

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





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



Vision

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

educational excellence and customer service.

Values and Guiding Principles

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

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

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

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

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

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

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

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large) President Dana K. Miller (At-Large) Vice President

> Carolee A. Conklin (At-Large) Matt Haag (At-Large) Adam C. McFadden (South District) Jacklyn Ortiz (At-Large) Molly Clifford (Northwest District) Michael A. Patterson (Northeast District) Elaine M. Spaull (East District)

Mayor

Lovely A. Warren

Deputy Mayor

Dr. Cedric L. Alexander

Office of Management & Budget

Christopher M. Wagner Budget Director

Budget Staff

Sarah Boyce Sharla D. Davenport John Fornof Joe Mustico Sarah E. Ruekberg Josephus Tisdale Suzanne P. Warren

BUDGET AT A GLANCE

	Amended Budget <u>2016-17</u>	Proposed Budget <u>2017-18</u>	Dollar <u>Change</u>		
BUDGET	\$518,842,400	\$525,604,100	\$6,761,700		
PROPERTY TAX LEVY (Before STAR)	\$174,449,400	\$174,449,400	\$0		
TYPICAL HOMESTEAD BURDEN*					
Property Tax Service Charges Subtotal	\$1,394.65 <u>\$979.00</u> \$2,373.65	\$1,330.76 <u>\$1,007.98</u> \$2,338.74	-\$63.89 <u>\$28.98</u> -\$34.91		
TYPICAL NON-HOMESTEAD BURDEN	**				
Property Tax	\$10,769.16	\$11,253.99	\$484.83		
Local Works Charge	<u>\$844.01</u>	<u>\$869.38</u>	<u>\$25.37</u>		
Total	\$11,613.17	\$12,123.37	\$510.20		
PROPERTY TAX RATES (PER \$1,000))				
Homestead	, \$19.21	\$18.33	-\$0.88		
Non-Homestead	\$37.76	\$39.46	\$1.70		
TYPICAL HOMESTEAD SERVICE CHARGES					
Water	\$373.93	\$385.15	\$11.22		
Refuse	\$380.00	\$391.00	\$11.00		
Local Works	<u>\$225.07</u> \$979.00	<u>\$231.83</u> \$1,007.98	<u>\$6.76</u> \$28.98		
	φ979.00	φ1,007.90	φ20.90		

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

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

TABLE OF CONTENTS

<u>Tab</u>

1

Page

READER'S GUIDE	vii
GLOSSARY	ix
ORGANIZATION CHART	xii
MAYOR'S MESSAGE	
CITY COUNCIL REPORT	
<u>SUMMARY</u> Highlights Summary of Revenue Changes Revenue Descriptions & Changes	1–2

	Revenue Estimates	
	Property Tax Computation & Analysis	1–22
	Local Government Exemption Impact Report RP-495	
	Summary of Expenditure Changes	
	Summary by Major Object of Expense	
	Summary of 2015-16 Budget Amendments	
	Application of Related Expenditures & Revenues	
	Fund Summary	
	Multi-Year Projection	
2	CITY COUNCIL & CLERK	2–1
3	ADMINISTRATION	
	Department Summary	3–1
	Mayor's Office	
	Office of Management & Budget	3–11
	Department of Human Resource Management	3–15
	Bureau of Communications	
	Law Department	3–25
4	INFORMATION TECHNOLOGY	

INTRODUCTION

Table of Contents Reader's Guide Glossary Management Chart

Page

Tab		Page
100		<u>r age</u>
5	DEPARTMENT OF FINANCE	
0	Department Summary	5-1
	Director's Office	
	Bureau of Accounting	
	Bureau of Treasury	
	Bureau of Assessment	
	Bureau of Parking & Municipal Violations	
	Bureau of Purchasing.	
6	DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT	
-	Department Summary	6–1
	Office of the Commissioner	
	Business & Housing Development	
	Planning & Zoning	
	Neighborhood Preservation	
	Buildings & Zoning	
7	DEPARTMENT OF ENVIRONMENTAL SERVICES	
	Department Summary	7–1
	Office of the Commissioner	7–9
	Bureau of Architecture & Engineering	7–16
	Bureau of Operations	
	Summary	
	Director's Office	
	Solid Waste Collections	
	Special Services	
	Bureau of Buildings and Parks	
	Bureau of Equipment Services	
	Bureau of Water	
	Summary	
	Director's Office	
	Water Engineering	
	Upland Operations	
	Water Distribution	
	Fixed Charges	7–62

_

Tab	Pag	ge
8	EMERGENCY COMMUNICATIONS DEPARTMENT	-1
9	POLICE DEPARTMENT Department Summary	
	Summary 9-7 Patrol Division 9-7 Special Operations Division 9-2 Administration 9-3	17 23
10	FIRE DEPARTMENT 10- Department Summary 10- Office of the Chief 10- Operations 10- Support 10-	-6 10
11	LIBRARY Department Summary	-6
12	DEPARTMENT OF RECREATION & YOUTH SERVICES Department Summary 12- Office of the Commissioner 12- Bureau of Recreation 12- Bureau of Employment Skills Training & Youth Services 12-	-6 12
13	UNDISTRIBUTED EXPENSE 13- Summary 13- Employee Benefits – Current 13- Employee Benefits – Non-Current 13- General Risk Management 13- Other 13-	-3 -8 11
14	CONTINGENCY	-1
15	CAPITAL EXPENSE SUMMARY 15- Summary 15- Cash Capital 15- Debt Service 15- CIP Document Notes 15- [Capital Improvement Program 15-	-5 16 19

INTRODUCTION

Tab

Table of Contents Reader's Guide Glossary Management Chart

Page

16	PERSONNEL SUMMARY Introduction Personnel Resources Employee Benefits Bargaining Units Compensation	
17	CITY SCHOOL DISTRICT SUMMARY	17–1
18	INDEX	

Budget Process

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

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

Scope of the Budget

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

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

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

Plan Appropriations from these programs are made during the year.

