenue transfer from Premium and Interest Reserve	1,187,000

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
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	79,954,614	67,017,000	67,017,000	65,104,600
Total	79,994,014	67,056,400	67,056,400	65,144,000
Appropriation by Activity				
Cash Capital	48,168,200	33,882,600	33,882,600	29,646,000
Debt Service	31,825,814	33,173,800	33,173,800	35,498,000
Total	79,994,014	67,056,400	67,056,400	65,144,000

TRANSPORTATION & INFRASTRUCTURE

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	6,016,000	5,041,000	-975,000

Major Change

Capital Project Acceleration Initiative:	
Hazardous Sidewalk Remediation	-2,138,000
New Projects:	
Broad Street Bridge Preventative Maintenance	100,000
Pavement Preventative Maintenance	47,000
Changes in Existing Projects from 2012-13:	
Funding decreases for Street Lighting Initiative as Cash Capital is reassigned to debt	-669,000
Funding increases for Asphalt Milling, Resurfacing and Curb Replacement as a result of NYS CHIPS Program	527,000
Funding increases for South Avenue, as planned	431,000
Funding increases for Residential Street Rehabilitation	377,000
Funding increase for Browncroft/Nunda Modernization, as planned	250,000
Funding decreases for Driving Park Bridge Rehabilitation, as planned	-54,000
Funding decreases for Elmwood Avenue Bridge Rehabilitation, as planned	-18,000
Funding increases for Seneca Avenue	3,000
Purchasing Power Parity Increments:	
Annual Bridge Maintenance	97,000
Street Treatment and Traffic Control	37,000
Future Street Planning & Projects	25,000
Sidewalk Ramp Installation	8,000
Project Uplift	2,000

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,543,000	25,000	-1,518,000

Major Change

Changes in Existing Projects from 2012-13:

Funding decreases for RGE Gas Main Upgrades, as planned	-1,250,000
Funding decreases for Johnson and Seymour Mill Race, as planned	-250,000
Funding decreases for Riverfront Development III, as planned	-18,000

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

	2012-13	2013-14	Change
Budget	2,637,000	3,277,000	640,000

Major Change

New Projects:

Upland Structures	200,000
Holly Interior Painting Replacement	63,000

Changes in Existing Projects from 2012-13:

Funding increases for Filtration Plant Small Equipment Replacement	182,000
Funding increases for Holly System	94,000
Funding increases for Hydrant and Valve Replacement Program	90,000
Funding decreases for SCADA System Maintenance LPU Upgrade	-70,000
Funding increases for Filtration Plant and Related Renovations	29,000
Funding increases for Contamination Prevention Hydrant Locks	29,000
Funding increases for Water Meter Replacement Program	17,000
Funding increases for Conduit Valve and Valve Rehabilitation	3,000
Funding increases for Water Security	3,000

PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	1,781,500	843,000	-938,500

Major Change

Projects not shown in 13-14 CIP but Funded with Prior Years Cash Capital:

Police Equipment	-141,000

Changes in Existing Projects from 2012-13:

Funding increases for Fire Fighter Turnout Gear	110,000
Funding decreases for Small Equipment in the Fire Department	-72,000
Funding increases for Cars, Vans and Utility Vehicles in the Fire Department	28,000

Project or Project Elements that will not recur:

One time allocation for equipment funded by Foreign Fire Insurance Fund	-773,500
One time allocation for placards for Vacant Buildings	-90,000

PARKS & OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,346,100	1,207,000	-1,139,100

Major Change

Projects not shown in 13-14 CIP but Funded with Prior Years Cash Capital:

Forestry Tree Maintenance Program	-450,000
Play Apparatus	-200,000

New Projects:

Genesee Riverway Rehabilitation	175,000
JOSANA Neighborhood	10,000

Changes in Existing Projects from 2012-13:

Funding decreases for Tennis/Basketball Replacement	-288,000
Funding decreases for Charles Carroll Plaza Design	-250,000
Funding decreases for Lighting Courts and Fields	-125,000
Funding increases for Cemetery Development	150,000

Major Change

Funding increases for Ash Tree Maintenance Program	79,000
Funding increases for General Rehabilitation in the Department of Recreation and Youth Services	25,000
Projects or Project Elements that will not recur:	
One time allocation for Trail Neighborhood Connections	-220,000
One time allocation for Bicycle Enhancements Federal Congestion Mitigation Air Quality funds	-48,000
One time allocation for Public Market Insurance Recovery	-17,100
Purchasing Power Parity Increments:	
Cemeteries Memorialization	10,000
Cemeteries Site Maintenance	8,000
Public Market	2,000

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	9,691,000	996,000	-8,695,000

Major Change

Projects not shown in 2013-14 CIP but Funded with Prior Years Cash Capital:	
Downtown Development	-1,200,000
Land Acquisition	-452,000
Home Ownership Program	-400,000
Market Rate Housing Acquisition and Support	-150,000
Capital Project Acceleration Initiative:	
Demolitions	-3,200,000
New Projects:	
Gilmore-Merrimac	146,000
Neighborhood Development	100,000
Changes in Existing Projects from 2012-13:	
Funding decreases for Midtown Development	-1,000,000

Major Change

Funding decreases for Focused Investment as Cash Capital is reassigned to debt	-900,000
Funding decreases for Hazardous Waste Remediation	-787,000
Funding decreases for Hazardous Waste Remediation at Vacuum Oil Refinery as Cash Capital is reassigned to debt	-200,000
Funding decreases for Dewey Avenue Intersection Realignment	-195,000
Funding decreases for Center City Two-Way Conversion	-100,000
Funding increases for Downtown Streetscape	50,000

Projects or Project Elements that will not recur:

One time allocation for Hazardous Waste Remediation at Port of Rochester	-282,000
One time allocation for Hazardous Waste Remediation at Pattonwood Landfill	-125,000

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	508,000	527,000	19,000

Major Change

Changes in Existing Projects from 2012-13:

Funding increases for Art Installation & Enhancements	65,000
Funding decreases for Traditional Materials at Branch Libraries	-46,000

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	652,000	586,000	-66,000

Major Change

New Projects:

Tunnel Repairs at Blue Cross Arena	75,000
Facilities Maintenance	70,000
Soccer Stadium Maintenance	50,000
Port of Rochester Maintenance	50,000

Major Change

Changes in Existing Projects from 2012-13:

Funding decreases for High Falls Festival Site Gorge Wall as Cash Capital is reassigned to debt	-150,000
Funding decreases for Purge Fans Replacement at Blue Cross Arena	-125,000
Funding decreases for Blue Cross Arena	-40,000

Purchasing Power Parity Increments:

High Falls District	4,000

MUNICIPAL FACILITIES

The Municipal Facilities category provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	4,023,000	6,092,000	2,069,000

Major Change

Capital Project Acceleration Initiative:

Emergency Generators	-124,000

New Projects:

East End Garage Repairs	2,660,000
Crossroads Garage Rehabilitation	300,000
Indoor Pistol Range	230,000
Public Safety Building Standard Allocation	136,000
Rundel Masonry Repairs	126,000
Garage Elevator Program	100,000
Asbestos Management	80,000
Blue Cross Arena Assessment	80,000
Genesee Valley Park Marina Building	75,000
Genesee Valley Park Pool Deck	70,000
CVMF Electrical Site Improvements	67,000
Maple Section	63,000
Goodman Street Firehouse	62,000
Hudson Avenue Firehouse	57,000

Major Change

Chestnut Street Firehouse Renovations	30,000
Changes in Existing Projects from 2012-13:	
Funding decreases for Parks Maintenance Building	-910,000
Funding increases for General Rehabilitation of non-public safety facilities	270,000
Funding decreases for City Facilities maintenance	-120,000
Funding decreases for Blue Cross Riverwall Railing as Cash Capital is reassigned to debt	-50,000
Funding decreases for Emergency Communications Facility	-25,000
Funding increases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	7,000
Funding increases for City Hall Annual Allocation	88,000
Funding decreases for Police Facilities	-20,000
Projects or Project Elements that will not recur:	
One time allocation for Adams Street Recreation Center	-485,000
One time allocation for Water Bureau Garage Floor Repairs	-300,000
One time allocation for 911 Facility Study	-250,000
One time allocation for Pulaski Building Stabilization	-150,000
Purchasing Power Parity Increments:	
Central Library Annual Allocation	2,000

BUSINESS EQUIPMENT

The Business Equipment category consists of the ongoing replacement programs for general office equipment, non−motorized field equipment, and information processing systems.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,352,000	6,117,000	3,765,000

Major Change

New Projects:	
Environmental Services Toter Replacement	3,300,000
Fiber Connections	275,000
Data Center Expansion	250,000
Payroll System	207,000
Network Revitalization	200,000
Data Network Connections	200,000

Major Change	
Parking Meters/Pay Stations	110,000
Emailing Archiving System	90,000
Wireless Solution	80,000
Security Assessment/Security Work	50,000
Printer Consolidation	50,000
Johnson Control Software	35,000
Database Management and GIS	14,000
Branch Libraries Computer Replacement	15,000
Changes in Existing Projects from 2012-13:	
Funding decreases for Police Records Management System	-400,000
Funding decreases for Small Equipment in the Department of Environmental Services	-92,000
Funding increases for Client Services and Revitalization	80,000
Funding decreases for OPI Technology Initiatives	-35,000
Funding decreases for Upland PC's	-10,000
Funding increases for Cemeteries Small Equipment	10,000
Purchasing Power Parity Increments:	
Street Pavement Management System	2,000
Department of Recreation and Youth Services Small Equipment	1,000
Projects or Project Elements that will not recur:	
Funding for Data Network Connections is complete	-300,000
Funding for Technology Initiatives is complete	-162,000
Funding for Police GPS System Connection is complete	-100,000
Funding for Handheld Monitor Device & Laptop Computers is complete	-63,000
Funding for Computer Web Revitalization is complete	-25,000
Funding for Neighborhood Business Development is complete	-17,000

Non-Public Safety Fleet

The Non-Public Safety Fleet category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood and Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

Year-To-Year Comparison

	2012-13	2013-14	Change
Budget	2,333,000	4,935,000	2,602,000

Major Change

Changes in Existing Projects from 2012-13:

Funding increases for Motor Equipment in the Department of Environmental Services	2,390,000
Funding increases for Motor Equipment in Water Bureau	414,000
Funding decreases for Motor Equipment in the Solid Waste Collections Division, as planned	-191,000
Funding decreases for Motor Equipment at Cemeteries, as planned	-11,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	48,168,200	33,882,600	33,882,600	29,646,000
Total	48,168,200	33,882,600	33,882,600	29,646,000
Appropriation by Activity				
Transportation & Infrastructure	5,638,800	6,016,000	6,016,000	5,041,000
Public Waterfront	710,000	1,543,000	1,543,000	25,000
Water System	3,038,000	2,637,000	2,637,000	3,277,000
Public Safety	8,669,400	1,781,500	1,781,500	843,000
Parks & Open Space	4,124,000	2,346,100	2,346,100	1,207,000
Economic Development	11,952,000	9,691,000	9,691,000	996,000
Arts & Culture	676,000	508,000	508,000	527,000
Public Facilities	325,000	652,000	652,000	586,000
Municipal Facilities	4,257,000	4,023,000	4,023,000	6,092,000
Business Equipment	6,281,000	2,352,000	2,352,000	6,117,000
Non-Public Safety Fleet	2,497,000	2,333,000	2,333,000	4,935,000
Total	48,168,200	33,882,600	33,882,600	29,646,000

Principal payments consist of annual installment payments on long−term borrowing (Serial Bonds) and short−term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget 2012-13	Budget 2013-14	Change
Serial Bonds	19,380,000	26,435,000	7,055,000
Bond Anticipation Notes	7,068,000	0	-7,068,000
Total	26,448,000	26,435,000	-13,000

Interest Payment consists of annual payments of interest on long−term borrowing (Serial Bonds) and short−term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget 2012-13	Budget 2013-14	Change
Serial Bonds	5,572,100	8,976,400	3,404,300
Bond Anticipation Notes	1,153,700	86,600	-1,067,100
Total	6,725,800	9,063,000	2,337,200

The following table illustrates the actual rates on borrowing contracted by the City during 2012-13. Rates vary with the type of borrowing, size of the issue, and general market conditions.

Date	Type of Issue	Interest Rate
Aug. 2012	Serial Bonds Series I	1.90
Feb. 2013	Serial Bonds Series I	2.17
Feb. 2013	Serial Bonds Series II	2.09

Statement of Indebtedness - June 30, 2013

Category	Bonds	Notes	Total
General	153,229,000	7,187,000	160,416,000
Sewer*	1,800,000	0	1,800,000
Water	50,646,000	1,485,000	52,131,000
School	171,812,999	0	171,812,999
	377,487,999	8,672,000	386,159,999

Less:	
Items not subject to Constitutional Limit:	
-Sewer (partial)	0
-Water	52,131,000
Constitutional Debt	334,028,999
Constitutional Debt Limit	532,206,924
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	198,177,925

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2013

Fiscal Year	City	School	Total
2013-14	26,435,000	16,413,000	42,848,000
2014-15	27,025,000	17,480,000	44,505,000
2015-16	23,580,000	17,530,000	41,110,000
2016-17	20,610,000	17,855,000	38,465,000
2017-18	18,595,000	17,965,000	36,560,000
2018-19	17,355,000	16,755,000	34,110,000
2019-20	14,100,000	15,865,000	29,965,000
2020-21	12,290,000	14,440,000	26,730,000
2021-22	9,935,000	11,025,000	20,960,000
2022-23	9,270,000	9,010,000	18,280,000
2023-24	8,715,000	6,280,000	14,995,000
2024-25	7,860,000	4,435,000	12,295,000
2025-26	3,855,000	2,585,000	6,440,000
2026-27	2,990,000	1,746,000	4,735,000
2027-28	1,230,000	1,630,000	2,860,000
2028-29	540,000	800,000	1,340,000
2029-30	580,000		580,000
2030-31	575,000		575,000
2031-32	135,000		135,000
Total	$ 205,675,000	$171,813,000	$ 377,488,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual 2011-12	Estimated 2012-13	Amended 2012-13	Proposed 2013-14
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	31,786,414	33,134,400	33,134,400	35,458,600
Total	31,825,814	33,173,800	33,173,800	35,498,000
Appropriation by Activity				
Principal Payment	25,931,800	26,448,000	26,448,000	26,435,000
Interest Payment	5,894,014	6,725,800	6,725,800	9,063,000
Total	31,825,814	33,173,800	33,173,800	35,498,000

CAPITAL EXPENSE
CIP DOCUMENT NOTES

This CIP Document Notes section shows two things. First, an errata and addendum section makes corrections to the document published April 23, 2013. 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 2013-14 levels throughout the five-year period. The April 23, 2013 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 23, 2013 version of the CIP: all amounts (000s):

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
A-1 Public Art						
General Cash	-55,000	0	0	0	0	-55,000

TAX RATES FOR DEBT SERVICE

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Expense ($000)						
Existing Debt	35,498.0	35,773.6	31,347.9	27,355.7	24,361.1	154,336.3
New Program		677.2	4,001.7	7,797.8	10,858.6	23,335.3
	35,498.0	36,450.8	35,349.6	35,153.5	35,219.7	177,671.6
Revenue ($000)						
Premium and Interest Fund	2,500.0	2,000.0	2,000.0	2,000.0	2,000.0	10,500.0
Sale Unclaimed Property	-	257.6	257.6	257.6	257.6	1,030.4
Fed. Transportation Reimb.	90.0	91.8	93.6	95.5	97.4	468.3
Sale of Real Property	-	500.0	500.0	500.0	500.0	2,000.0
Enterprise Funds	12,929.9	12,642.9	13,236.4	13,225.1	13,200.1	65,234.4
	15,519.9	15,492.3	16,087.6	16,078.2	16,055.1	79,233.1
Tax Revenue Required ($000)	19,978.1	20,958.5	19,262.0	19,075.3	19,164.6	98,438.5
Tax Reserve	1,051.5	1,103.1	1,013.8	1,004.0	1,008.7	-13,804.3
Tax Levy Required ($000)	21,029.6	22,061.6	20,275.8	20,079.3	20,173.3	84,634.2
Tax Rate per $1,000 Assessed Value						
Homestead	2.50	2.17	1.75	2.21	2.08	
Non-Homestead	5.29	5.55	5.06	5.05	5.08	