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

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

Budget Format – Organization

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

Budget Format - Departmental Sections

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

- 1. Mission Statement of the organization is provided. Vital Customers defines who are the primary recipients of this unit's work. Critical Processes present the critical processes this unit uses to carry out its mission. Department Highlights describe changes planned for the department in the new year. Key Performance Indicators measure how well objectives are being met.
- 2. Expenditures and Employee Years, which contains current and historical expenditure and personnel data. The expenditure data are presented in two ways — by major object (or type) of expense and by activity.
- 3. Personnel, which includes a calculation of employee years and a detailed listing of all full time position titles and pay brackets. The employee year calculations on this page produce the totals listed on the Expenditure and Employee Year pages.

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

Budget Format Year-to-Year Comparisons

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

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

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

Basis of Accounting

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

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

Glossary

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 selfbalancing set of accounts recording cash and other financial resources, with related expenses and other obligations. The budget contains ten funds that are explained and accounted for in the Summary (Tab 1).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

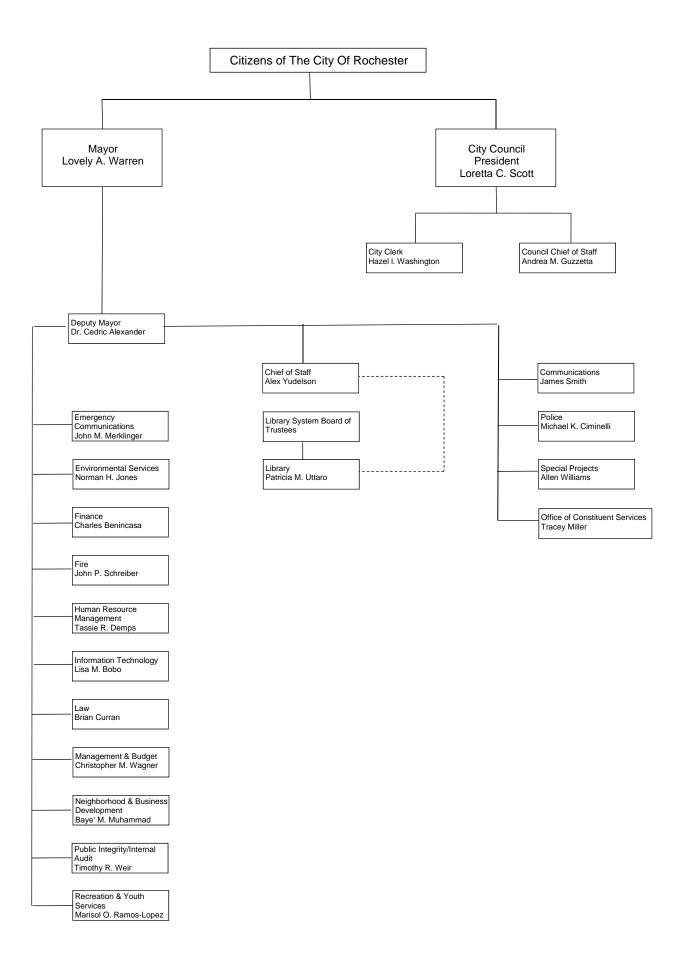
Sales Tax A tax as a percentage of most retail sales is levied by New York State and Monroe County. The City receives a portion of the proceeds under agreements with Monroe County.

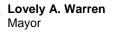
Serial Bonds A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

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

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

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







May 19, 2017

TO THE COUNCIL:

RE: The 2017-18 Budget

Ladies and Gentlemen:

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

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

In summary, this budget:

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

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

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

More Jobs:

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

Safer and More Vibrant Neighborhoods:

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

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

Better Schools and Educational Opportunities:

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

Innovation and Efficiency:

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

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

Closing the Budget Gap

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

- Expenses
 - Adjustments to capital program and enterprise fund balances to support capital in those funds - \$20.7 million
 - o Department Reductions and Efficiencies \$5.1 million
 - Adjustment to Debt Service \$1.6 million
- Revenues
 - o Targeted use of General Fund Balance \$8.8 million
 - Targeted use of Premium and Interest to pay Debt Service \$3.5 million
 - Enterprise Fund Fee Increases \$2.4 million
 - Use of Health Care Rate Stabilization Fund \$2.2 million
 - o Increased PILOT revenue \$1.6 million
 - o Revenue from the Sale of Real Property \$1.6 million
 - Higher collection rates for Current and Delinquent Property Taxes \$1.5 million
 - o Additional Consolidated Highway Improvements (CHIPS) revenue \$0.5 million
 - o Transfer from Refunds and Overpayments- \$0.4 million
 - Net of other changes \$0.2 million

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

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

Respectfully submitted,

A Flamen Lovely D. Warren

Lovely **Ø**. War Mayor

2017-18 CHILDREN AND FAMILIES FUNDING

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

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

Read more at www.rocthefuture.org.

ROC the Future Topic: Every Child is School Ready

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

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

ROC the Future Topic: Every Child is Supported

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

City Program	Description	17-18 Allocation	Why This is Important
			Public libraries supply communities with vital
Community	Total City funds for community		resources including books, access to technology,
Libraries and Other	libraries, exclusive of specific programs	\$6,165,034	and special programming to support their specific
City Tax Support	listed elsewhere.		patrons. In addition, libraries function as a "Safe
			Place" for youth.

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

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

ROC the Future Topic: Every Child is Successful

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

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

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

Additional Items in Support of Mayor's Priorities

This section includes programs that do not fall directly in the four ROC the Future categories, but align with the Mayor's priorities: Safer and More Vibrant Neighborhoods, More Jobs, Better Schools and Educational Opportunities, and Innovation and Efficiency.

City Program	Description	17-18 Allocation	Why This is Important
Community Outreach Program	Expanding fire safety education in schools and increasing the amount of outreach events.	\$127,900	Fire safety allows children to interact with firefighters, become familiar with their equipment, and learn both proactive and reactive safety techniques in case of an emergency situation.

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

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

TOTAL

153,627,013



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

2017-18 Citizen Budget Input

FINAL REPORT • May 2017





YourOPINION Matters



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

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-Mayor Lovely Warren 2017 State of the City Address



Introduction	.4
Telephone Town Hall	.4
Citizen Input Forum at City Hall	.4
Online Citizen Survey	.4
Mayor's Priority Area: Safer and More Vibrant Neighborhoods	.5
Police Reorganization and Body Cameras	.5
Fire Department Services	.5
911 Emergency Communications and the 311 Call Center services	.6
Development Priorities	
City Events	.9
Citizen Input Session and Online Survey Comments on "Safer & More Vibrant Neighborhoods"	.9
Mayor's Priority Area: More Jobs	.10
Use of Library Computers	.10
City of Rochester Hiring and Recruitment	.10
Citizen Input Session and Online Survey Comments on "More Jobs"	.11
Mayor's Priority Area: Better Schools and Educational Opportunities	.11
Recreation Services and Programs	
Citizen Input Session and Online Survey Comments on "Better Schools and Educational Opportunities"	
Mayor's Priority Area: Innovation and Efficiency	
Dog Parks	.12
Downtown Waterfront	
Traffic Ticket Adjudication	.13
Community Broadband	.13
Paying City Bills Online	.13
City of Rochester Website	.13
Citizen Input Session and Online Survey Comments on "Innovation and Efficiency"	.14

INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

MAYOR'S PRIORITY AREA: SAFER AND MORE VIBRANT NEIGHBORHOODS

Police Reorganization and Body Worn Cameras

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

What Impact Has The Police Reorganization Had On Your Neighborhood?		
	2017	
It has made my neighborhood safer	20%	
It has improved police-community relations	24%	
I see more officers in my neighborhood 2		

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

> -Mayor Lovely Warren 2017 State of the City Address

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

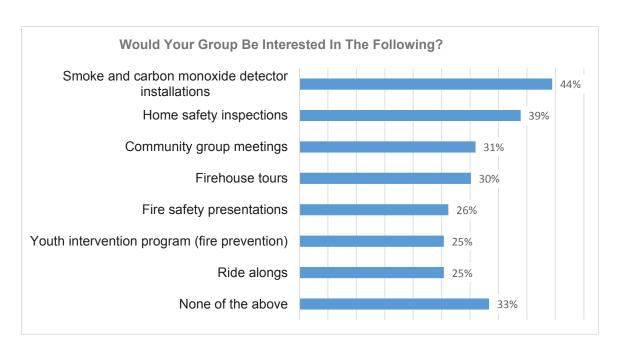
Comments from the online survey on this topic included:

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

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

Fire Department Services

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

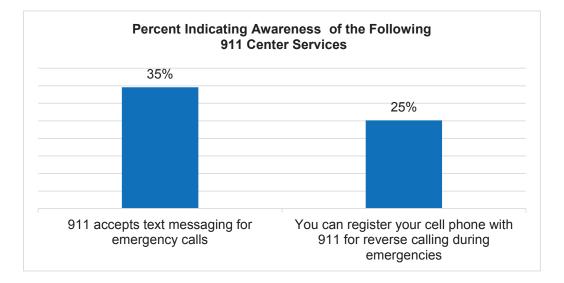


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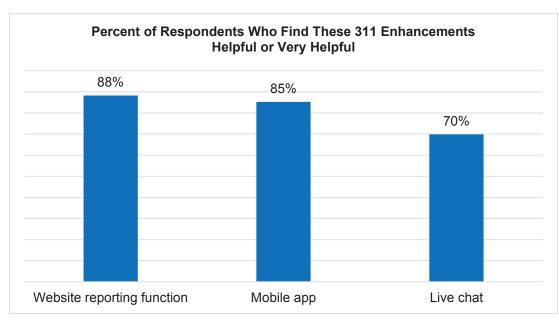
The Fire Department also provides a number of Community Risk Reduction programs, and the survey asked whether the respondent's neighborhood association, block club or civic group would be interested. Nearly half of those responding to the question indicated they would be interested in smoke and carbon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

911 Emergency Communications and the 311 Call Center services

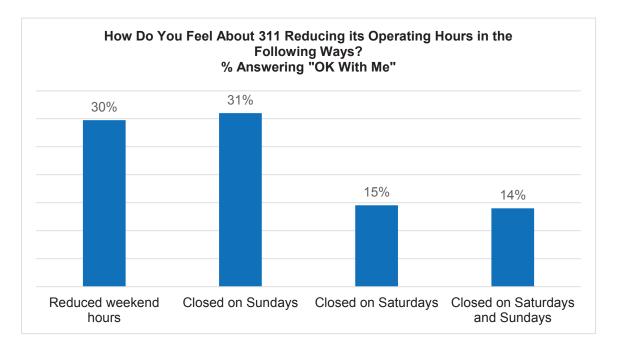
The 911 Emergency Communications Center offers services that the public may not be aware of, including text messaging and the ability to register a cell phone number for reverse calling in an emergency. Based on survey responses, about one-quarter to one-third of the public appear to be aware of these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



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

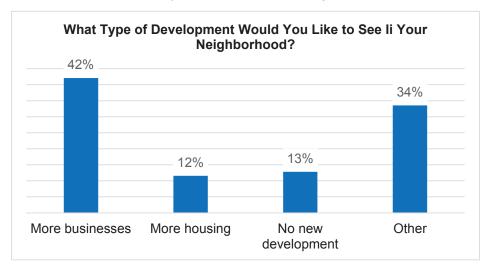


As City Departments look to save costs and find efficiencies, the 311 service has reviewed its hours of operation. When asked what type of reduced hours residents would find most acceptable, 30% said weekend hour reductions would be okay. During the citizen input session, a suggestion was made to reduce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