TAX RATES FOR CASH CAPITAL

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Expense ($000)						
General Cash Capital	12,182.0	26,063.0	21,449.0	25,043.0	21,102.0	105,839.0
Library Cash Capital	765.0	790.0	792.0	664.0	682.0	3,693.0
Local Works Cash Capital	3,675.0	6,571.0	4,538.0	4,753.0	5,127.0	24,664.0
Water Cash Capital	4,201.0	4,802.0	4,381.0	4,319.0	4,739.0	22,442.0
War Memorial Cash Capital	423.0	248.0	248.0	248.0	248.0	1,415.0
Parking Cash Capital	3,677.0	710.0	710.0	710.0	710.0	6,517.0
Public Market Cash Capital	48.0	48.0	50.0	52.0	54.0	252.0
Cemetery Cash Capital	730.0	1,138.0	1,544.0	1,176.0	1,212.0	5,800.0
Refuse Cash Capital	3,945.0	7,998.0	9,943.0	3,456.0	773.0	26,115.0
	29,646.0	48,368.0	43,655.0	40,421.0	34,647.0	196,737.0
Revenue ($000)						
						-
CHIPS	3,686.5	3,686.5	3,686.5	3,686.5	3,686.5	18,432.5
Traffic Shares	112.0					112.0
Sale of Scrap	200.0	200.0	200.0	200.0	200.0	1,000.0
Street Opening Permits	307.0	311.6	316.3	321.0	325.8	1,581.7
Compensation for Loss	75.0	75.0	75.0	75.0	75.0	375.0
Enterprise Funds	15,498.0	20,081.0	19,572.0	13,238.0	11,349.0	79,738.0
	19,878.5	24,354.1	23,849.8	17,520.5	15,636.3	101,239.2
Tax Revenue Required ($000)	9,767.5	24,013.9	19,805.2	22,900.5	19,010.7	95,497.8
Tax Reserve	514.1	1,263.9	1,042.4	1,205.3	1,000.6	5,026.2
Tax Levy Required ($000)	10,281.6	25,277.8	20,847.6	24,105.8	20,011.3	100,524.0
Tax Rate per $1,000 Assessed Value						
Homestead	1.22	3	2.47	2.86	2.38	
Non-Homestead	2.59	6.36	5.24	6.06	5.03	

Capital Improvement Program

2013-14
City of Rochester, New York
April 23, 2013

CITY OFFICIALS

City Council

Lovely A. Warren (Northeast District)
President
Dana K. Miller (At-Large)
Vice President

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

Mayor
Thomas S. Richards

Deputy Mayor
Leonard E. Redon

Office of Management & Budget
Christopher M. Wagner, 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 projects is obtained from outside agencies.

CIP DOCUMENT

This document represents a five-year capital investment program organized in three parts.

The first part is a financial summary overview of the recommended program. Categories, funding sources and Departments are summarized in this section.

The second part presents the project detail organized by eleven functional program types: Transportation (T), Public Waterfront (O), Water System (W), Public Safety (P), Parks and Open Space (S), Economic Development, Arts (E) and Culture (A), Public Facilities (F), Municipal Facilities (M), Business Equipment (B), and Non-Public Safety Fleet (N). Each of these types is further divided into Categories (e.g. E-1 Downtown Development). Categories may contain one or more projects (e.g. E-1 Center City Beautification, Midtown Redevelopment III).

Each program type is prefaced by a narrative description, a listing of new programs, and program changes.

Each project is described along with its cost and funding source for each year of the plan.

The third part contains appendices listing funding, program and departmental detail.

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FY 2014-18

CAPITAL IMPROVEMENT PROGRAM

SUMMARY BY FUNDING SOURCE (000s)

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Animal Control	0	0	0	0	48	48
CDBG	2,033	1,783	1,783	1,783	1,783	9,165
Monroe County Traffic	112	316	324	414	122	1,288
Federal	7,128	23,734	10,984	0	0	41,846
General Debt	15,513	21,596	19,880	16,453	28,108	101,550
Monroe County	1,075	1,100	1,100	1,100	1,100	5,475
New York State	4,176	0	2,000	1,000	0	7,176
Parking Debt	4,048	6,404	3,951	3,159	2,935	20,497
Private	300	150	281	0	0	731
Water Debt	3,369	7,256	4,989	5,243	11,979	32,836
War Memorial Debt	600	0	0	0	0	600
General Cash Capital	12,125	26,063	21,449	25,043	21,102	105,782
Cemetery Cash Capital	730	1,138	1,544	1,176	1,212	5,800
Library Cash Capital	765	790	792	664	682	3,693
Local Works Cash Capital	3,675	6,571	4,538	4,753	5,127	24,664
Parking Cash Capital	3,677	710	710	710	710	6,517
Public Market Cash Capital	48	48	50	52	54	252
Refuse Cash Capital	3,945	7,998	9,943	3,456	773	26,115
Water Cash Capital	4,201	4,802	4,381	4,319	4,739	22,442
War Memorial Cash Capital	423	248	248	248	248	1,415
Grand Total	*67,943*	*110,707*	*88,947*	*69,573*	*80,722*	*417,892*

FY 2014-18

CAPITAL IMPROVEMENT PROGRAM

Category Summary

		2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Arts & Culture							
General Cash Capital		120	200	200	200	200	*920*
Library Cash Capital		462	520	545	560	577	*2,664*
Arts & Culture	Total	*582*	*720*	*745*	*760*	777	*3,584*
Business Equipment							
Cemetery Cash Capital		41	40	40	40	40	*201*
General Cash Capital		2,145	1,737	1,302	818	567	*6,569*
Library Cash Capital		99	90	165	20	20	*394*
Local Works Cash Capital		51	22	23	23	24	*143*
Parking Cash Capital		117	210	210	210	210	*957*
Public Market Cash Capital		2	0	0	0	0	*2*
Refuse Cash Capital		3,464	521	227	233	239	*4,684*
War Memorial Cash Capital		68	68	68	68	68	*340*
Water Cash Capital		130	97	92	92	95	*506*
Business Equipment	Total	*6,117*	*2,785*	*2,127*	*1,504*	1,263	*13,796*
Economic Development							
CDBG		1,708	1,708	1,708	1,708	1,708	*8,540*
Federal		563	15,125	1,796	0	0	*17,484*
General Cash Capital		985	7,584	7,187	7,278	7,958	*30,992*
General Debt		5,093	4,010	3,379	1,900	8,960	*23,342*
Library Cash Capital		0	100	0	0	0	*100*
Monroe County Traffic		0	0	16	0	0	*16*
Private		0	0	281	0	0	*281*
Water Cash Capital		11	0	0	0	0	*11*
Water Debt		0	107	0	0	0	*107*
Economic Development	Total	*8,360*	*28,634*	*14,367*	*10,886*	18,626	*80,873*

Category Summary 2014-18 CIP		2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Municipal Facilities							
General Cash Capital		2,002	4,359	1,004	3,079	885	*11,329*
General Debt		837	0	0	1,500	3,000	*5,337*
Library Cash Capital		204	80	82	84	85	*535*
Local Works Cash Capital		118	97	99	100	101	*515*
New York State		221	0	0	1,000	0	*1,221*
Parking Cash Capital		3,560	500	500	500	500	*5,560*
Parking Debt		4,048	6,404	3,951	3,159	2,935	*20,497*
Refuse Cash Capital		118	1,462	99	100	101	*1,880*
War Memorial Cash Capital		80	0	0	0	0	*80*
War Memorial Debt		600	0	0	0	0	*600*
Water Cash Capital		10	10	10	10	10	*50*
Municipal Facilities	Total	*11,798*	*12,912*	*5,745*	*9,532*	7,617	*47,604*
Non-Public Safety Fleet							
Cemetery Cash Capital		179	163	144	151	162	*799*
General Cash Capital		1,549	2,289	1,008	3,019	763	*8,628*
Local Works Cash Capital		2,276	3,715	775	880	1,139	*8,785*
Refuse Cash Capital		363	6,015	9,617	3,123	433	*19,551*
Water Cash Capital		568	471	404	642	983	*3,068*
Non-Public Safety Fleet	Total	*4,935*	*12,653*	*11,948*	*7,815*	3,480	*40,831*
Parks and Open Space							
Cemetery Cash Capital		510	935	1,360	985	1,010	*4,800*
Federal		50	0	0	0	0	*50*
General Cash Capital		651	1,868	1,882	1,832	2,927	*9,160*
General Debt		0	1,900	1,750	0	0	*3,650*
New York State		3,955	0	2,000	0	0	*5,955*
Public Market Cash Capital		46	48	50	52	54	*250*
Parks and Open Space	Total	*5,212*	*4,751*	*7,042*	*2,869*	3,991	*23,865*

Category Summary 2014-18 CIP		2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Public Facilities							
General Cash Capital		311	1,050	469	323	327	*2,480*
General Debt		1,250	0	0	0	0	*1,250*
Monroe County		75	0	0	0	0	*75*
War Memorial Cash Capital		275	180	180	180	180	*995*
Public Facilities	Total	*1,911*	*1,230*	*649*	*503*	507	*4,800*
Public Safety							
Animal Control		0	0	0	0	48	*48*
CDBG		75	75	75	75	75	*375*
General Cash Capital		843	4,503	4,915	5,280	3,975	*19,516*
General Debt		1,024	0	0	0	0	*1,024*
Public Safety	Total	*1,942*	*4,578*	*4,990*	*5,355*	4,098	*20,963*
Public Waterfront							
General Cash Capital		25	190	497	50	50	*812*
General Debt		0	2,950	2,750	0	5,723	*11,423*
Public Waterfront	Total	*25*	*3,140*	*3,247*	*50*	5,773	*12,235*
Transportation & Infrastructure							
CDBG		250	0	0	0	0	*250*
Federal		6,515	8,609	9,188	0	0	*24,312*
General Cash Capital		3,494	3,018	2,985	3,164	3,450	*16,111*
General Debt		7,309	12,001	12,001	13,053	10,425	*54,789*
Local Works Cash Capital		1,230	2,737	3,641	3,750	3,863	*15,221*
Monroe County		1,000	1,100	1,100	1,100	1,100	*5,400*
Monroe County Traffic		112	316	308	414	122	*1,272*
Private		300	150	0	0	0	*450*
Water Cash Capital		205	148	248	250	138	*989*
Water Debt		1,084	4,813	2,599	1,811	705	*11,012*
Transportation &	Total	*21,499*	*32,892*	*32,070*	*23,542*	19,803	*129,806*

Category Summary 2014-18 CIP		2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water System							
Water Cash Capital		3,277	4,051	3,627	3,325	3,513	*17,793*
Water Debt		2,285	2,336	2,390	3,432	11,274	*21,717*
Water System	Total	*5,562*	*6,387*	*6,017*	*6,757*	14,787	*39,510*
	Grand Total	67,943	110,682	88,947	69,573	80,722	417,867

FY 2014-18

CAPITAL IMPROVEMENT PROGRAM

Department Summary

		2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Administration							
General Cash Capital		255	27	22	33	27	*364*
Parking Cash Capital		900	500	500	500	500	*2,900*
Parking Debt		2,608	5,579	3,951	3,159	2,935	*18,232*
Administration	Total	*3,763*	*6,106*	*4,473*	*3,692*	3,462	*21,496*
Emergency Communications Department							
General Cash Capital		65	725	65	65	65	*985*
Emergency Communications	Total	*65*	*725*	*65*	*65*	65	*985*
Environmental Services							
CDBG		250	0	0	0	0	*250*
Cemetery Cash Capital		724	1,138	1,544	1,176	1,212	*5,794*
Federal		7,128	23,734	10,984	0	0	*41,846*
General Cash Capital		7,450	12,398	8,031	10,131	8,644	*46,654*
General Debt		13,989	19,861	18,880	13,953	19,108	*85,791*
Local Works Cash Capital		3,646	6,571	4,538	4,753	5,127	*24,635*
Monroe County		1,000	1,100	1,100	1,100	1,100	*5,400*
Monroe County Traffic		112	316	324	414	122	*1,288*
Parking Cash Capital		2,660	0	0	0	0	*2,660*
Parking Debt		1,440	825	0	0	0	*2,265*
Private		300	150	281	0	0	*731*
Refuse Cash Capital		3,896	7,998	9,943	3,456	773	*26,066*
War Memorial Debt		600	0	0	0	0	*600*
Water Cash Capital		4,151	4,777	4,381	4,319	4,739	*22,367*
Water Debt		3,369	7,256	4,989	5,243	11,979	*32,836*
Environmental Services	Total	*50,715*	*86,124*	*64,995*	*44,545*	52,804	*299,183*
Finance							
Parking Cash Capital		110	210	210	210	210	*950*
Finance	Total	*110*	*210*	*210*	*210*	210	*950*

Department Summary 2014-18 CIP		2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Fire							
CDBG		75	75	75	75	75	*375*
General Cash Capital		1,092	2,124	2,355	3,788	1,987	*11,346*
General Debt		1,024	0	0	0	3,000	*4,024*
Fire	Total	*2,191*	*2,199*	*2,430*	*3,863*	5,062	*15,745*
Information Technology							
Cemetery Cash Capital		6	0	0	0	0	*6*
General Cash Capital		1,560	1,340	940	440	190	*4,470*
Library Cash Capital		64	0	0	0	0	*64*
Local Works Cash Capital		29	0	0	0	0	*29*
Parking Cash Capital		7	0	0	0	0	*7*
Public Market Cash Capital		2	0	0	0	0	*2*
Refuse Cash Capital		49	0	0	0	0	*49*
Water Cash Capital		50	0	0	0	0	*50*
Information Technology	Total	*1,767*	*1,340*	*940*	*440*	190	*4,677*
Library							
Library Cash Capital		701	790	792	664	682	*3,629*
New York State		221	0	0	0	0	*221*
Library	Total	*922*	*790*	*792*	*664*	682	*3,850*
Neighborhood Business Development							
CDBG		1,708	1,708	1,708	1,708	1,708	*8,540*
General Cash Capital		1,135	6,585	6,585	6,585	6,585	*27,475*
General Debt		500	1,000	1,000	1,000	6,000	*9,500*
Monroe County		75	0	0	0	0	*75*
War Memorial Cash Capital		423	248	248	248	248	*1,415*
Neighborhood Business	Total	*3,841*	*9,541*	*9,541*	*9,541*	14,541	*47,005*

Department Summary 2014-18 CIP		2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Police							
Animal Control		0	0	0	0	48	*48*
General Cash Capital		200	3,034	2,660	3,192	2,088	*11,174*
Police	Total	*200*	*3,034*	*2,660*	*3,192*	2,136	*11,222*
Recreation & Youth Services							
General Cash Capital		368	565	791	809	1,516	*4,049*
General Debt		0	0	0	1,500	0	*1,500*
New York State		3,955	0	2,000	1,000	0	*6,955*
Public Market Cash Capital		46	48	50	52	54	*250*
Recreation & Youth Services	Total	*4,369*	*613*	*2,841*	*3,361*	1,570	*12,754*
	Grand Total	67,943	110,682	88,947	69,573	80,722	417,867

TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

New Projects

T-7 Bridges and Structures

- ❑ Broad Street Bridge Preventative Maintenance is added.

Project Changes

T-1 Arterial Improvements

- ❑ Ridgeway Avenue (Ramona Street to Minder Street) delayed to 2014-15.
- ❑ Seneca Parkway/Bridgeview Drive design delayed to 2014-15.
- ❑ Browncroft/Nunda Modernization Phase II added
- ❑ Broadway/Union Street added in 2016-17.

T-1 Arterial Improvements

Future Street Planning & Projects

Staff time for design and construction of City Arterials. The specific projects are not yet designated.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	225	200	200	200	200	1,025
Water Cash Capital	0	67	69	70	71	277
	225	267	269	270	271	1,302

Genesee Park Boulevard — Brooks Avenue to Genesee Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	489	0	0	489
General Debt	0	0	0	0	4,306	4,306
Monroe County Traffic	0	0	3	26	0	29
Water Cash Capital	0	0	48	0	0	48
Water Debt	0	0	0	418	0	418
	0	0	540	444	4,306	5,290

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. Monroe County 131K Street.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	193	0	193
Water Cash Capital	0	0	0	70	0	70
	0	0	0	263	0	263

Goodman Street — Bay Street to Clifford Ave.

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street light and tree planting. 131K Street

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	108	0	0	108
General Debt	0	0	0	541	0	541
Monroe County	0	0	832	648	0	1,480
Water Cash Capital	0	0	57	0	0	57
Water Debt	0	0	0	558	0	558
	0	0	997	1,747	0	2,744

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	5,310	0	0	0	0	5,310
General Debt	1,504	0	0	0	0	1,504
Water Debt	389	0	0	0	0	389
	7,203	0	0	0	0	7,203

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	666	4,176	0	0	4,842
General Cash Capital	0	61	0	0	0	61
General Debt	0	0	1,232	0	0	1,232
Monroe County Traffic	0	0	89	0	0	89
Water Cash Capital	0	14	0	0	0	14
Water Debt	0	0	626	0	0	626
	0	741	6,123	0	0	6,864

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	2,985	0	0	0	2,985
	0	2,985	0	0	0	2,985

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	289	0	0	0	0	289
General Debt	0	1,424	0	0	0	1,424
Monroe County	1,000	1,100	268	0	0	2,368
Water Cash Capital	142	0	0	0	0	142
Water Debt	0	1,416	0	0	0	1,416
	1,431	3,940	268	0	0	5,639

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	322	0	0	322
General Debt	0	0	0	3,267	0	3,267
Monroe County Traffic	0	0	30	270	0	300
Water Cash Capital	0	0	11	0	0	11
Water Debt	0	0	0	107	0	107
	0	0	363	3,644	0	4,007

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	43	4,712	0	0	4,755
General Cash Capital	0	11	0	0	0	11
General Debt	0	0	1,149	0	0	1,149
Monroe County Traffic	0	0	71	0	0	71
Water Cash Capital	0	2	0	0	0	2
Water Debt	0	0	1,235	0	0	1,235
	0	56	7,167	0	0	7,223

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	2,660	0	0	0	2,660
General Cash Capital	0	46	0	0	0	46
General Debt	0	799	0	0	0	799
Monroe County Traffic	0	57	0	0	0	57
Water Debt	0	762	0	0	0	762
	0	4,324	0	0	0	4,324

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	278	0	0	0	278
General Debt	0	0	0	2,804	0	2,804
Water Cash Capital	3	4	0	0	0	7
Water Debt	0	0	0	44	0	44
	3	282	0	2,848	0	3,133

Broadway (South Union to South Goodman) — Union Street (Broadway to Monroe Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	125	0	125
Monroe County	0	0	0	452	1,100	1,552
Water Cash Capital	0	0	0	45	0	45
	0	0	0	622	1,100	1,722

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	150	0	0	0	150
General Debt	0	2,030	0	0	0	2,030
Water Debt	0	1,672	0	0	0	1,672
	0	3,852	0	0	0	3,852

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	479	0	0	0	479
General Debt	0	2,400	2,400	0	0	4,800
Monroe County Traffic	0	148	0	0	0	148
Water Debt	0	247	0	0	0	247
	0	3,274	2,400	0	0	5,674

T-2 Street Rehabilitation

Milling & Resurfacing Program

Milling and Resurfacing, and micro-paving of streets including curb replacement, water and receiving basin improvements and traffic markings.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	765	0	0	1,165	1,705	3,635
General Debt	1,256	1,502	3,864	2,994	2,578	12,194
Monroe County Traffic	61	63	65	66	68	323
Water Cash Capital	59	61	63	65	67	315
	2,141	1,626	3,992	4,290	4,418	16,467

Pavement Preventative Maintenance South Clinton Avenue

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	376	0	0	0	0	376
General Cash Capital	42	0	0	0	0	42
General Debt	81	0	0	0	0	81
Monroe County Traffic	4	0	0	0	0	4
Water Cash Capital	1	0	0	0	0	1
	504	0	0	0	0	504

Pavement Program Crittenden Blvd

Pavement maintenance program for milling and resurfacing to extend the life of streets.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	0	300	0	0	300
General Cash Capital	0	0	75	0	0	75
	0	0	375	0	0	375

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, street lighting improvements, and tree planting for residential streets.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
CDBG	250	0	0	0	0	250
General Cash Capital	500	500	500	500	500	2,500
General Debt	2,531	2,592	2,655	2,735	2,817	13,330
Monroe County Traffic	47	48	50	52	54	251
Water Debt	695	716	738	684	705	3,538
	4,023	3,856	3,943	3,971	4,076	19,869

T-3 Street Surface Treatment

Street Treatment

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	120	116	110	105	99	550
Local Works Cash Capital	952	981	1,010	1,040	1,072	5,055
	1,072	1,097	1,120	1,145	1,171	5,605

T-4 Traffic

Traffic Control

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	180	184	190	195	201	950
	180	184	190	195	201	950

T-5 Sidewalk Maintenance

Hazardous Sidewalk Remediation — Standard Allocation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Local Works Cash Capital	0	1,470	2,336	2,406	2,478	8,690
	0	1,470	2,336	2,406	2,478	8,690

Sidewalk Ramp Installation — Standard Allocation

Reconstruction of sidewalk ramps on residential streets at high priority locations.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Local Works Cash Capital	278	286	295	304	313	1,476
	278	286	295	304	313	1,476

T-6 Street Lighting System

Browncroft/Nunda Modernization

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	650	300	0	0	0	950
Private	300	150	0	0	0	450
	950	450	0	0	0	1,400

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	72	74	76	78	80	380
	72	74	76	78	80	380

Street Lighting

In conjunction with street improvement projects

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	235	242	249	256	264	1,246
	235	242	249	256	264	1,246

Street Lighting - Standard Allocation

Replacement, upgrade and improvement of poles and luminaries.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	119	123	127	131	135	635
	119	123	127	131	135	635

Street Lighting Improvements

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	325	325	325	325	325	1,625
	325	325	325	325	325	1,625

T-7 Bridges and Structures

Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	499	514	585	603	665	2,866
	499	514	585	603	665	2,866

Bridges Preventative Maintenance

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	52	105	0	0	0	157
	52	105	0	0	0	157

Broad Street Bridge Preventative Maintenance

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	100	0	0	0	0	100
General Debt	1,050	0	0	0	0	1,050
	1,150	0	0	0	0	1,150

Driving Park Bridge Rehabilitation

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	2,255	0	0	0	2,255
General Debt	0	564	0	0	0	564
	0	2,819	0	0	0	2,819

Elmwood Avenue Bridge Rehabilitation

Cleaning, painting, lighting upgrades, pedestrian and vehicular safety improvements, concrete repairs, leakages/drainage improvements, and landscaping upgrades.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	829	0	0	0	0	829
General Debt	208	0	0	0	0	208
	1,037	0	0	0	0	1,037

Rochester Running Track Bridge

Bridge structural stability measures for future conversion to pedestrian multi-use facility.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	330	0	0	330
	0	0	330	0	0	330

Summary of Funding by Program: Transportation

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
T-1	**Arterial Improvements**						
	Federal	5,310	6,354	8,888	0	0	20,552
	General Cash Capital	514	1,225	1,119	518	200	3,576
	General Debt	1,504	6,653	4,781	6,612	4,306	23,856
	Monroe County	1,000	1,100	1,100	1,100	1,100	5,400
	Monroe County Traffic	0	205	193	296	0	694
	Water Cash Capital	145	112	185	185	71	698
	Water Debt	389	4,097	1,861	1,127	0	7,474
		8,862	19,746	18,127	9,838	5,677	62,250
T-2	**Street Rehabilitation**						
	CDBG	250	0	0	0	0	250
	Federal	376	0	300	0	0	676
	General Cash Capital	1,307	500	575	1,665	2,205	6,252
	General Debt	3,868	4,094	6,519	5,729	5,395	25,605
	Monroe County Traffic	112	111	115	118	122	578
	Water Cash Capital	60	61	63	65	67	316
	Water Debt	695	716	738	684	705	3,538
		6,668	5,482	8,310	8,261	8,494	37,215
T-3	**Street Surface Treatment**						
	General Cash Capital	120	116	110	105	99	550
	Local Works Cash Cap	952	981	1,010	1,040	1,072	5,055
		1,072	1,097	1,120	1,145	1,171	5,605
T-4	**Traffic**						
	General Cash Capital	180	184	190	195	201	950
		180	184	190	195	201	950

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
T-5	**Sidewalk Maintenance**						
	Local Works Cash Cap	278	1,756	2,631	2,710	2,791	10,166
		278	1,756	2,631	2,710	2,791	10,166
T-6	**Street Lighting System**						
	General Cash Capital	722	374	76	78	80	1,330
	General Debt	679	690	701	712	724	3,506
	Private	300	150	0	0	0	450
		1,701	1,214	777	790	804	5,286
T-7	**Bridges and Structures**						
	Federal	829	2,255	0	0	0	3,084
	General Cash Capital	651	619	915	603	665	3,453
	General Debt	1,258	564	0	0	0	1,822
		2,738	3,438	915	603	665	8,359

TRANSPORTATION TOTALS

	2013-14	2014-2015	2015-16	2016-17	2017-18	Total
CDBG	250	0	0	0	0	250
Federal	6,515	8,609	9,188	0	0	24,312
General Cash Capital	3,494	3,018	2,985	3,164	3,450	16,111
General Debt	7,309	12,001	12,001	13,053	10,425	54,789
Local Works Cash Capital	1,230	2,737	3,641	3,750	3,863	15,221
Monroe County	1,000	1,100	1,100	1,100	1,100	5,400
Monroe County Traffic	112	316	308	414	122	1,272
Private	300	150	0	0	0	450
Water Cash Capital	205	173	248	250	138	1,014
Water Debt	1,084	4,813	2,599	1,811	705	11,012
	21,499	32,917	32,070	23,542	19,803	129,831

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

Project Changes

O-3 Genesee River

- ❑ Erie Harbor Enhancements Phase III construction is delayed to 2014-15.
- ❑ East River Wall construction delayed to 2014-15.

O-5 Boat Launch Relocation

- ❑ Riverfront Development III construction is delayed to 2015-16.

O-6 Transient Marina Development

- ❑ Transient Marina Facilities Phase II is delayed to 2015-16.

O-1 Port of Rochester

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	25	25	25	50	50	175
	25	25	25	50	50	175

O-3 Genesee River

East River Wall

Restoration of steel river railing and spot paver repair.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	40	0	0	0	40
General Debt	0	350	0	0	0	350
	0	390	0	0	0	390

Erie Harbor Enhancements Phase II

Enhance open space along City's riverfront

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	125	0	0	0	125
General Debt	0	1,000	0	0	0	1,000
	0	1,125	0	0	0	1,125

Johnson and Seymour Mill Race

Repairs to walls.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	0	1,600	0	0	0	1,600
	0	1,600	0	0	0	1,600

O-5 Boat Launch Relocation

Riverfront Development III

East side boat launch parking lot south of Petten street, removal of County boat launch, and boat launch north of Petten Street.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	0	0	2,750	0	0	2,750
	0	0	2,750	0	0	2,750

O-6 Transient Marina Development

Transient Marina Facilities Phase II

Design and construction

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	472	0	0	472
General Debt	0	0	0	0	5,723	5,723
	0	0	472	0	5,723	6,195

Summary of Funding by Program: Public Waterfront

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
O-1	**Port of Rochester**						
	General Cash Capital	25	25	25	50	50	175
		25	25	25	50	50	175
O-3	**Genesee River**						
	General Cash Capital	0	165	0	0	0	165
	General Debt	0	2,950	0	0	0	2,950
		0	3,115	0	0	0	3,115
O-5	**Boat Launch Relocation**						
	General Debt	0	0	2,750	0	0	2,750
		0	0	2,750	0	0	2,750
O-6	**Transient Marina Development**						
	General Cash Capital	0	0	472	0	0	472
	General Debt	0	0	0	0	5,723	5,723
		0	0	472	0	5,723	6,195

PUBLIC WATERFRONT TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
General Cash Capital	25	190	497	50	50	812
General Debt	0	2,950	2,750	0	5,723	11,423
	25	3,140	3,247	50	5,773	12,235

WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

Project Changes

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- The programs for infrastructure support continue at planned levels.
- Bridge and River Crossings repairs delayed to 2014-15.
- One-Year deferral to 2014-15 for Distribution System Vault Rehabilitation.
- Filtration Plant Filter Underdrain Joint Rehabilitation delayed to 2015-16.
- Upland Bridge Rehabilitation delayed to 2015-16

W-1 Distribution System

Bridge and River Crossings

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	0	568	0	0	0	568
	0	568	0	0	0	568

Contamination Prevention Hydrant Locks

Protects against tampering with Fire Hydrants contributing to fire suppression and water system safety.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	113	117	121	125	129	605
	113	117	121	125	129	605

Distribution System Vault Rehabilitation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	0	413	0	0	0	413
	0	413	0	0	0	413

Holly System

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	125	125	125	125	125	625
	125	125	125	125	125	625

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	443	466	489	510	526	2,434
	443	466	489	510	526	2,434

Water Main Cleaning & Lining

Cleaning of water mains and installation of corrosion-resistant lining to restore pipe capacity and slow deterioration.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	1,000	1,000	1,000	1,000	1,032	5,032
Water Debt	1,000	1,000	1,000	1,000	1,032	5,032
	2,000	2,000	2,000	2,000	2,064	10,064

Water Main, Extension & Improvement Program

Replacement of deteriorated water mains.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Debt	1,285	1,336	1,390	1,432	1,478	6,921
	1,285	1,336	1,390	1,432	1,478	6,921

Water Meter Replacement Program

Replacement and modernization of water meters.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	667	685	702	720	743	3,517
	667	685	702	720	743	3,517

Water Security

Securing Water facilities by facility upgrade and access control.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	78	75	80	80	83	396
	78	75	80	80	83	396

W-2 Water Supply Structures

Conduit Modernization

Modernization of City's water supply system.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Debt	0	0	0	1,000	8,764	9,764
	0	0	0	1,000	8,764	9,764

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	80	83	86	90	100	439
	80	83	86	90	100	439

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	180	243	171	400	420	1,414
	180	243	171	400	420	1,414

Filtration Plant Filter Underdrain Joint Rehabilitation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	0	0	144	0	0	144
	0	0	144	0	0	144

Filtration Plant Small Equipment Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	217	76	127	75	75	570
	217	76	127	75	75	570

Holly Interior Painting Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	63	0	0	0	0	63
	63	0	0	0	0	63

Holly Station Related Renovations

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	0	0	50	0	80	130
	0	0	50	0	80	130

SCADA System PLC Upgrade

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	111	0	0	0	0	111
	111	0	0	0	0	111

Upland Bridge Rehabilitation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	0	0	332	0	0	332
	0	0	332	0	0	332

Upland Structures

Improvements to the sites, structures and systems.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	200	200	200	200	200	1,000
	200	200	200	200	200	1,000

Summary of Funding by Program: Water System

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
W-1 Distribution System						
Water Cash Capital	2,426	3,449	2,517	2,560	2,638	13,590
Water Debt	2,285	2,336	2,390	2,432	2,510	11,953
	4,711	5,785	4,907	4,992	5,148	25,543
W-2 Water Supply Structures						
Water Cash Capital	851	602	1,110	765	875	4,203
Water Debt	0	0	0	1,000	8,764	9,764
	851	602	1,110	1,765	9,639	13,967

WATER SYSTEM TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Water Cash Capital	3,277	4,051	3,627	3,325	3,513	17,793
Water Debt	2,285	2,336	2,390	3,432	11,274	21,717
	5,562	6,387	6,017	6,757	14,787	39,510

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.

New Projects

P-7 Police Motor Equipment

- Animal Control Vehicle is added in 2017-18.