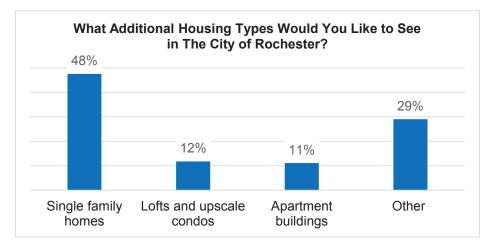


Development Priorities

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



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



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

City Events

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

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

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

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

MAYOR'S PRIORITY AREA: MORE JOBS

Use of Library Computers

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

In the Last 12 Months, Did You Use the Library's Computers or Internet Connection for Employment or Career Purposes? % of Respondents

Yes, to look for work	9%
Yes, to prepare a job application	8%
Yes, to do work for my current job	8%
Yes, to get job training	2%
Yes, for some other career or employment purpose	10%
No	83%



Participants could select multiple categories.

City of Rochester Hiring and Recruitment

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

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

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

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

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

Citizen Input Session and Online Survey Comments on "More Jobs"

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

MAYOR'S PRIORITY AREA: BETTER SCHOOLS AND EDUCATIONAL OPPORTUNITIES

Recreation Services and Programs

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

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



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

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

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

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

MAYOR'S PRIORITY AREA: INNOVATION AND EFFICIENCY

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

Dog Parks

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

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

Downtown Waterfront

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

Traffic Ticket Adjudication

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

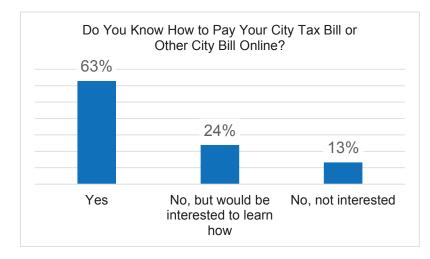
If a City Traffic Violations Bureau were established, people receiving a ticket could potentially have the option of using an online tool to plea and pay for the ticket. Ninety percent of respondents said they would use that option, while seven percent said they would only pay in person and the remainder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

Community Broadband

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

Paying City Bills Online

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



City of Rochester Website

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

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



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

Citizen Input Session and Online Survey Comments on "Innovation and Efficiency"

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





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

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

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

Produced by the City of Rochester Communications Bureau.

This section will be provided in the Approved Budget.

HIGHLIGHTS

Increases

Revenue:

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

Expense:

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

<u>Decreases</u>

Revenue:

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

Expense:

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

REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

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

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

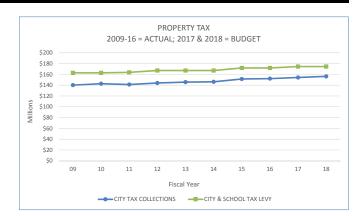
Enterprise Fund 2017-18 revenue estimates are \$115,488,900 or 6.8% more than the 2016-17 Budget. An appropriation of fund balance of \$2,986,900 from the Refuse Fund balance is budgeted as planned capital expenditures increase. The appropriation of fund balance for the Parking Fund increases \$1,037,200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

REVENUE SUMMARY SUMMARY OF REVENUE CHANGES

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

Property Tax

New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first \$8,200 owed on each parcel. Responsibility for collecting property taxes is vested in the Department of Finance, Bureau of Treasury. Property taxes are allocated to various funds as necessary to balance them. Beginning in 1994-95 City and School property tax collections are accounted for within the City Budget. Funding for the



City School District is provided within the Interfund revenue section. Prior to 1994-95 the School District received property tax collections outside of the City Budget. Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 the annual increase in STAR is capped at 2%. In 2016-17, the credit for STAR exemptions for properties purchased after February 1, 2015 is no longer issued on the property tax bill but instead is issued by check directly from New York State in accordance with the Governor's STAR program. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary section.

Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation decreases by \$27,876,517 or 0.43% from the 2016-17 level. A description of assessment changes is included in the Property Tax Computation and Analysis section.

2. The Revenue Requirement – The amount of property tax revenue required to finance City services is determined by the cost of the services provided and the availability of revenue sources other than the property tax. The following summarizes changes in expenses and revenues from the 2016-17 budget:

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

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

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

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

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

Major Change

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

Year-to-Year Comparison

All Funds

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

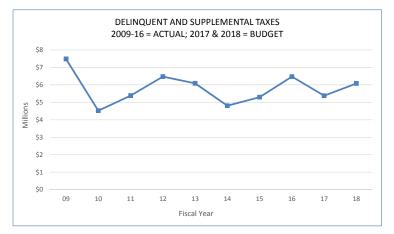
General Fund

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

Delinquent & Supplemental Taxes

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

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



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

Major Change

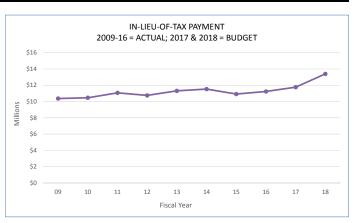
Larger beginning delinquent balance increases delinquent taxes collected. Sale of higher valued liens is planned to continue.

2016-17	2017-18	Change
5,376,800	6,082,000	705,200

In Lieu Of Tax Payments

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

1. The Private Housing Finance Law applies to projects constructed with private resources to provide housing for low and moderate income families. Payments for such projects are generally calculated at a rate of 10% of sheltered rents.



Sheltered rents are determined by subtracting that portion of rent needed for utility service from total rent payments.