P-1 Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	450	1,024	886	500	2,860
General Debt	1,024	0	0	0	0	1,024
	1,024	450	1,024	886	500	3,884

P-3 Small Equipment

Police Equipment

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

SCBA Replacement

Scheduled replacement and new purchase of small fire suppression equipment.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	80	350	350	350	350	1,480
	80	350	350	350	350	1,480

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	250	354	358	362	373	1,697
	250	354	358	362	373	1,697

P-5 Technology

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	40	40	40	40	40	200
	40	40	40	40	40	200

P-6 Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	127	93	115	71	234	640
	127	93	115	71	234	640

P-7 Police Motor Equipment

Animal Control Vehicles

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Animal Control	0	0	0	0	48	48
	0	0	0	0	48	48

Police Vehicles

Scheduled replacement of marked vehicles supporting patrol and investigation activities.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	2,734	2,560	3,092	1,988	10,374
	0	2,734	2,560	3,092	1,988	10,374

P-8 Emergency Communications Motor Equipment

Emergency Communication Vehicles

Scheduled replacement of vehicles.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	25	0	0	0	25
	0	25	0	0	0	25

Summary of Funding by Program: Public Safety

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
P-1	**Apparatus**						
	General Cash Capital	0	450	1,024	886	500	2,860
	General Debt	1,024	0	0	0	0	1,024
		1,024	450	1,024	886	500	3,884
P-3	**Small Equipment**						
	CDBG	75	75	75	75	75	375
	General Cash Capital	676	1,161	1,176	1,191	1,213	5,417
		751	1,236	1,251	1,266	1,288	5,792
P-5	**Technology**						
	General Cash Capital	40	40	40	40	40	200
		40	40	40	40	40	200
P-6	**Fire Motor Equipment**						
	General Cash Capital	127	93	115	71	234	640
		127	93	115	71	234	640
P-7	**Police Motor Equipment**						
	Animal Control	0	0	0	0	48	48
	General Cash Capital	0	2,734	2,560	3,092	1,988	10,374
		0	2,734	2,560	3,092	2,036	10,422
P-8	**Emergency Communications Motor Equipment**						
	General Cash Capital	0	25	0	0	0	25
		0	25	0	0	0	25

	2013-14	2014-15	2015-16	2016-17	2017-18	Total

PUBLIC SAFETY TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Animal Control	0	0	0	0	48	48
CDBG	75	75	75	75	75	375
General Cash Capital	843	4,503	4,915	5,280	3,975	19,516
General Debt	1,024	0	0	0	0	1,024
	1,942	4,578	4,990	5,355	4,098	20,963

PARKS and OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

New Projects

S-1 Trail System

- Federal Aid trail projects combined and renamed with federal portion appropriated in earlier years.

S-2 Urban Forest

- Provision for Ash Tree Program commences in 2013-14.

Project Changes

S-4 Recreation

- Tennis/Basketball Replacement deferred one year to 2014-15.
- Lighting Courts & Fields deferred one year to 2014-15.
- Public Market Wintershed to be funded by NYS Grant.

S-1 Trail System

Genesee Riverway Rehabilitation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	175	180	186	191	196	928
	175	180	186	191	196	928

JOSANA Neighborhood

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	50	0	0	0	0	50
General Cash Capital	10	0	0	0	0	10
	60	0	0	0	0	60

S-2 Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	141	74	185	90	223	713
	141	74	185	90	223	713

Forestry Tree Maintenance Program

Planting and upkeep of City trees.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	743	765	788	812	3,108
	0	743	765	788	812	3,108

S-4 Recreation

Charles Carroll Plaza

Repair/replacement of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	0	1,900	0	0	0	1,900
	0	1,900	0	0	0	1,900

Downtown Skate Park

Construction of a skate park underneath Fredrick Douglass-Susan B. Anthony Bridge.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
New York State	0	0	2,000	0	0	2,000
	0	0	2,000	0	0	2,000

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	325	325	325	325	325	1,625
	325	325	325	325	325	1,625

Lighting Courts & Fields

Strategic lighting of tennis and baseball facilities.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	112	115	119	122	468
	0	112	115	119	122	468

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	350	0	0	0	350
General Debt	0	0	1,750	0	0	1,750
	0	350	1,750	0	0	2,100

Play Apparatus

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	200	250	300	750
	0	0	200	250	300	750

Pulaski Park Improvements

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	0	650	650
	0	0	0	0	650	650

Tennis/Basketball Replacement

At facilities city wide.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	84	106	69	72	331
	0	84	106	69	72	331

Wadsworth Square Improvements

Interior improvements.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	0	227	227
	0	0	0	0	227	227

S-5 Public Market

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Public Market Cash Capital	46	48	50	52	54	250
	46	48	50	52	54	250

Public Market Winter Shed

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
New York State	3,955	0	0	0	0	3,955
	3,955	0	0	0	0	3,955

S-6 Cemeteries

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Cemetery Cash Capital	90	100	110	120	130	550
	90	100	110	120	130	550

Cemeteries Site Maintenance

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Cemetery Cash Capital	220	235	250	265	280	1,250
	220	235	250	265	280	1,250

Cemetery Development

Allocation for the design and construction of new interment space.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Cemetery Cash Capital	200	600	1,000	600	600	3,000
	200	600	1,000	600	600	3,000

Summary of Funding by Program: Parks and Open Space

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
S-1	**Trail System**						
	Federal	50	0	0	0	0	50
	General Cash Capital	185	180	186	191	196	938
		235	180	186	191	196	988
S-2	**Urban Forest**						
	General Cash Capital	141	817	950	878	1,035	3,821
		141	817	950	878	1,035	3,821
S-4	**Recreation and Parks Facilities**						
	General Cash Capital	0	0	0	0	227	227
	General Cash Capital	325	871	746	763	1,469	4,174
	General Debt	0	1,900	1,750	0	0	3,650
	New York State	0	0	2,000	0	0	2,000
		0	2,771	4,496	0	227	9,824
S-5	**Public Market**						
	New York State	3,955	0	0	0	0	3,955
	Public Market Cash Capital	46	48	50	52	54	250
		4,001	48	50	52	54	4,205
S-6	**Cemeteries**						
	Cemetery Cash Capital	510	935	1,360	985	1,010	4,800
		510	935	1,360	985	1,010	4,800

Summary of Funding by Program: Parks and Open Space

	2013-14	2014-15	2015-16	2016-17	2017-18	Total

PARKS AND OPEN SPACE TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Cemetery Cash Capital	510	935	1,360	985	1,010	4,800
Federal	50	0	0	0	0	50
General Cash Capital	651	1,868	1,882	1,832	2,927	9,160
General Debt	0	1,900	1,750	0	0	3,650
New York State	3,955	0	2,000	0	0	5,955
Public Market Cash Capital	46	48	50	52	54	250
	5,212	4,751	7,042	2,869	3,991	23,865

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

New Projects

E-1 Downtown Development

- Funds are included for Cultural District Sidewalks Phase II in 2016-17.

E-3 Neighborhood Development

- Funds are included for Gilmore-Merrimac in 2013-14.
- Funds are included in support of Neighborhood Development in 2013-14.
- Funds are included in support for Goodman/Main Street Intersection in 2015-16.

Impact of Capital Acceleration

E-3 Neighborhood Development

- College Town funded in 2012-13.
- LaAvenida Streetscape Improvements Phase II funded in 2012-13.

E-4 Land Acquisition

- Demolitions funded in 2012-13.

E-1 Downtown Development

Center City Beautification

Median repairs, lighting upgrades, benches, landscaping, trees, enhanced crosswalks

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	75	0	45	120
General Debt	0	0	750	0	300	1,050
	0	0	825	0	345	1,170

Center City Clinton Avenue Street Lighting

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	150	0	0	0	150
	0	150	0	0	0	150

Center City Two-Way Conversion

Curb changes, new traffic signals, spot pavement and sidewalk repairs, and new signage and striping.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	563	0	0	0	0	563
General Debt	672	0	0	0	0	672
	1,235	0	0	0	0	1,235

Cultural District Sidewalks Phase II

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	92	828	920
	0	0	0	92	828	920

Downtown Development

Downtown development projects.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	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

Inner Loop East Reconstruction

Reconstruct Pitkin and Union Streets and realign as multi-lane surface boulevard.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	15,125	0	0	0	15,125
General Debt	0	1,681	0	0	0	1,681
	0	16,806	0	0	0	16,806

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	2,421	0	0	0	0	2,421
	2,421	0	0	0	0	2,421

E-2 Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	50	52	54	56	58	270
	50	52	54	56	58	270

E-3 Neighborhood Development

Bull's Head

Land Acquisition and commercial development.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	0	0	0	0	5,000	5,000
	0	0	0	0	5,000	5,000

Gilmore-Merrimac

Connector Street.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	135	0	0	0	0	135
General Debt	0	1,329	0	0	0	1,329
Water Cash Capital	11	0	0	0	0	11
Water Debt	0	107	0	0	0	107
	146	1,436	0	0	0	1,582

Goodman/Main Street Intersection

Reconfigure lane uses, intersection geometry and traffic calming techniques to make intersection more pedestrian friendly.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	56	0	0	56
General Debt	0	0	280	0	0	280
Monroe County Traffic	0	0	16	0	0	16
Private	0	0	281	0	0	281
	0	0	633	0	0	633

LaAvenida Streetscape Improvements Phase III

Improvements from Norton Street to East Ridge Road including sidewalk replacement, stone curb replacement and resetting, brick pavement repair, and street tree improvements.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	187	0	187
General Debt	0	0	0	0	1,760	1,760
	0	0	0	187	1,760	1,947

Neighborhood Development

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	100	0	0	0	0	100
	100	0	0	0	0	100

E-4 Land Acquisition

Acquisition/Economic Development

This is to purchase land/or site for development or other purposes.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	350	1,000	1,000	1,000	1,000	4,350
	350	1,000	1,000	1,000	1,000	4,350

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	2,000	2,000	2,000	2,000	8,000
General Debt	0	1,000	1,000	1,000	1,000	4,000
	0	3,000	3,000	3,000	3,000	12,000

Rochester School District Collaboration

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Library Cash Capital	0	100	0	0	0	100
	0	100	0	0	0	100

E-6 Environmental Compliance and Remediation

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, and city environmental staff.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	532	602	543	627	2,304
General Debt	0	0	900	900	900	2,700
	0	532	1,502	1,443	1,527	5,004

Investigation and Remediation - Emerson

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	1,200	0	0	0	0	1,200
	1,200	0	0	0	0	1,200

Investigation and Remediation - Jefferson Avenue

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	450	0	0	0	450
	0	450	0	0	0	450

Investigation and Remediation - Vacuum Oil Refinery Site

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	300	0	0	0	0	300
	300	0	0	0	0	300

E-7 Housing

Affordable Housing Acquisition and Support

The support and development of affordable housing city wide.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	350	1,000	1,000	1,000	1,000	4,350
	350	1,000	1,000	1,000	1,000	4,350

Home Ownership Program

Closing cost/down payment assistance and subsidies for homeownership programs.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	400	400	400	400	1,600
	0	400	400	400	400	1,600

E-8 Focused Investment

Dewey Avenue Intersection Realignment

Realignment of DeweyAve./Driving Park Ave.; intersection in Northwest Rochester.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Federal	0	0	1,796	0	0	1,796
General Debt	0	0	449	0	0	449
	0	0	2,245	0	0	2,245

Focused Investment

Neighborhood stabilization and improvement.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
CDBG	1,708	1,708	1,708	1,708	1,708	8,540
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
General Debt	500	0	0	0	0	500
	2,208	2,708	2,708	2,708	2,708	13,040

Summary of Funding by Program: Economic Development

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
E-1	**Downtown Development**						
	Federal	563	15,125	0	0	0	15,688
	General Cash Capital	0	1,150	1,075	1,092	1,873	5,190
	General Debt	3,093	1,681	750	0	300	5,824
		3,656	17,956	1,825	1,092	2,173	26,702
E-2	**Downtown Enhancement District**						
	General Cash Capital	50	52	54	56	58	270
		50	52	54	56	58	270
E-3	**Neighborhood Development**						
	General Cash Capital	235	0	56	187	0	478
	General Debt	0	1,329	280	0	6,760	8,369
	Monroe County Traffic	0	0	16	0	0	16
	Private	0	0	281	0	0	281
	Water Cash Capital	11	0	0	0	0	11
	Water Debt	0	107	0	0	0	107
		246	1,436	633	187	6,760	9,262
E-4	**Land Acquisition**						
	General Cash Capital	350	3,000	3,000	3,000	3,000	12,350
	General Debt	0	1,000	1,000	1,000	1,000	4,000
	Library Cash Capital	0	100	0	0	0	100
		350	4,100	4,000	4,000	4,000	16,450
E-6	**Environmental Compliance and Remediation**						
	General Cash Capital	0	982	602	543	627	2,754
	General Debt	1,500	0	900	900	900	4,200
		1,500	982	1,502	1,443	1,527	6,954

Summary of Funding by Program: Economic Development

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
E-7 Housing						
General Cash Capital	350	1,400	1,400	1,400	1,400	5,950
	350	1,400	1,400	1,400	1,400	5,950
E-8 Focused Investment						
CDBG	1,708	1,708	1,708	1,708	1,708	8,540
Federal	0	0	1,796	0	0	1,796
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
General Debt	500	0	449	0	0	949
	2,208	2,708	4,953	2,708	2,708	15,285

ECONOMIC DEVELOPMENT TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
CDBG	1,708	1,708	1,708	1,708	1,708	8,540
Federal	563	15,125	1,796	0	0	17,484
General Cash Capital	985	7,584	7,187	7,278	7,958	30,992
General Debt	5,093	4,010	3,379	1,900	8,960	23,342
Library Cash Capital	0	100	0	0	0	100
Monroe County Traffic	0	0	16	0	0	16
Private	0	0	281	0	0	281
Water Cash Capital	11	0	0	0	0	11
Water Debt	0	107	0	0	0	107
	8,360	28,634	14,367	10,886	18,626	80,873

ARTS AND CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

New Projects

A-1 Public Art

- ❑ Arts Installation and Enhancements funded in 2013-14.

A-1 Public Art

Arts Installation and Enhancements

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	120	200	200	200	200	920
	120	200	200	200	200	920

A-2 Library Books & Materials

Library Materials Traditional Formats

Replacement of worn and obsolete materials and purchase of new materials and small equipment for branch libraries.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Library Cash Capital	462	520	545	560	577	2,664
	462	520	545	560	577	2,664

Summary of Funding by Program: Arts and Culture

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
A-1 Public Art						
General Cash Capital	120	200	200	200	200	920
	120	200	200	200	200	920
A-2 Library Books & Materials						
Library Cash Capital	462	520	545	560	577	2,664
	462	520	545	560	577	2,664

ARTS AND CULTURE TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
General Cash Capital	120	200	200	200	200	920
Library Cash Capital	462	520	545	560	577	2,664
	582	720	745	760	777	3,584

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

New Projects

F-1 Blue Cross Arena

- ❑ Tunnel Repairs funding commences in 2013-14 including County matching funds.

F-2 High Falls District

- ❑ Funds included for High Falls Festival Site Gorge Wall in 2013-14.

F-4 Port of Rochester Terminal

- ❑ Funds included for Port of Rochester Building maintenance in 2013-14.

F-1 Blue Cross Arena

Blue Cross Arena

Mechanical and Electrical Improvements.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
War Memorial Cash Capital	130	130	130	130	130	650
	130	130	130	130	130	650

Facility Maintenance

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
War Memorial Cash Capital	70	50	50	50	50	270
	70	50	50	50	50	270

Tunnel Repairs

Various improvements.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Monroe County	75	0	0	0	0	75
War Memorial Cash Capital	75	0	0	0	0	75
	150	0	0	0	0	150

F-2 High Falls District

High Falls District

Standard Allocation.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	63	65	67	69	71	335
	63	65	67	69	71	335

High Falls District ROW

Replacement of public furnishings.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	63	65	67	69	71	335
	63	65	67	69	71	335

High Falls Festival Site Gorge Wall

Wall stabilization

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	1,250	0	0	0	0	1,250
	1,250	0	0	0	0	1,250

F-3 Soccer Stadium

Soccer Stadium

Structural and building repairs.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

F-4 Port of Rochester Terminal

North Dock River Wall

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	150	0	0	150
	0	0	150	0	0	150

Port of Rochester

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

F-5 Riverside Convention Center

Facilities Maintenance

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Riverside Convention Center - Envelope Repairs

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	735	0	0	0	735
	0	735	0	0	0	735

F-7 River Street Marina

Marina Facility

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Summary of Funding by Program: Public Facilities

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
F-1	**Blue Cross Arena**						
	Monroe County	75	0	0	0	0	75
	War Memorial Cash Capital	275	180	180	180	180	995
		350	180	180	180	180	1,070
F-2	**High Falls District**						
	General Cash Capital	126	130	134	138	142	670
	General Debt	1,250	0	0	0	0	1,250
		1,376	130	134	138	142	1,920
F-3	**Soccer Stadium**						
	General Cash Capital	50	50	50	50	50	250
		50	50	50	50	50	250
F-4	**Port of Rochester Terminal**						
	General Cash Capital	50	50	200	50	50	400
		50	50	200	50	50	400
F-5	**Riverside Convention Center**						
	General Cash Capital	70	805	70	70	70	1,085
		70	805	70	70	70	1,085
F-7	**River Street Marina**						
	General Cash Capital	15	15	15	15	15	75
		15	15	15	15	15	75

Summary of Funding by Program: Public Facilities

	2012-13	2013-14	2014-15	2015-16	2016-17	Total

PUBLIC FACILITIES TOTALS

	2012-13	2013-14	2014-15	2015-16	2016-17	Total
General Cash Capital	311	1,050	469	323	327	2,480
General Debt	1,250	0	0	0	0	1,250
Monroe County	75	0	0	0	0	75
War Memorial Cash Capital	275	180	180	180	180	995
	1,911	1,230	649	503	507	4,800

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-2 City Hall

- Funding is included for City Hall Air Handler.

M-2 Operations Center Complex

- Electrical Improvements to site to commence in 2013-14.

M-4 Recreation and Parks Facilities

- Funding is included for Edgerton Recreation Center Boiler replacement.

M-6 General Rehabilitation

- A number of building improvements are funded in 2013-14, including Andrews Street Roof replacement

M-7 Garages

- Funding is included for East End Garage repairs and Garage Revenue Control Equipment beginning in 2013-14.

M-8 Public Safety Facilities

- Funding is provided for design and acquisition at the 911 Center in 2014-15.

Project Changes

M-3 Central Library Facilities

- Rundel Library Renovations funded with prior years funds.

M-1 City Hall

City Hall Air Handler

Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	487	0	0	0	0	487
	487	0	0	0	0	487

City Hall Annual Allocation

Repairs and replacements of building systems and components.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	88	91	93	95	97	464
	88	91	93	95	97	464

M-2 Operations Center Complex

CVMF Building 101

Roof replacement.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	200	0	0	0	200
	0	200	0	0	0	200

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicles Maintenance Facility

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	88	90	93	95	97	463
Local Works Cash Capital	56	57	59	60	61	293
Refuse Cash Capital	56	57	59	60	61	293
	200	204	211	215	219	1,049

DES Mt. Read Facilities Electrical Site Improvements

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	23	1,570	0	0	0	1,593
Local Works Cash Capital	22	0	0	0	0	22
Refuse Cash Capital	22	1,365	0	0	0	1,387
	67	2,935	0	0	0	3,002

M-3 Central Library Facilities

Central Library Annual Allocation

Standard allocation.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Library Cash Capital	78	80	82	84	85	409
	78	80	82	84	85	409

Rundel Masonry Repairs

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Library Cash Capital	126	0	0	0	0	126
	126	0	0	0	0	126

M-4 Recreation and Parks Facilities

Edgerton Recreation Center

Various improvements.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	0	0	0	1,500	0	1,500
New York State	0	0	0	1,000	0	1,000
	0	0	0	2,500	0	2,500

Edgerton Recreation Center Boiler

Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	98	0	0	0	0	98
	98	0	0	0	0	98

M-6 General Rehabilitation

Andrews Street

Roof Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Debt	252	0	0	0	0	252
	252	0	0	0	0	252

Asbestos Management

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	80	80	82	82	84	408
	80	80	82	82	84	408

Blue Cross Arena Assessment

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
War Memorial Cash Capit	80	0	0	0	0	80
	80	0	0	0	0	80

Blue Cross Arena Riverwall Railing

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
War Memorial Debt	600	0	0	0	0	600
	600	0	0	0	0	600

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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	420	350	360	371	382	1,883
	420	350	360	371	382	1,883

Genesee Valley Park Marina Building

Plumbing Upgrades

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	75	0	0	0	0	75
	75	0	0	0	0	75

Genesee Valley Park Pool Deck

Replacement and accessibility

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	70	0	0	456	0	526
	70	0	0	456	0	526

Goodman Street Firehouse

Roof restoration

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	62	0	0	0	0	62
	62	0	0	0	0	62

Hudson Avenue Firehouse

Basement waterproofing

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	57	0	0	0	0	57
	57	0	0	0	0	57

Indoor Pistol Range

Roof Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	230	0	0	0	0	230
	230	0	0	0	0	230

Maple Section

Various Improvements

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	63	426	0	0	0	489
	63	426	0	0	0	489

Midtown Facility

Maintenance repairs to garage and tunnel.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	150	0	0	0	0	150
	150	0	0	0	0	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	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	160	160	160	160	0	640
	160	160	160	160	0	640

Wheatley Library Roof and Masonry

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
New York State	221	0	0	0	0	221
	221	0	0	0	0	221

M-7 Garages

Crossroad Garage Rehabilitation

Top Slab Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Parking Cash Capital	300	0	0	0	0	300
Parking Debt	0	2,500	700	0	0	3,200
	300	2,500	700	0	0	3,500

East End Garage

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Parking Cash Capital	2,660	0	0	0	0	2,660
Parking Debt	1,440	825	0	0	0	2,265
	4,100	825	0	0	0	4,925

Garage Elevator Program

Comprehensive elevator rehabilitation program.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Parking Cash Capital	100	0	0	0	0	100
Parking Debt	400	1,575	1,700	1,575	1,300	6,550
	500	1,575	1,700	1,575	1,300	6,650

Garage Maintenance Program

Maintenance and repair.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Parking Cash Capital	500	500	500	500	500	2,500
Parking Debt	1,008	1,054	1,101	1,134	1,185	5,482
	1,508	1,554	1,601	1,634	1,685	7,982

Garage Revenue Control Equipment

Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Parking Debt	1,200	450	450	450	450	3,000
	1,200	450	450	450	450	3,000

M-8 Public Safety Facilities

911 Facility

Design for the expansion of 911 call center.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	600	0	0	0	600
	0	600	0	0	0	600

Chestnut Street Firehouse

Renovation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	30	380	0	0	0	410
	30	380	0	0	0	410

Emergency Communications Facility

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	30	30	30	30	30	150
	30	30	30	30	30	150

Fire Facilities

Building renovations

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	1,200	0	1,200
	0	0	0	1,200	0	1,200

Fire House Replacement and Major Renovation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	0	0	400	0	400
General Debt	0	0	0	0	3,000	3,000
	0	0	0	400	3,000	3,400

Police Facilities

Structural repairs.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	200	200	0	0	0	400
	200	200	0	0	0	400

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	136	142	146	150	155	729
	136	142	146	150	155	729

Summary of Funding by Program: Municipal Facilities

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
M-1	**City Hall**						
	General Cash Capital	88	91	93	95	97	464
	General Debt	487	0	0	0	0	487
		575	91	93	95	97	951
M-2	**Operations Center Complex**						
	General Cash Capital	151	1,900	133	135	137	2,456
	Local Works Cash Capital	118	97	99	100	101	515
	Refuse Cash Capital	118	1,462	99	100	101	1,880
	Water Cash Capital	10	10	10	10	10	50
		397	3,469	341	345	349	4,901
M-3	**Central Library Facilities**						
	Library Cash Capital	204	80	82	84	85	535
		204	80	82	84	85	535
M-4	**Recreation and Parks Facilities**						
	General Debt	98	0	0	1,500	0	1,598
	New York State	0	0	0	1,000	0	1,000
		98	0	0	2,500	0	2,598
M-6	**General Rehabilitation**						
	General Cash Capital	1,367	1,016	602	1,069	466	4,520
	General Debt	252	0	0	0	0	252
	New York State	221	0	0	0	0	221
	War Memorial Cash Capital	80	0	0	0	0	80
	War Memorial Debt	600	0	0	0	0	600
		2,520	1,016	602	1,069	466	5,673

Summary of Funding by Program: Municipal Facilities

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
M-7 Garages						
Parking Cash Capital	3,560	500	500	500	500	5,560
Parking Debt	4,048	6,404	3,951	3,159	2,935	20,497
	7,608	6,904	4,451	3,659	3,435	26,057
M-8 Public Safety Facilities						
General Cash Capital	396	1,352	176	1,780	185	3,889
General Debt	0	0	0	0	3,000	3,000
	396	1,352	176	1,780	3,185	6,889

MUNICIPAL FACILITIES TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
General Cash Capital	2,002	4,359	1,004	3,079	885	11,329
General Debt	837	0	0	1,500	3,000	5,337
Library Cash Capital	204	80	82	84	85	535
Local Works Cash Capital	118	97	99	100	101	515
New York State	221	0	0	1,000	0	1,221
Parking Cash Capital	3,560	500	500	500	500	5,560
Parking Debt	4,048	6,404	3,951	3,159	2,935	20,497
Refuse Cash Capital	118	1,462	99	100	101	1,880
War Memorial Cash Capital	80	0	0	0	0	80
War Memorial Debt	600	0	0	0	0	600
Water Cash Capital	10	10	10	10	10	50
	11,798	12,912	5,745	9,532	7,617	47,604

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-3 Technology

- Funding is provided to extend and improve the performance of our networks, invest in ad hoc initiatives with direct impact on the operating budget.

Project Changes

B-97 Security & Surveillance

- Funding for Police Surveillance Cameras reduced pending further review.

B-1 Office Equipment

Branch Libraries Equipment

Routine replacement of office furnishings.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Library Cash Capital	20	20	20	20	20	100
	20	20	20	20	20	100

Environmental Services

Routine replacement of office furnishings.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Local Works Cash Capital	4	4	4	4	4	20
Refuse Cash Capital	4	4	4	4	4	20
	8	8	8	8	8	40

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	13	13	14	14	14	68
	13	13	14	14	14	68

Environmental Services/Water Bureau

Routine replacement of office furnishings.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	13	14	15	17	18	77
	13	14	15	17	18	77

Fire Department

Routine replacement of fire houses furnishing.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

Recreation and Youth Services

Routine replacement of office furnishings.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	12	12	12	12	12	60
	12	12	12	12	12	60

B-2 Small Equipment

Blue Cross Arena - Standard Allocation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
War Memorial Cash Capital	68	68	68	68	68	340
	68	68	68	68	68	340

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Cemetery Cash Capital	35	40	40	40	40	195
	35	40	40	40	40	195

DRYS Small Equipment

Replacement and purchase of small equipment for recreation centers.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	31	32	33	34	35	165
	31	32	33	34	35	165

Emergency Communications

Appliance and fixtures.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	35	70	35	35	35	210
	35	70	35	35	35	210

Environmental Services

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	57	58	59	60	61	295
Local Works Cash Capital	18	18	19	19	20	94
Refuse Cash Capital	111	217	223	229	235	1,015
Water Cash Capital	48	50	52	54	56	260
	234	343	353	362	372	1,664

Environmental Services - Toter Replacement

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Refuse Cash Capital	3,300	300	0	0	0	3,600
	3,300	300	0	0	0	3,600

B-3 Technology

Computer Replacements - Library

Provision for cyclical replacement of computers.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Library Cash Capital	15	70	145	0	0	230
	15	70	145	0	0	230

Data Center Expansion

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	250	0	0	0	0	250
	250	0	0	0	0	250

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	14	28	15	16	16	89
	14	28	15	16	16	89

Future Technology Initiatives and Planning

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

Johnson Control Software

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	35	0	0	0	0	35
	35	0	0	0	0	35

OPI Technology Initiatives

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	22	17	28	22	89
	0	22	17	28	22	89

Street Pavement Management System

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	82	85	87	90	93	437
	82	85	87	90	93	437

Upland PC's

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	5	5	10	5	5	30
	5	5	10	5	5	30

B-4 PSI

Payroll System

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Cemetery Cash Capital	6	0	0	0	0	6
Library Cash Capital	64	0	0	0	0	64
Local Works Cash Capital	29	0	0	0	0	29
Parking Cash Capital	7	0	0	0	0	7
Public Market Cash Capital	2	0	0	0	0	2
Refuse Cash Capital	49	0	0	0	0	49
Water Cash Capital	50	0	0	0	0	50
	207	0	0	0	0	207

Police - Records Management System

Upgrade Centralized computer operation.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	100	500	500	0	0	1,100
	100	500	500	0	0	1,100

B-5 Business Equipment

Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

B-8 Parking Meters & Garage Equipment

Parking Meters/Pay Stations

Repair and installation of curbside meters and miscellaneous equipment in ramp garages.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Parking Cash Capital	110	210	210	210	210	950
	110	210	210	210	210	950

B-94 Client Technology Solution Support

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	380	250	250	250	0	1,130
	380	250	250	250	0	1,130

Document Management Solutions

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	0	200	0	0	0	200
	0	200	0	0	0	200

Emailing Archiving System

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	90	15	15	15	15	150
	90	15	15	15	15	150

Printer Consolidation

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	50	25	25	25	25	150
	50	25	25	25	25	150

B-96 Network Telecommunications & Security

Data Network Connections

Addresses requirements for building redundant network connections.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	200	200	0	0	0	400
	200	200	0	0	0	400

Fiber Connection

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	275	0	0	0	0	275
	275	0	0	0	0	275

Network Revitalization

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	200	0	0	0	0	200
	200	0	0	0	0	200

Wireless Solution

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	80	50	50	50	50	280
	80	50	50	50	50	280

B-97 Security & Surveillance

Security Assessment/Security Work

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

Summary of Funding by Program: Business Equipment

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
B-1	**Office Equipment**						
	General Cash Capital	125	125	126	126	126	628
	Library Cash Capital	20	20	20	20	20	100
	Local Works Cash Capital	4	4	4	4	4	20
	Refuse Cash Capital	4	4	4	4	4	20
	Water Cash Capital	13	14	15	17	18	77
		166	167	169	171	172	845
B-2	**Small Equipment**						
	Cemetery Cash Capital	35	40	40	40	40	195
	General Cash Capital	123	160	127	129	131	670
	Local Works Cash Capital	18	18	19	19	20	94
	Refuse Cash Capital	3,411	517	223	229	235	4,615
	War Memorial Cash Capital	68	68	68	68	68	340
	Water Cash Capital	48	50	52	54	56	260
		3,703	853	529	539	550	6,174
B-3	**Technology**						
	General Cash Capital	467	207	204	218	215	1,311
	Library Cash Capital	15	70	145	0	0	230
	Water Cash Capital	19	33	25	21	21	119
		501	310	374	239	236	1,660

Summary of Funding by Program: Business Equipment

		2013-14	2014-15	2015-16	2016-17	2017-18	Total
B-4	**PSI**						
	Cemetery Cash Capital	6	0	0	0	0	6
	General Cash Capital	100	500	500	0	0	1,100
	Library Cash Capital	64	0	0	0	0	64
	Local Works Cash Capital	29	0	0	0	0	29
	Parking Cash Capital	7	0	0	0	0	7
	Public Market Cash Capital	2	0	0	0	0	2
	Refuse Cash Capital	49	0	0	0	0	49
	Water Cash Capital	50	0	0	0	0	50
		307	500	500	0	0	1,307
B-5	**Business Equipment**						
	General Cash Capital	5	5	5	5	5	25
		5	5	5	5	5	25
B-8	**Parking Meters & Garage Equipment**						
	Parking Cash Capital	110	210	210	210	210	950
		110	210	210	210	210	950
B-94	**Client Technology Solution Support**						
	General Cash Capital	520	490	290	290	40	1,630
		520	490	290	290	40	1,630
B-96	**Network Telecommunications & Security**						
	General Cash Capital	755	250	50	50	50	1,155
		755	250	50	50	50	1,155

Summary of Funding by Program: Business Equipment

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
B-97 Security & Surveillance						
General Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

BUSINESS EQUIPMENT TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Cemetery Cash Capital	41	40	40	40	40	201
General Cash Capital	2,145	1,737	1,302	818	567	6,569
Library Cash Capital	99	90	165	20	20	394
Local Works Cash Capital	51	22	23	23	24	143
Parking Cash Capital	117	210	210	210	210	957
Public Market Cash Capital	2	0	0	0	0	2
Refuse Cash Capital	3,464	521	227	233	239	4,684
War Memorial Cash Capital	68	68	68	68	68	340
Water Cash Capital	130	97	92	92	95	506
	6,117	2,785	2,127	1,504	1,263	13,796

NON-PUBLIC SAFETY FLEET

The Non-Public Safety category provides for the replacement of the City's vehicles.

New Projects

N-1 Motor Equipment

- Funding is provided for Street Lighting Vehicle in 2013-14.