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

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

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

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

Major Change

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

Year-to-Year Comparison

2016-17	2017-18	Change
11,767,200	13,399,100	1,631,900

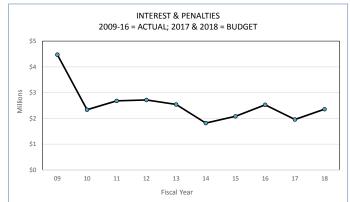
Interest & Penalties

The interest rate on delinquent taxes and other charges listed on the tax bill was reduced in 2012-13 from

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

Major Change

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



Year-to-Year Comparison

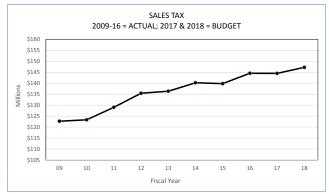
2016-17	2017-18	Change
1,958,000	2,358,000	400,000

Sales Tax

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

Sales tax proceeds are collected by the State and distributed to the County every month. Under the current sales tax distribution formula the City receives 35.63 percent of total County collections generated from the 3 percent local share. The City's initial share of the additional 1 percent, approximately 4.1%, began on

December 1, 1993, and was suspended on November 30, 1994. During that period the City School District received approximately 3.7% of the additional percent directly from the County. The City resumed sharing the additional 1 percent on December 1, 1995. Beginning in December 1995 the City share of the additional 1 percent became 2.5%, and it increased annually for the next five years to 5%, 12%, 15.75%, 19.22%, and then subsequently dropped to 18.1%. The City share of the additional 1 percent decreased to approximately 17.7% in January 2011 to reflect population changes identified in the 2010 Census.



Major Change

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

Year-to-Year Comparison

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

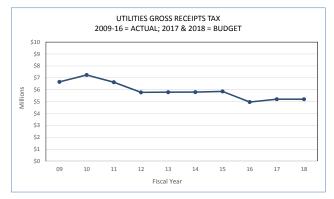
Utilities Gross Receipts Tax

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

Major Change

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

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



Mortgage Tax

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

Year-to-Year Comparison

2016-17	2017-18	Change
1,500,000	1,500,000	0

Departmental Income

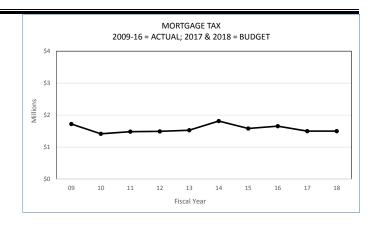
Revenues generated by departmental operations are classified as departmental income. Examples include fees collected at skating rinks, charges for processing at the Police photo lab, towing fees, foreclosure fees, and zoning application fees. The City Code authorizes these fees. The fees are calculated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

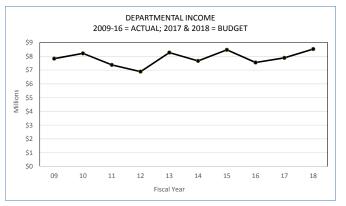
Major Change

Reimbursement from MCC for fire training increases \$337,000 as training activity increases, resulting in additional revenue to the PSTF to offset the cost of

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

2016-17	2017-18	Change
7,892,500	8,528,000	635,500





Use Of Money & Property

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

Major Change

Rental revenue from miscellaneous City properties increases by \$30,000. Rental income from City utility

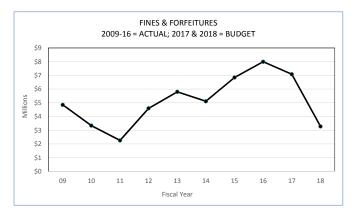
poles increases \$5,000. Net of other changes is an increase of \$2,000.

Year-to-Year Comparison

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

Fines & Forfeitures

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



Major Change

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

Year-to-Year Comparison

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

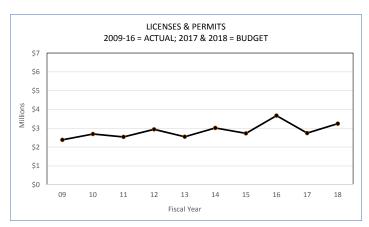
Licenses & Permits

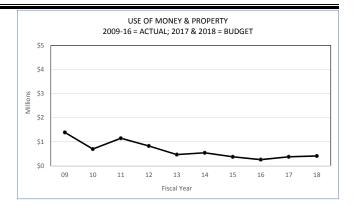
The Municipal Code authorizes the City to regulate various activities by issuing permits and licenses. This is done to protect public safety. Fees for permits and licenses are designed to fully or partially recover the administrative and enforcement costs of regulated activities. Most permits are issued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

Major Change

Building permits increase \$296,000 due to large projects and to reflect historical building activity.

Professional licenses increase \$284,700 due to on-year for biannual renewal. Street opening permits





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

Year-to-Year Comparison

2016-17	2017-18	Change
2,742,800	3,246,100	503,300

Sale of Property & Compensation for Loss

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

Major Change

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

SALE OF PROPERTY & COMPENSATION FOR LOSS 2009-16 = ACTUAL: 2017 & 2018 = BUDGET \$10 \$9 \$8 \$7 \$6 Millions \$5 \$4 \$3 \$2 \$1 \$0 09 10 11 12 13 15 16 17 18 Fiscal Year

increases \$3,700. Net of other changes is an increase of \$2,000.

Year-to-Year Comparison

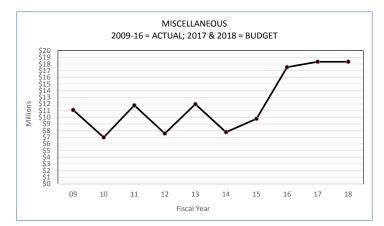
<u>2016-17</u>	<u>2017-18</u>	Change
2,476,600	2,516,000	39,400

Miscellaneous

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

Major Change

Appropriation of \$1,000,000 fund balance assigned for capital projects does not recur. Appropriation of general fund surplus increases \$641,000, as planned. Cancellations of prior year encumbrances increase \$350,000 to reflect historical actuals. Use



of fund balance committed for property tax relief decreases by \$138,800. Use of fund balance committed for retirement costs increases \$100,000. Cable TV Franchise revenue increases \$26,600 based on projected sales activity. First responder franchise fee increases with inflation \$8,500.

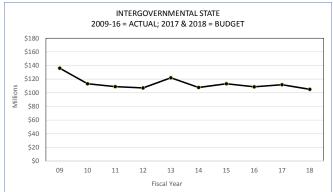
2016-17	2017-18	Change
18,351,100	18,338,400	-12,700

Intergovernmental – New York State

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

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

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



3. Miscellaneous aid includes reimbursements for various services.

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

Major Change

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

Year-to-Year Comparison

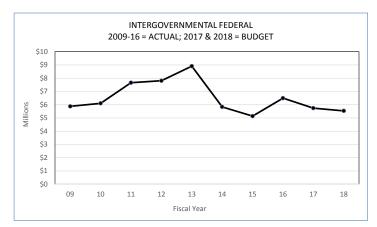
2016-17	2017-18	Change
111,844,200	105,136,100	-6,708,100

Intergovernmental – Federal

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

Major Change

Reimbursement for pavement management declines due to delay in street work \$85,000. RASA grant ends \$74,400. Net increase in Federal



Pregnancy Prevention grant funds \$61,000 in accordance with planned expenditures. Net reduction occurs in State Homeland Security Program (SHSP) federal pass-through grant \$54,900. Project Safe

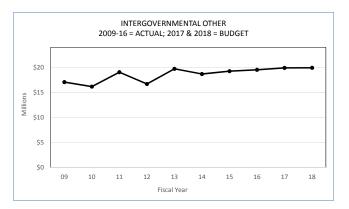
Neighborhoods grant expires \$49,900. Summer lunch program declines by \$28,300 corresponding with planned expense. Mural arts project supported by CDBG increases \$21,900. Support for environmental quality projects increases \$14,700. One time RPD grants for Bomb Squad initiative and K9 grant expire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

Year-to-Year Comparison

2016-17	2017-18	Change
5,741,000	5,537,300	-203,700

Intergovernmental – Other

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



Major Change

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

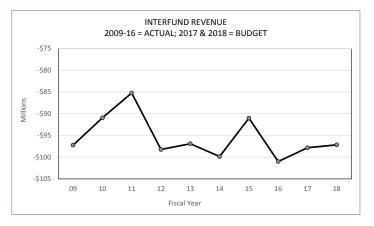
Year-to-Year Comparison

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

Interfund Revenues & Transfers

Interfund transfers consist of three categories:

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



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

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

Major Change

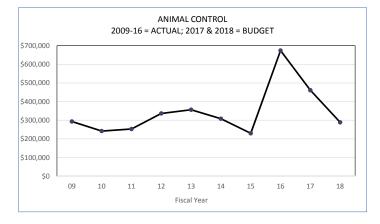
Transfer from Premium & Interest to offset interest expense on debt service increases \$1,000,000. A transfer from the Refunds & Overpayments fund is budgeted \$400,000. Allocation of forfeiture funds for community-based programs and overtime for special details expires \$334,300. Annual allocation for GRANET expires \$200,000. One time allocation of \$60,000 from the Recreation Trust Fund to purchase transport vans does not recur. The transfer from the rate stabilization allocation of the internal service fund reserved for health care expense decreases \$48,600. Reimbursement from capital funds for internal staff support decreases \$44,600. Transfer from Special Events trust fund decreases by \$28,300. Transfer from Foreign Insurance Fund decreases \$20,900 in accordance with approved spending plan. Transfer for street lighting decreases \$11,500. Downtown Enhancement District transfer decreases \$4,000.

Year-to-Year Comparison

2016-17	2017-18	Change
-97,817,100	-97,169,300	647,800

Animal Control Fund

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



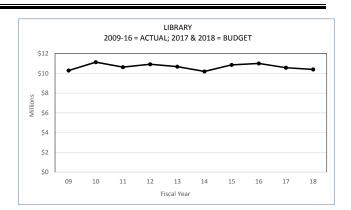
Major Change

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

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

Library Fund

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



Major Change

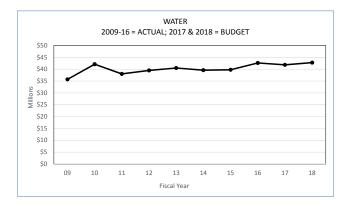
One-time capital grant of \$70,000 from NYS does not recur. Net reduction in miscellaneous grants including one-time bullet aid from NYS \$53,000. Sands grant to support Literacy Labs and evening literacy programs does not recur \$25,000. Support from City School District for Literacy Aide program decreases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

Year-to-Year Comparison

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

Water Fund

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



Major Change

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

Year-to-Year Comparison

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

War Memorial Fund

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

WAR MEMORIAL 2009-16 = ACTUAL; 2017 & 2018 = BUDGET \$4 \$3 j III \$2 \$1 \$0 09 10 11 12 13 14 15 16 17 18 Fiscal Year

Major Change

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

Year-to-Year Comparison

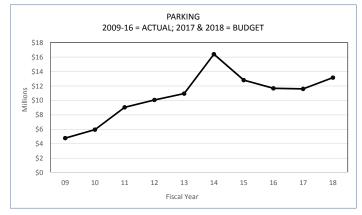
	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Operating Revenue	1,916,600	1,912,400	-4,200
Property Tax	1,494,900	837,700	-657,200
Total	3,411,500	2,750,100	-661,400

Parking Fund

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

Major Change

Appropriation of fund balance increases \$1,037,200 to offset planned capital expenditures. Revenue increases in Washington Square Garage primarily



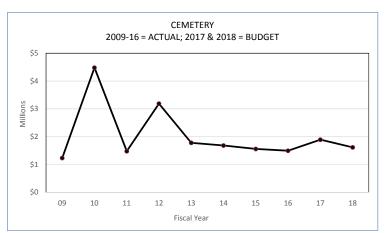
due to addition of large group of parkers during 2016-17 \$552,800. Parking ticket collections decrease due to the loss of booting for red light camera tickets \$191,500. Proposed increase in parking garage rates results in \$184,700 additional revenue. Interest expected from the sale of Midtown Garage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

Year-to-Year Comparison

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

Cemetery Fund

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



Major Change

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

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

Year-to-Year Comparison

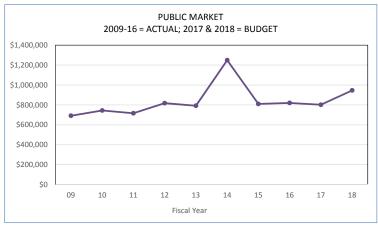
	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Operating Revenue	1,892,600	1,616,700	-275,900
Property Tax	1,490,200	1,266,700	-223,500
Total	3,382,800	2,883,400	-499,400

Public Market Fund

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

Major Change

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



increases \$4,900. Net of other changes is an increase of \$500.