N-1 Motor Equipment

Bureau of Architecture and Engineering

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	21	44	23	0	0	88
	21	44	23	0	0	88

DES Commissioner

Standard allocation.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	20	0	0	32	0	52
	20	0	0	32	0	52

DES Operations

Standard allocation.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
General Cash Capital	1,508	2,245	985	2,987	763	8,488
Local Works Cash Capital	2,276	3,715	775	880	1,139	8,785
	3,784	5,960	1,760	3,867	1,902	17,273

Motor Equipment - Cemetery

Standard allocation used for the replacement of motor equipment.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Cemetery Cash Capital	179	163	144	151	162	799
	179	163	144	151	162	799

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Refuse Cash Capital	363	6,015	9,617	3,123	433	19,551
	363	6,015	9,617	3,123	433	19,551

Water Bureau

Standard allocation.

Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	TOTAL
Water Cash Capital	568	471	404	642	983	3,068
	568	471	404	642	983	3,068

Summary of Funding by Program: Non Public Safety Fleet

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
N-1 Motor Equipment						
Cemetery Cash Capital	179	163	144	151	162	799
General Cash Capital	1,549	2,289	1,008	3,019	763	8,628
Local Works Cash Capital	2,276	3,715	775	880	1,139	8,785
Refuse Cash Capital	363	6,015	9,617	3,123	433	19,551
Water Cash Capital	568	471	404	642	983	3,068
	4,935	12,653	1,948	7,815	3,480	40,831

NON PUBLIC SAFETY FLEET TOTALS

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Cemetery Cash Capital	179	163	144	151	162	799
General Cash Capital	1,549	2,289	1,008	3,019	763	8,628
Local Works Cash Capital	2,276	3,715	775	880	1,139	8,785
Refuse Cash Capital	363	6,015	9,617	3,123	433	19,551
Water Cash Capital	568	471	404	642	983	3,068
	4,935	12,653	11,948	7,815	3,480	40,831

Motion made by Commissioner Adams to amend the proposed budget to redirect funding to support the staffing allocation for Technology Coaches to support staff positions that address the social-emotional and behavioral needs of the District's student population. Seconded by Vice President White. Motion rejected 2-4 with President Evans, Commissioner Campos, Commissioner Cruz, and Commissioner Elliott dissenting and Commissioner Powell absent.

Resolution No. 2012-13: 627

By Member of the Board Commissioner Elliott

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2013-14 fiscal year as follows:

General Fund Revenues:

$ 476,144,024	New York State
$ 119,100,000	City of Rochester
$ 2,100,000	Federal Medicaid
$ 10,877,866	Local
$ 8,328,941	Appropriated Fund Balance
$ 616,550,831	**Total**

General Fund Expenses:

$ 570,383,654	Current Operating Expense
$ 10,583,769	Capital Expenses
$ 35,583,408	Debt Service
$ 616,550,831	**Total**

Special Aid Fund Revenues:
$ 98,400,275

Special Aid Fund Expenses:
$ 98,400,275

School Food Service Fund Revenues:
$ 19,273,271

School Food Service Fund Expenses:
$ 19,273,271

$734,224,377 Grand Total Budget

Seconded by Member of the Board Vice President White
Roll Call Vote

Commissioner Adams	Yes
Commissioner Campos	Yes
Commissioner Cruz	Yes
Commissioner Elliott	Yes

Commissioner Powell	Absent
Vice President White	Yes
President Evans	Yes

Adopted 6-0 with Commissioner Powell absent

HUMAN CAPITAL INITIATIVES

Resolution No 2012-13: 628

By Member of the Board Commissioner Elliott

Resolved, that upon the recommendation of the Superintendent the **resignations** of the person(s) listed below are accepted and effective on the dates(s) listed and may not be revoked.

Name	Tenure Area (Description) or Job Title	Effective Date
Mathews, Mark	Principal	June 29, 2013

Seconded by Member of the Board Commissioner Campos
Adopted 5-0 with Vice President White and Commissioner Powell absent.

- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to Budget
- Multi-Year Projection

Districtwide Budget Summary

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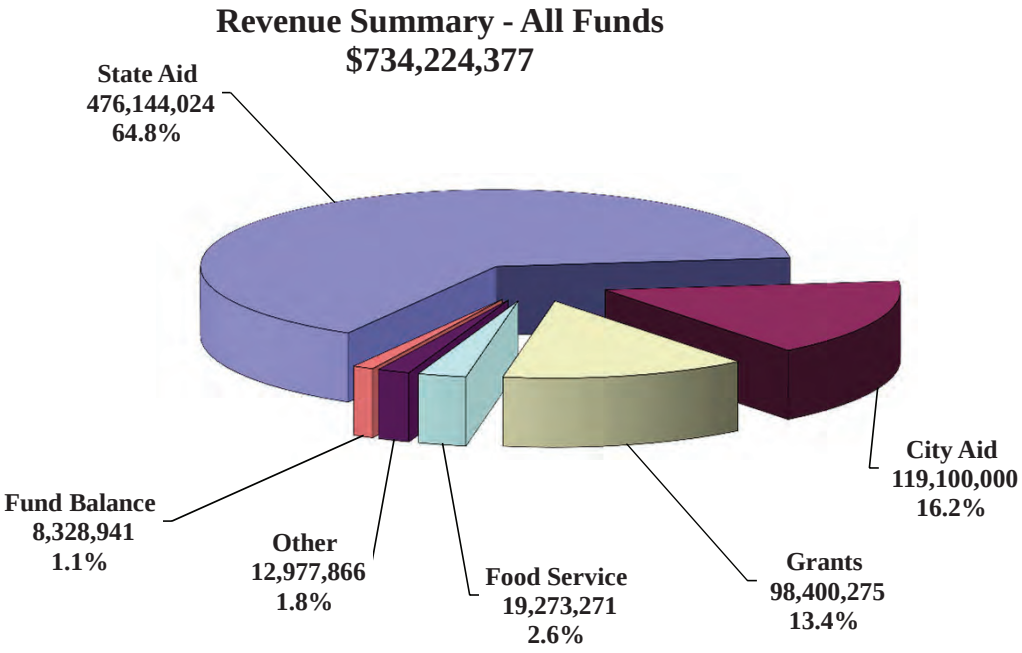
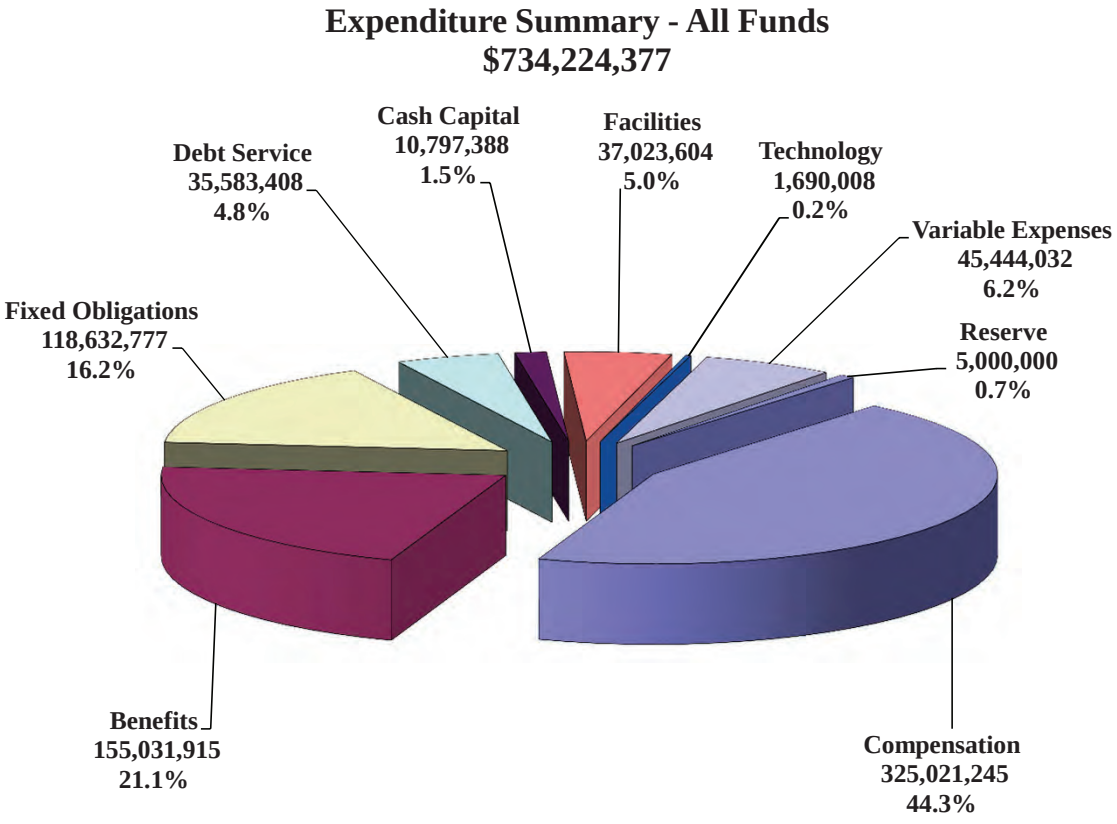
Revenue and Expenditure Charts





REVENUE SUMMARY

	2011-12 Actual Revenue	2012-13 Amended Budget	2013-14 Proposed Budget	$ Variance Fav/(Unfav)
GENERAL FUND				
State Aid				
Foundation Aid	327,334,786	336,371,183	348,121,441	11,750,258
Special Services Aid	13,107,462	11,969,058	12,371,141	402,083
Special Education - Public High Cost Aid	6,648,082	5,267,091	6,043,370	776,279
Special Education - Private Excess Cost Aid	10,297,767	10,155,465	10,135,833	(19,632)
Transportation Aid	46,151,112	49,077,214	51,735,007	2,657,793
Computer Hardware Aid	756,134	749,056	722,940	(26,116)
Textbook Aid	1,881,824	2,005,544	2,064,963	59,419
Software Aid	534,307	530,517	516,750	(13,767)
Library Aid	222,925	221,343	215,600	(5,743)
Charter School Transitional Aid	6,765,564	9,048,156	10,902,762	1,854,606
Total - Recurring State Aid	**413,732,348**	**425,394,627**	**442,829,807**	**17,435,180**
Building Aid				
Building Aid	22,105,694	23,615,852	31,611,217	7,995,365
Total - Building Aid	**22,105,694**	**23,615,852**	**31,611,217**	**7,995,365**
Other State Revenues				
NYS Legislative Appropriation	-	1,644,000	100,000	(1,544,000)
Incarcerated Youth Aid	2,453,514	2,795,000	2,795,000	-
Total - Other State Revenues	**2,453,514**	**4,439,000**	**2,895,000**	**(1,544,000)**
State Aid Adjustments				
Prior Year Aid Advance - Bond Bank	1,362,000	990,000	-	(990,000)
Prior Year Aid - Chapter 47, 66 & 721 Tuition	630,386	375,000	375,000	-
Prior Year Aid - $20M Spin Up Loan Payment	(666,667)	(667,000)	(667,000)	-
Prior Year Aid - 2010-11 Overpayment Intercept	(363,020)	-	-	-
Local Share Deduction for Certain Students	(941,005)	(755,821)	(900,000)	(144,179)
Total - Prior Year State Aid Adjustments	**21,694**	**(57,821)**	**(1,192,000)**	**(1,134,179)**
Total - New York State Revenue	**438,313,250**	**453,391,658**	**476,144,024**	**22,752,366**
City of Rochester Aid				
City of Rochester Aid	119,100,000	119,100,000	119,100,000	-
Total - City Revenue	**119,100,000**	**119,100,000**	**119,100,000**	**-**
Federal Revenue				
Federal - Medicaid	2,176,807	1,750,000	2,100,000	350,000
Total - Federal Revenue	**2,176,807**	**1,750,000**	**2,100,000**	**350,000**
Other Local Revenue				
Indirect Costs	2,716,812	2,782,000	2,352,714	(429,286)
Nonresident Tuition	736,879	450,000	600,000	150,000
Health Services Revenue	742,570	675,000	725,000	50,000
Rental and Use of Buildings	89,927	50,000	75,000	25,000
Sale of Obsolete Equipment	38,183	25,000	25,000	-
Prior Years Refunds	1,850,654	875,000	950,000	75,000
E-Rate Revenue	1,118,119	970,000	970,000	-
Student and Other Fees	60,125	60,000	60,000	-
Earnings - Capital Fund Investments	1,381,584	300,000	4,645,152	4,345,152
Earnings - General Fund Investments	163,609	175,000	175,000	-
Miscellaneous Revenue	436,634	280,578	250,000	(30,578)
Curriculum Based Programs	63,620	50,000	50,000	-
Total - Other Local Revenue	**9,398,716**	**6,692,578**	**10,877,866**	**4,185,288**
Appropriated Fund Balance for General Fund	-	17,128,941	8,328,941	(8,800,000)
Total General Fund Revenue	**568,988,773**	**598,063,177**	**616,550,831**	**18,487,654**

REVENUE SUMMARY – continued

	2011-12 Actual Revenue	2012-13 Amended Budget	2013-14 Proposed Budget	$ Variance Fav/(Unfav)
GRANT & SPECIAL AID FUNDS				
State Sources				
Universal Pre-Kindergarten	10,702,290	10,816,516	10,817,469	953
Other State Source Grants	18,978,231	20,481,975	19,788,781	(693,194)
Total - State Grant Sources	**29,680,521**	**31,298,491**	**30,606,250**	**(692,241)**
Federal Sources				
Formula (Recurring)	41,117,438	42,644,128	38,222,660	(4,421,468)
Federal Stimulus	23,217,211	21,856,621	14,729,910	(7,126,711)
One-Time Grants (Competitive)	8,666,829	6,938,269	7,226,283	288,014
Roll-Over Grants	-	6,240,673	4,505,087	(1,735,586)
Total - Federal Sources	**73,001,478**	**77,679,691**	**64,683,940**	**(12,995,751)**
Local Sources	**3,225,574**	**3,552,194**	**3,110,085**	(442,109)
Total Grant & Special Aid Fund Revenue	**105,907,573**	**112,530,376**	**98,400,275**	**(14,130,101)**
SCHOOL FOOD SERVICE FUND				
NYS Free & Reduced Price Reimbursement	502,616	669,473	669,500	27
Federal Free & Reduced Price Reimbursement	14,317,529	15,620,527	16,703,771	1,083,244
Federal Surplus Food Revenue	1,018,851	1,000,000	1,000,000	-
Summer Food Service Revenue	610,301	600,000	600,000	-
Other Cafeteria Sales	344,287	300,000	300,000	-
Appropriation from Food Service Fund Balance	-	-	-	-
SCHOOL FOOD SERVICE FUND Revenue	**16,793,584**	**18,190,000**	**19,273,271**	**1,083,271**
Grand Total Revenue - All Funds	**$ 691,689,930**	**$ 728,783,553**	**$ 734,224,377**	**$ 5,440,824**

REVENUE SUMMARY ANALYSIS

STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the adopted 2013-14 New York State Budget.

FOUNDATION AID **$348,121,441**

Foundation Aid is unrestricted aid to support the district's general operations such as salaries, benefits, utilities and other operating costs. Beginning in 2007-08, NYS combined a number of separate aid categories into Foundation Aid. These aid categories included: Public Excess Cost, Sound Basic Education, Extraordinary Needs, Limited English Proficiency and several categorical grants.

SPECIAL SERVICES AID **$12,371,141**

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 **$6,043,370**

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 **$10,135,833**

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 **$51,735,007**

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 **$722,940**

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 **$2,797,313**

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 **$10,902,762**

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

REVENUE SUMMARY ANALYSIS – continued

BUILDING AID **$31,611,217**

This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

OTHER STATE REVENUES **$2,895,000**

This category represents state funding that the local delegation in Albany has secured for the district. This category also contains aid for certain resident student placements including incarcerated youth detention centers.

STATE AID ADJUSTMENTS **($1,192,000)**

This category represents adjustments for prior year aid monies owed to the district, contingency for prior year aid claims owed to the State, and revenue to offset the district's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

GRAND TOTAL STATE **$476,144,024**

REVENUES FROM CITY **$119,100,000**

The City of Rochester funding includes the State funded STAR program.

MEDICAID REVENUE **$2,100,000**

The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.

OTHER LOCAL REVENUES

INDIRECT COSTS **$2,352,714**

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 **$600,000**

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 **$725,000**

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.