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

Refuse Fund

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

Major Change

An appropriation of fund balance of \$2,986,900 is budgeted as planned capital expenditures

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

Year-to-Year Comparison

2016-17	2017-18	Change
26,396,000	30,809,200	4,413,200

Local Works Fund

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

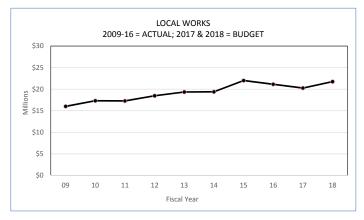
Major Change

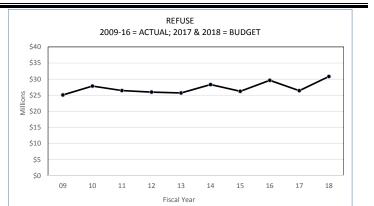
Appropriation of fund balance increases \$645,600 as planned capital expenditures increase.

Proposed rate increase generates \$572,400

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

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





1–18

	Actual	Estimated	Budget	Budget
Caparal	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
General Taxes				
	1/1 622 120	145 042 600	142 014 700	145 921 000
Property Tax (City & School)	141,633,138 6,475,162	145,043,600	142,914,700 5,376,800	145,821,900 6,082,000
Delinquent & Supplemental Taxes In-Lieu-of-Tax Payments	11,237,645	5,676,200	11,767,200	13,399,100
Interest & Penalties		11,763,800	1,958,000	
Sales Tax	2,527,193 144,550,489	2,351,300 146,600,000	144,500,000	2,358,000 147,245,200
Utilities Gross Receipts Tax Mortgage Tax	4,964,505 1,656,670	5,200,000	5,200,000 1,500,000	5,200,000 1,500,000
		1,750,000		
Taxes Total	313,044,802	318,384,900	313,216,700	321,606,200
Departmental Income	4 0 47 750	1 015 000	1 404 700	4 074 400
Police Fees Fire Fees	1,347,756 686,239	1,215,000	1,481,700	1,271,100 692,000
	,	665,600	696,200	,
Finance Fees Banaira & Clean un Faca	257,056 442,767	308,000 440,000	290,000 275,000	406,000 350,000
Repairs & Clean-up Fees Recreation Fees	782,190	828,300	875,400	820,600
Zoning Fees	105,115	100,000	875,400	102,000
Charges for Service	2,588,881	3,331,000	2,908,300	3,242,800
Other Dept. Income	1,342,425	1,559,600	1,285,900	3,242,600 1,643,500
-				
Departmental Income Total	7,552,429	8,447,500	7,892,500	8,528,000
Use of Money & Property	00 500	105 000	1 40 000	1 40 000
Interest Earnings	98,596	105,000	140,000	140,000
Rental of Real Property	161,292	220,000	235,000	272,000
Use of Money & Property Total	259,888	325,000	375,000	412,000
Fines & Forfeitures	00.050	04 700	00.400	00 400
City Court Fines	20,256	21,700	23,100	23,100
Moving Violations	454,765	454,800	398,600	454,800
Parking Violations	1,025,252	891,500	1,013,100	900,000
Municipal Code Fines	1,961,739	1,700,000	1,300,000	1,500,000
	467,040	563,400	300,000	400,000
Red Light Camera Violations	4,070,105	1,804,900	4,045,400	0
Fines & Forfeitures Total Licenses & Permits	7,999,157	5,436,300	7,080,200	3,277,900
Business & Occupational Licenses	329,794	323,000	315,100	300,800
Bingo Licenses	8,933	9,000	10,500	9,500
Professional Licenses	312,850	38,600	38,600	323,300
Other Licenses	71,655	64,200	70,600	68,500
Building Permits	2,467,939	1,912,000	1,873,000	2,169,000
Street Opening Permits	478,711	450,000	435,000	375,000
Licenses & Permits Total	3,669,882	2,796,800	2,742,800	3,246,100
Sale of Property & Compensation for Loss				
Sale of Scrap	158,409	250,000	250,000	250,000
Sale of Real Property	2,367,979	1,850,000	1,750,000	1,860,000
Sale of Unclaimed Property	267,273	262,600	281,500	258,500
Other Compensation for Loss	171,634	201,000	195,100	147,500
Sale of Property & Compensation for Loss Total	2,965,295	2,563,600	2,476,600	2,516,000