REVENUE SUMMARY ANALYSIS – continued

RENTAL AND USE OF BUILDINGS **$75,000**

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 **$950,000**

This revenue is derived from several sources including federal E-Rate monies, BOCES refunds and refunds of prior year expense from vendors.

E-RATE REVENUE **$970,000**

Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.

STUDENT AND OTHER FEES **$60,000**

This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.

EARNINGS - CAPITAL FUND INVESTMENTS **$4,645,152**

This revenue is earned through the following sources: interest earned on authorized capital funds which have not yet been expended, unused capital fund authorizations, and Facilities Modernization Program funding.

EARNINGS - GENERAL FUND INVESTMENTS **$175,000**

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 **$250,000**

This represents revenues that do not fit in any other categories and are non-recurring.

CURRICULUM BASED PROGRAMS **$50,000**

Revenue generated by student curriculum programs such as the Work Experience Program.

TOTAL LOCAL REVENUES **$10,877,866**

APPROPRIATIONS FROM FUND BALANCE **$8,328,941**

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

GRAND TOTAL GENERAL FUND REVENUE **$616,550,831**

GRANT REVENUE

Grant Title	2012-13 Amended	2013-14 Proposed	Variance Fav/(Unfav)
STATE			
BLIND/DEAF STATE TUITION	2,000,000	2,060,000	60,000
CFC CUBAN HAITIAN ENTRANTS	58,100	-	(58,100)
DISTRICT MANAGEMENT EFFICIENCY GRANT	1,498,871	1,500,000	1,129
ECHS SMART SCHOLARS	225,609	-	(225,609)
EMPLOYMENT PREPARATION EDUCATION	3,361,367	3,025,230	(336,137)
EXTENDED DAY VIOLENCE PREVENTION	342,291	342,291	-
LEARNING TECHNOLOGY	199,808	200,000	192
LIBRARY AUTOMATION ROLLOVER	701	-	(701)
LIBRARY SYSTEMS ROLLOVER	9,000	-	(9,000)
LSTA	5,470	-	(5,470)
MATH SCIENCE HIGH OPTICS AT EAST	460,666	-	(460,666)
MENTOR INTERN PROGRAM	65,000	65,000	-
SCHOOL HEALTH SERVICES	6,292,705	6,292,705	-
SCHOOL LIBRARY SYSTEM - AUTOMATION	7,900	7,900	-
SCHOOL LIBRARY SYSTEM - OPERATING	79,000	79,000	-
SCHOOL LIBRARY SUPPLEMENTAL AID	40,572	39,807	(765)
SMART SCHOLARS EARLY COLLEGE	111,848	111,848	-
SUMMER PROGRAM SPECIAL ED.	5,075,000	5,415,000	340,000
TEACHER CENTER	148,067	150,000	1,933
TEACHERS OF TOMORROW	500,000	500,000	-
UNIVERSAL PRE-K	10,816,516	10,817,469	953
SUBTOTAL - STATE	31,298,491	30,606,250	(692,241)

GRANT REVENUE

Grant Title	2012-13 Amended	2013-14 Proposed	Variance Fav/(Unfav)
FEDERAL			
ADVANCED PLACEMENT INCENTIVE GRANT	293,018	-	(293,018)
CHILD NUTRITION FRESH FRUITS/VEG	262,920	-	(262,920)
ESSC ELEMENTARY	357,667	202,806	(154,861)
IDEA PRESCHOOL SERVICES & SECT	688,686	468,337	(220,349)
IDEA SUPPORT SERVICES & SECTIO	9,979,865	9,714,627	(265,238)
IMPACT AID	74,136	9,823	(64,313)
NYSOTDA FOOD STAMP EMPLOYMENT	300,000	300,000	-
PERKINS CORRECTIONAL	35,999	-	(35,999)
PERKINS SECONDARY	499,894	475,005	(24,889)
RACE TO THE TOP	4,852,921	2,317,897	(2,535,024)
RAISE	267,538	266,495	(1,043)
REFUGEE SCHOOL IMPACT GRANT	228,735	228,735	-
SAFE SCHOOLS/HEALTHY STUDENTS	842,649	-	(842,649)
SCHOOL IMPROVEMENT TITLE I	985,000	-	(985,000)
SCHOOL INNOVATION FUND #09	-	893,844	893,844
SCHOOL INNOVATION FUND #34	142,711	1,170,685	1,027,974
SED HOMELESS CHILDREN AND YOUTH	150,000	91,200	(58,800)
SESIS	484,506	513,808	29,302
SIF ELS SCHOOL #8	1,305,657	887,668	(417,989)
SIG DISTRICT	10,299,418	3,000,000	(7,299,418)
SIG SCHOOL #17	-	1,797,515	1,797,515
SIG SUMMER COHORT 1	215,731	-	(215,731)
SIG SUMMER COHORT 2	51,680	-	(51,680)
STRENGTH TEACHER LEADER EFFECT	1,540,910	2,729,039	1,188,129
SYSTEMATIC SUPPORT - TURNAROUNDS	1,348,292	699,763	(648,529)
TAH A HISTORICAL JOURNEY	380,565	-	(380,565)
TEACHER INCENTIVE FUND	5,656,218	5,983,211	326,993
TEACHING AS HISTORIANS	471,885	-	(471,885)
TITLE I	28,625,037	27,692,986	(932,051)
TITLE II MSP SCIENCE	474,386	-	(474,386)
TITLE IIA - TEACHER/PRINCIPAL TRAINING	4,000,000	3,800,000	(200,000)
TITLE IIB MATH/SCIENCE PARTNER	699,176	-	(699,176)
TITLE III BILINGUAL	549,562	522,084	(27,478)
TITLE III IMMIGRATION	241,175	-	(241,175)
TITLE VII-NATIVE AMERICAN RESOURCE CTR	61,561	44,885	(16,676)
U OF R CDC	40,738	-	(40,738)
USDA FARM TO SCHOOL	44,918	-	(44,918)
VIRTUAL AP GRANT	426,473	323,527	(102,946)
WIA LITERACY ZONE	325,000	100,000	(225,000)
WIA-ADULT LITERACY EDUCATION	125,067	250,000	124,933
WIA-ELL POST SECONDARY	99,997	100,000	3
WORKFORCE INVESTMENT ACT-TITLE	250,000	100,000	(150,000)
SUBTOTAL - FEDERAL	77,679,691	64,683,940	(12,995,751)

GRANT REVENUE

Grant Title	2012-13 Amended	2013-14 Proposed	Variance Fav/(Unfav)
LOCAL			
ACTION HEALTHY KIDS #58	1,000	-	(1,000)
COMMUNITY PRE-SCHOOL RELATED SERVICE	500,000	500,000	-
FUTP BREAKFAST IN SCHOOL	35,900	-	(35,900)
GATES NEW SCHOOL INITIATIVES	190,182	-	(190,182)
GREATER ROCHESTER HEALTH FOUNDATION	335,323	-	(335,323)
LAURA BUSH LIBRARIES SCHOOL #52	5,000	-	(5,000)
LOWES - WEP	5,000	-	(5,000)
MACY'S PENCIL PARTNERSHIP	1,940	-	(1,940)
MONROE COUNTY CTE	250,000	520,000	270,000
NCFL TOYOTA FAMILY LITERACY	179,750	179,750	-
PRE-SCHOOL ADMINISTRATION/COUNTY	585,121	585,121	-
PRE-SCHOOL INTEGRATED/HANDICAPPED	975,000	985,000	10,000
RACF FORD EXPAND LEARN	150,075	-	(150,075)
SPECIAL EDUCATION/ITINERANT TEACHERS	180,000	190,000	10,000
THE PRIMARY PROJECT	156,953	150,214	(6,739)
YAR EAST	950	-	(950)
SUBTOTAL - LOCAL	3,552,194	3,110,085	(442,109)
TOTAL - GRANT REVENUE	$ 112,530,376	$ 98,400,275	$ (14,130,101)

STATE GRANT DETAIL

UNIVERSAL PRE-KINDERGARTEN $10,817,469

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 29 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) $5,415,000

Extended School Year (ESY) services are designed to support a student with a disability as documented under the Individuals with Disabilities Education Act (IDEA) to maintain the academic, social/behavioral, communication, or other skills that they have learned as part of their Individualized Education Program (IEP). In order for a student to receive ESY services, the student must have evidenced substantial regression and recoupment issues during the previous IEP year. The focus of the services provided to the student as part of an ESY program are not upon learning new skills or "catching up" to grade level, but rather to provide practice to maintain previously acquired or learned skills. The cost of the ESY program is reimbursed by the State at 80% with the remaining 20% funded locally.

DISTRICT MANAGEMENT EFFICIENCY GRANT $1,500,000

The School District Management Efficiency grant will be used to support a new pre-kindergarten program for three-year-old children at Audubon School No. 33; expanded-day learning for more students in 2013-14; a new textbook management system and other measures to continue improving the efficiency of District operations.

TEACHERS OF TOMORROW $500,000

This grant provides a variety of incentives that encourage teachers to teach in a school district that is experiencing a teacher shortage or to teach in a subject area that is experiencing a teacher shortage.

OTHER STATE GRANTS $6,081,076

GRAND TOTAL STATE GRANTS $30,606,250

FEDERAL GRANT DETAIL

TITLE I FEDERAL ESEA – NCLB GRANT $27,692,986
Improving the Academic Achievement of the Disadvantaged

The purpose of Title 1, Part A is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging State academic achievement standards and State academic assessments." RCSD is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need.

- Funds are generated based on poverty criteria of free and reduced lunch eligibility. Use of funds is determined by need.
- All Title I expenditures must be supplemental and not supplant required services and materials.
- The District is required to set aside a specified percentage of their Title I funds for School Improvement activities as defined by NYSED. In 2012/2013, Supplemental Academic Services was used to meet this requirement.

2013/2014 Title I Proposed Budget

Mandated Set-Asides and Pass-Throughs	
Parent Involvement (1%)	$246,856
Parent Engagement (1%)	$246,856
City Residents Attending Non Public Schools	$650,163
Neglected & Delinquent Students	$524,038
Homeless Students	$109,734
Indirect Costs at 3.7%	$1,024,387
Subtotal Mandated Set-Asides and Pass-Throughs	**$2,802,034**
District Initiatives	
Half-Day Kindergarten Teachers (to create full-day Kindergarten)	$4,954,564
Elementary Librarians	$2,946,432
ELA/Math Coaches	$8,874,458
Supplemental Academic Services	$4,507,842
English Language Learners Initiatives	$125,290
Office of Parent Engagement	$50,670
ELA/Math Professional Development Leadership	$124,612
Academic Intervention Services	$187,160
Title I Administration	$559,176
Technology/Instructional Support	$2,316,248
Accountability Support	$244,500
Subtotal District Initiatives	**$24,890,952**
Grand Total	**$27,692,986**

TITLE I SCHOOL IMPROVEMENT GRANT $3,000,000

The School Improvement Grants under Section 1003(g) of the Elementary and Secondary Education Act of 1965, or SIG, provides financial assistance to the lowest achieving schools to significantly raise student achievement through the implementation of one of four recognized school intervention strategies (turnaround, restart, school closure, and transformation). Funding from the US Department of Education flows through the NYS Department of Education, who awards grants to individual school districts.

TITLE IIA FEDERAL ESEA – NCLB Grant $3,800,000
Highly Qualified and Effective Teaching (ESEA/NCLB Title II A)

The purpose of Title IIA is to meet NCLB highly qualified teaching requirements, by:

- Providing high quality professional development to ensure teachers become, and remain, highly effective in helping all students learn and achieve high performance standards;
- Meeting 'highly qualified teacher' requirements for core course teaching through effective teacher recruitment, retention and professional development practices; and
- Ensuring strong instructional leadership through effective principal recruitment, retention and professional development practices

2013/2014 Title IIA Proposed Budget will fund:

- Careers In Teaching
- Teaching & Learning Training
- Human Capital Recruitment
- Professional Development
- School Professional Development Allocation
- Tuition

The 2013/2014 Proposed Title IIA Budget

Mandated Set-Asides	
City Residents Attending Non Public Schools	$300,236
Indirect Costs at 3.7%	$135,583
Direct Initiatives	
Careers In Teaching	$2,279,656
Human Capital Recruitment	$182,169
Professional Development	$780,209
Tuition	$122,147
Grand Total	**$3,800,000**

TITLE III FEDERAL ESEA – NCLB GRANT $522,084
Language Instructions for Limited English Proficient and Immigrant Students

The purpose of Title III is to support and enhance the education of students who are English Language Learners (ELL) in all aspects of the English language and literacy development in order to promote academic achievement in all areas and lead to graduation and post-high school success.

More than 11% of the student population of the Rochester City School District is English Language Learners (ELL), and the predominant non-English language group is Spanish. Other languages

spoken by RCSD students include Somali, Burmese, Arabic, 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.

2013/2014 Title III Proposed Budget will fund:

- Salaries, Substitutes, In-service and Teacher Hourly Pay
- Non-Salary Operating Funds
- Related Benefits
- Indirect Cost

IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT $10,182,964
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.

2013/2014 IDEA Sections 611 and 619 Proposed Budget will fund:

- Mandated Set-Asides and Pass-Through
  - Pass-Through to ASEPs, Charter Schools and BOCES
  - Parentally-placed Tuition
  - Indirect Costs @ 3.7%

- Early Intervening Services
  - Funds used to develop and implement coordinated, early intervening services for students in kindergarten through grade 12 who are not currently identified as needing special education or related services, but do need additional academic and behavioral support to succeed in general education environment.

- CPSE
  - Funds used to hold second committees needed at peak times when there is an increase to the number of students that are referred to the committee

RACE TO THE TOP GRANT $2,317,897

The purpose of 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.

2013/2014 Race to the Top Proposed Budget will fund:

- Teacher and Principal Effectiveness
- Inquiry Team Support

SCHOOL INNOVATION FUND #34 **$1,170,685**

The purpose of this grant is to implement a Community School design, which will allow Dr. Louis A Cerulli School 34 to accelerate efforts to increase graduation rates, college persistence, and college graduation rates. The key strategies of the School 34 redesign include adopting a shared governance model, extending the school day by six hours a week and five days per year, delivering mathematics additional instruction and mathematics enrichment, enhancing students' experiential base through arts enrichment, increasing student access to community enrichment experiences and, increasing student access to preventive and therapeutic mental health support systems.

STRENGTH TEACHER LEADER EFFECT **$2,729,039**

The Strengthening Teacher and Leader Effectiveness grant will improve the quality of RCSD teachers and school leaders. Grant activities will fill gaps in the District's continuum of services that build educator effectiveness, including preparation, recruitment, mentoring, professional development, evaluation, and performance management.

TEACHER INCENTIVE FUND (TIF) **$5,983,211**

TIF awards additional compensation to teachers and administrators who earn: Differentiated Assignments, Group Awards, Career Ladder Movement and Professional Development Incentives.

OTHERS FEDERAL GRANTS **$7,285,074**

GRAND TOTAL FEDERAL GRANT REVENUE **$64,683,940**

LOCAL GRANT DETAIL

LOCAL REVENUE **$2,260,121**

Pre-School Special Education - Section 4410

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 **$849,964**

GRAND TOTAL LOCAL GRANTS **$3,110,085**

GRAND TOTAL – ALL GRANTS **$98,400,275**

Expenditure Summary (All Funds)

	2011-2012 Actual	2012-2013 Amended	2013-2014 Proposed	$ Variance Fav/(Unfav)
EXPENDITURES BY ACCOUNT				
Salary Compensation				
Teacher	$ 184,705,836	$ 193,542,451	$ 184,985,915	$ 8,556,536
Civil Service	56,272,868	62,045,305	62,981,488	(936,182)
Administrator	27,444,494	29,953,419	28,641,510	1,311,909
Teaching Assistants	3,084,806	4,760,564	6,233,150	(1,472,586)
Paraprofessional	9,605,833	8,501,164	7,998,159	503,005
Sub Total Salary Compensation	**281,113,837**	**298,802,903**	**290,840,221**	**7,962,682**
Other Compensation				
Substitute Teacher	11,354,943	11,508,084	11,016,566	491,518
Overtime Non-Instructional	2,762,908	3,348,070	3,243,546	104,524
Hourly Teachers	8,984,658	13,882,298	17,987,971	(4,105,673)
Teachers In-Service	2,503,759	4,124,598	1,932,942	2,191,656
Sub Total Other Compensation	**25,606,268**	**32,863,050**	**34,181,025**	**(1,317,975)**
Total Salary and Other Compensation	**306,720,105**	**331,665,953**	**325,021,245**	**6,644,708**
Employee Benefits	**145,455,500**	**157,570,333**	**155,031,915**	**2,538,418**
Total Sal., Other Comp., and Empl. Benefits	**452,175,604**	**489,236,286**	**480,053,160**	**9,183,126**
Fixed Obligations With Variability				
Special Education Tuition	21,276,446	20,926,312	21,741,388	(815,076)
Contract Transportation	49,219,419	52,294,147	55,257,196	(2,963,049)
Charter School Tuition	27,112,549	34,057,225	40,147,113	(6,089,888)
Health Service Other Districts	650,662	652,080	652,080	-
Insurance Non-Employee	757,392	810,000	835,000	(25,000)
Sub Total Fixed Obligations	**99,016,467**	**108,739,764**	**118,632,777**	**(9,893,013)**
Debt Service	**27,983,313**	**26,325,168**	**35,583,408**	**(9,258,240)**
Cash Capital Outlays				
Cash Capital Expense	6,472,750	6,700,000	6,600,000	100,000
Textbooks	2,093,881	1,816,634	2,335,000	(518,366)
Equipment Other than Buses	916,698	578,169	686,042	(107,873)
Equipment Buses	288,947	225,000	225,000	-
Computer Hardware - Instructional	728,148	1,143,435	631,910	511,525
Computer Hardware - Non-Instructional	244,930	106,138	90,436	15,702
Library Books	188,935	232,941	229,000	3,941
Sub Total Cash Capital Outlays	**10,934,289**	**10,802,317**	**10,797,388**	**4,929**

Expenditure Summary (All Funds)

	2011-2012 Actual	2012-2013 Amended	2013-2014 Proposed	$ Variance Fav/(Unfav)
Facilities and Related				
Utilities	10,699,084	10,986,314	10,123,117	863,197
Instructional Supplies	5,553,883	6,585,769	4,799,804	1,785,965
Equip Service Contr & Repair	2,607,050	3,028,767	2,822,454	206,313
Facilities Service Contracts	1,130,081	1,253,040	1,368,000	(114,960)
Rentals	3,679,450	3,990,313	4,101,631	(111,318)
Maintenance Repair Supplies	1,082,733	805,097	1,101,846	(296,749)
Postage and Print/Advertising	1,450,277	1,551,684	1,542,809	8,875
Auto Supplies	969,637	1,066,750	1,123,975	(57,225)
Supplies and Materials	11,681,971	10,540,441	9,073,023	1,467,418
Custodial Supplies	482,026	557,112	559,183	(2,071)
Office Supplies	411,371	457,583	407,762	49,821
Sub Total Facilities and Related	**39,747,564**	**40,822,869**	**37,023,604**	**3,799,265**
Technology				
Computer Software - Instructional	1,038,938	978,868	719,210	259,658
Computer Software - Non-Instructional	1,792,064	1,318,838	970,798	348,040
Subtotal Technology	**2,831,002**	**2,297,706**	**1,690,008**	**607,698**
All Other Variable Expenses				
Miscellaneous Services	1,612,591	1,732,696	1,718,442	14,254
Professional Technical Service	20,626,192	18,127,153	14,604,947	3,522,206
Agency Clerical	4,678,952	3,150,742	2,225,652	925,090
Judgments and Claims	2,432,346	2,628,941	2,628,941	-
Grant Disallowances	(582,431)	869,963	897,840	(27,877)
Departmental Credits	(2,781,006)	(1,622,364)	(1,496,276)	(126,088)
Indirect Costs Grants	2,716,812	2,920,864	2,562,004	358,860
BOCES Services	20,567,235	19,729,627	20,459,561	(729,934)
Professional Development	1,597,009	2,104,315	1,842,921	261,394
Subtotal of All Other Variable Expenses	**50,867,699**	**49,641,938**	**45,444,032**	**4,197,906**
Total Non Compensation	**231,380,333**	**238,629,762**	**249,171,217**	**(10,541,455)**
Contingency Fund	**-**	**917,505**	**5,000,000**	**(4,082,495)**
Grand Total	**$ 683,555,938**	**$ 728,783,553**	**$ 734,224,377**	**$ (5,440,824)**

Position Summary

	2011 - 2012 Actual	2012 - 2013 Amended	2013 - 2014 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT				
Compensation				
Teacher	3,185.50	3,276.60	3,083.17	193.43
Civil Service	1,378.64	1,373.73	1,393.33	(19.60)
Administrator	282.61	282.00	275.50	6.50
Teaching Assistants	109.70	173.50	226.60	(53.10)
Paraprofessional	500.70	401.85	359.35	42.50
Building Substitute Teachers	26.00	25.00	26.00	(1.00)
Employee Benefits	8.50	8.00	8.00	0.00
Grand Total	**5,491.65**	**5,540.68**	**5,371.94**	**168.74**

Explanation of Changes to the Budget

The proposed 2013-14 Rochester City School District Budget increases to $734.2M from the 2012-13 February Amended Budget of $728.8M. This represents an increase of $5.4.M or 0.7%. The overall budget increase was funded by increases of $4.2M increase in Local Other revenue and $1.1M in School Food Service revenue, as a $22.8M New York State Aid increase was offset by reductions of -$14.1M in grant funding and -$8.8M in Appropriate Fund Balance.

The District projects Salary and Other Compensation costs to decrease to $325.0M from $331.6M. This represents a decrease of -$6.6M or -2.0%. Contractual salary increases were offset by a reduction of 169 FTEs and savings from Substitute Teacher and Teacher In-Service cost reductions.

Employee Benefits costs will moderate in 2013-14. Overall, benefit costs will decrease to $155.0M from $157.6M, which is a reduction of -$2.6M or -1.6%. Retirement System costs are expected to increase by only $0.2M as projected rate increases in both the New York State Retirement System and the Teachers Retirement System were offset by the pension smoothing plans adopted by New York State. Health and Dental Insurance is also projected to increase by $1.1M due to rising insurance rates. These cost increases are offset by a -$2.6M reduction in Social Security and Workers' Compensation due to projected salary and staffing decreases in 2013-14. The remaining items in this category show a net decrease of -$1.3M.

Fixed Obligations with Variability will increase by $9.9M to $118.6M in 2013-14. Charter School Tuition costs will increase by $6.1M to $40.1M. This increase is attributable to projected enrollment growth of 460 students. The enrollment growth is due to grade level additions in six of the existing schools. Contract Transportation costs are projected to increase by $3.0M due to increased needs related to school redesigns and expanded learning programs at a number of schools. The remaining budgets in this category show an increase of $0.8M.

The Debt Service budget will increase by $9.3M to $35.6M to reflect changes in the District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization project.

The District anticipates Cash Capital Outlays will remain relatively flat at $10.8M in 2013-14.

Facilities and Related expenses will decrease by -$3.8M to $37.0M. Utility costs are decreasing by -$0.9M to reflect savings due to conservation programs and favorable natural gas rates. Instructional Supplies and Supplies & Materials are decreasing by a total of -$3.3M due largely to grant funding reductions. The remaining categories show a net increase of $0.4M.

Technology expenses will decrease by -$0.6M to $1.7M. The District will be purchasing less Computer Software due to grant funding and other budget reductions.

All Other Variable Expenses will decrease by -$4.2M to $45.4M due largely to a -$3.5M reduction in Professional & Technical Services. This reduction reflects a combination of both grant funding and other budget cuts. The remaining items in this budget category show a net decrease of -$0.7M due largely to district-wide reduction efforts in Agency Clerical costs.

The 2013-14 Budget includes a $5.0M Contingency Fund. This budget is reserved to support emergency needs that may arise in the coming budget year.

OVERVIEW

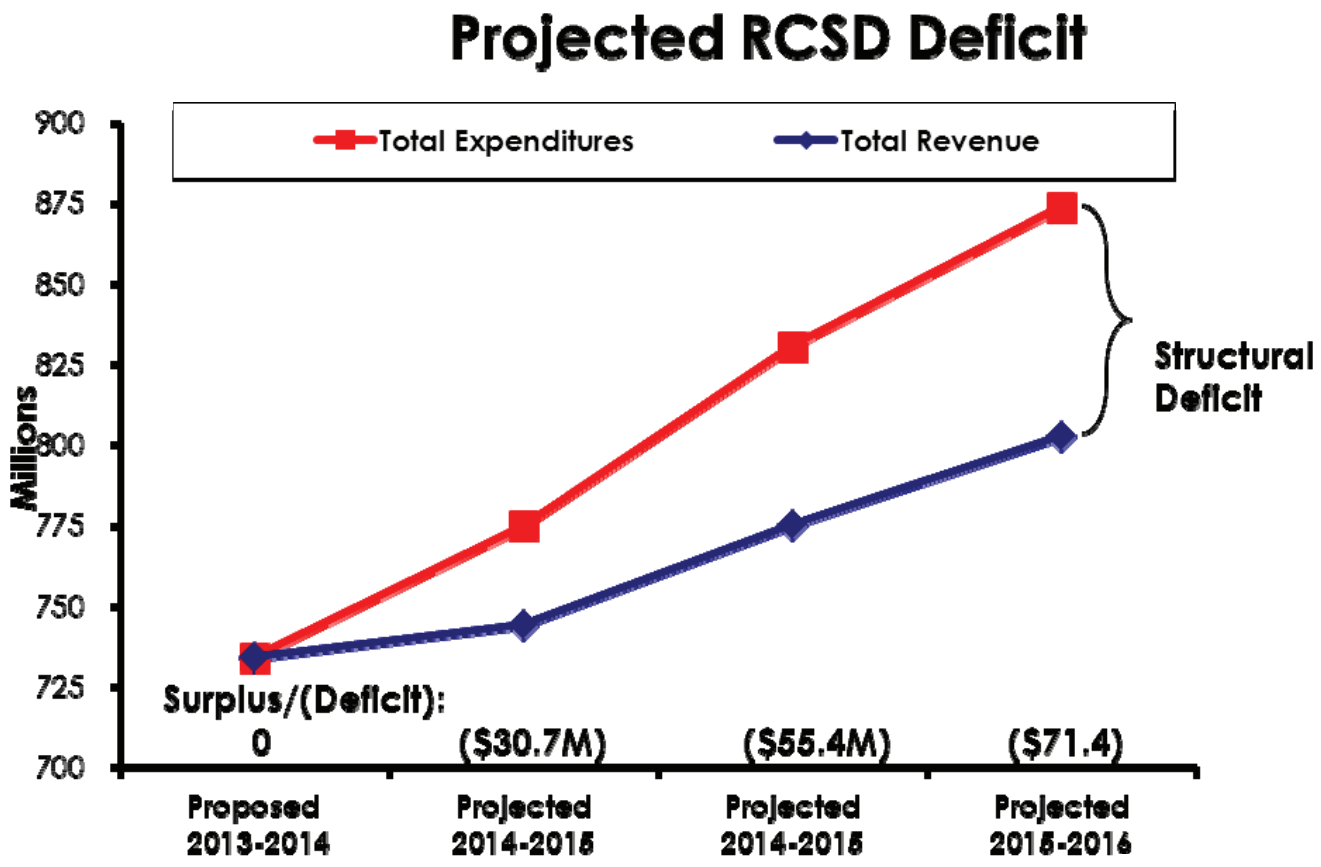
The multi-year projection represents a forecast of the District's revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

New York State educational funding, which accounts for 64.8% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. Another important factor is grant funding. This analysis includes only known grant funding at the current time, and anticipates the known loss of competitive grants in future years. However, the District will continue to pursue new grant opportunities, which could potentially offset the anticipated loss of current grant funding.

ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase to develop the projections:

Assumptions	Projected 2014-2015	Projected 2015-2016	Projected 2016-2017
Revenues:			
State Aid Revenue - Foundation Aid Increase	3.00%	3.00%	3.00%
State Aid Revenue - Formula Aid Increase	4.00%	4.00%	4.00%
City of Rochester Revenue Increase	0.00%	0.00%	0.00%
All Other General Fund Revenue Increase	0.00%	0.00%	0.00%
Appropriated Fund Balance	$ 6,200,000	$ 6,200,000	$ 6,200,000
Grant and Special Aid Fund Increase	$ (12,896,745)	$ (6,725,419)	$ (1,000,000)
Food Services Revenue Increase	2.00%	2.00%	2.00%
Expenditures:			
Teacher Salary Increase	3.20%	3.20%	3.20%
Civil Service Salary Increase	3.00%	3.00%	3.00%
Administrative Salary Increase	3.00%	3.00%	3.00%
Teaching Assistants/Paraprofessionals Salary Increase	4.00%	4.00%	4.00%
Other Compensation Annual Rate Increase	2.00%	2.00%	2.00%
Health Insurance Increase	7.00%	7.00%	7.00%
Employee Retirement System % of Payroll	16.40%	15.90%	15.90%
Teachers Retirement System % of Payroll	14.00%	16.00%	16.00%
Charter Schools Tuition Increase	0.00%	0.00%	0.00%
Transportation Contracts incl. impact of Charters	3.00%	3.00%	3.00%
Utilities	5.80%	5.80%	5.80%
BOCES Services (Special Ed and Nursing Services)	4.00%	4.00%	4.00%
CPI	2.00%	2.00%	2.00%



Closing the Deficit

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year are incremental rather than cumulative. For example, when the District balances the 2014-15 Budget as required, the resulting projected deficit for 2015-16 would drop to $24.7 million ($55.4M less $30.7M).

Revenue

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The District can impact revenue in the following ways:

- Lobbying state government officials to fully fund proposed Foundation Aid increases
- Lobbying state officials to increase other supports for education
- Lobbying local government officials to continue their support of the District's needs
- Searching for and securing additional grant funding

Expenses

The District continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives such as:

- Working with our union partners to develop innovative cost-savings labor agreements
- Leveraging the Facilities Modernization Program to develop cost-efficient school structures
- Negotiating agreements to minimize health insurance and other contractual services costs

DISTRICT - WIDE SUMMARY BUDGET 2013 - 14 PROPOSED BUDGET

	Proposed 2013-2014	Projected 2014-2015	Projected 2014-2015	Projected 2015-2016
Revenue:				
New York State Foundation Aid	$ 348,121,441	$ 358,565,084	$ 369,322,037	$ 380,401,698
New York State Aid - Formula	94,708,366	98,496,701	102,436,569	106,534,031
New York State Building Aid	31,611,217	42,053,116	64,662,526	77,461,285
New York State Aid - Other	2,895,000	2,895,000	2,895,000	2,895,000
New York State Aid - Adjustments	(1,192,000)	(1,192,000)	(1,192,000)	(1,192,000)
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal - Medicaid	2,100,000	2,100,000	2,100,000	2,100,000
Other Local	10,877,866	10,877,866	10,877,866	10,877,866
Appropriated Fund Balance	8,328,941	6,200,000	6,200,000	6,200,000
Grant and Special Aid Fund	98,400,275	85,503,530	78,778,111	77,778,111
Food Services	19,273,271	19,658,736	20,051,911	20,452,949
Total Revenue	734,224,377	744,258,033	775,232,019	802,608,941
Expenditures:				
Compensation	325,021,247	330,586,094	340,350,627	350,423,210
Employee Benefits	155,031,914	169,737,449	178,714,694	187,264,531
Total Compensation and Benefits	480,053,161	500,323,544	519,065,321	537,687,741
Fixed Obligations with Variability	118,632,777	131,071,282	142,013,742	151,876,592
Debt Service	35,583,408	45,888,537	69,784,131	82,580,988
Cash Capital Outlays	10,797,387	11,659,323	11,687,737	11,516,720
Facilities and Related	37,023,604	37,658,757	38,837,561	40,071,280
Technology	1,690,008	1,494,519	1,523,969	1,554,008
Other Variable Expenses	45,444,032	41,831,604	42,753,835	43,701,250
Total Non Compensation	249,171,216	269,604,022	306,600,976	331,300,837
Budget Contingency	5,000,000	5,000,000	5,000,000	5,000,000
Total Expenditures	734,224,377	774,927,566	830,666,297	873,988,578
Total Surplus/(Deficit)	$ -	$ (30,669,533)	$ (55,434,278)	$ (71,379,638)

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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