	Actual	Estimated	Budget	Budge
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Miscellaneous				
General Fund Surplus	5,152,000	5,030,000	5,030,000	5,671,000
Appr. Of Fund Balance Capital Projects	0	1,000,000	1,000,000	(
Appr. Of Fund Balance Retirement Costs	4,500,000	4,500,000	4,500,000	4,600,000
Appr. Of Fund Balance Tax Relief	4,019,100	5,138,800	5,138,800	5,000,000
Cable TV Franchise Revenue	1,760,464	1,800,900	1,842,900	1,869,500
Miscellaneous	1,758,318	1,075,000	500,000	850,000
Sale of Real Property	-4,232	0	0	(
First Responder Franchise Fee	331,144	339,400	339,400	347,900
Miscellaneous Total	17,516,794	18,884,100	18,351,100	18,338,400
Intergovernmental – New York State				
Aid & Incentives to Municipalities	88,234,464	88,234,400	88,234,400	88,234,40
STAR	12,106,785	11,213,100	11,533,300	10,223,500
Youth Aid	62,521	55,300	63,100	55,30
Consolidated Highway Improvements	4,066,700	4,488,300	4,488,300	5,025,20
Miscellaneous	2,370,539	1,441,300	1,525,100	1,597,70
Unrestricted Aid	2,000,000	6,000,000	6,000,000	(
Intergovernmental – New York State Total	108,841,009	111,432,400	111,844,200	105,136,10
Intergovernmental – Federal				
Community Development Block Grant	3,616,411	3,568,200	3,624,100	3,643,700
Transportation Grants	77,135	12,000	110,000	25,000
Federal Nutrition	250,392	280,800	329,500	301,200
Lead Programs	77,753	97,500	97,500	97,50
Substance Abuse Grant	43,353	0	0	(
Miscellaneous	2,426,171	1,275,900	1,579,900	1,469,900
Intergovernmental – Federal Total Intergovernmental – Other	6,491,215	5,234,400	5,741,000	5,537,30
Off Track Betting	267,671	205,000	200,900	200,000
Emergency Communications	17,527,773	17,417,600	17,982,600	18,165,600
Police Services-Firearms Instruction	55,675	55,700	55,700	55,70
Election Inspectors	271,845	232,900	211,100	220,00
Traffic Shares	59,290	38,000	204,000	110,000
STOP-DWI	200,114	126,000	128,000	58,000
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,00
Miscellaneous	349,829	340,300	340,300	340,200
Intergovernmental – Other Total	19,527,197	19,210,500	19,917,600	19,944,500

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

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Water				
Metered Water Sales	33,514,763	34,299,100	34,186,000	35,056,900
Upland Sales/MCWA	2,058,223	2,195,200	2,087,500	2,135,300
Other Municipalities	339,149	334,000	280,000	300,000
Delinquent Collections	815,561	888,700	715,600	750,000
Service Charges	217,073	161,000	139,000	161,600
Interest & Penalties	1,176,151	1,037,100	950,000	1,040,500
State Aid	1,000	155,700	155,700	0
Miscellaneous	352,866	269,400	222,200	245,000
Interest Earnings	1,039	300	4,000	1,000
Intergovernmental – Federal	3,409	3,400	3,400	3,400
Trans. Premium & Interest	1,587,900	1,000,000	1,000,000	1,000,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Trans. Health Care Reserve	0	0	0	106,700
Appropriation of Fund Balance	2,324,100	1,854,400	1,854,400	1,739,500
Water Total	42,634,234	42,441,300	41,840,800	42,782,900
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	994,299	996,500	996,500	996,500
Interest Earnings	48	0	0	C
Trans. Premium & Interest	1,100	15,100	15,100	10,900
Property Tax	637,900	1,494,900	1,494,900	837,700
War Memorial Total	2,538,347	3,411,500	3,411,500	2,750,100
Parking	, ,	, ,	, ,	, ,
Parking Ramps	6,839,138	7,415,100	6,754,300	7,300,500
Parking Lots	253,890	189,000	189,000	189,000
Meters	1,176,067	1,016,400	1,131,000	1,121,700
Parking Fines	3,161,553	2,783,900	2,916,900	2,725,400
Miscellaneous	117,688	1,995,700	95,400	97,800
Sale of Property & Compensation for Loss	11,013	0	0	Ċ
Intergovernmental – Federal	1,733	1,700	1,700	1,700
Trans. Premium & Interest	24,200	189,100	189,100	194,300
Trans. Health Care Reserve	0	0	0	31,300
Appropriation of Fund Balance	50,000	280,500	280,500	1,317,700
Use of Money & Property	49,345	89,400	54,200	192,900
Property Tax	421,700	290,000	290,000	298,600
Parking Total	12,106,327	14,250,800	11,902,100	13,470,900
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	Actual	Estimated	Budget 2016-17	Budget
Compton	<u>2015-16</u>	<u>2016-17</u>	2010-17	<u>2017-18</u>
Cemetery	400.000	450.000	E00.000	EE0 000
Sales	436,226	450,000	520,000	550,000
Service Charges	588,110	567,000	567,000	610,000
	182,602	93,000	157,000	150,000
Interest Earnings	8,349	700	3,500	700
Trans. Premium & Interest	19,400	17,700	17,700	16,000
Appropriation of Fund Balance	0	352,400	352,400	0
Cremation Service fees	260,156	270,000	275,000	290,000
Property Tax	1,490,200	1,490,200	1,490,200	1,266,700
Cemetery Total	2,985,043	3,241,000	3,382,800	2,883,400
Public Market				
Market Fees	773,281	748,900	748,900	850,000
Embellishment Fees	45,649	48,000	48,000	48,000
Miscellaneous	234	0	0	0
Interest Earnings	153	1,000	500	1,000
Trans. Premium & Interest	0	3,900	3,900	46,500
Property Tax	91,300	91,300	91,300	96,200
Public Market Total	910,617	893,100	892,600	1,041,700
Refuse				
Current Collections	21,253,587	21,270,900	21,022,500	21,774,700
Commercial Charges	3,567,354	3,510,000	3,510,000	3,510,000
Delinquent Collections	2,143,225	2,248,025	1,709,000	2,108,100
Miscellaneous	297,519	140,000	115,000	315,000
Interest Earnings	1,507	3,200	4,500	4,500
Sale of Scrap	54,919	15,000	35,000	15,000
Trans. Health Care Reserve	0	0	0	95,000
Appropriation of Fund Balance	2,311,700	0	0	2,986,900
Refuse Total	29,629,811	27,187,125	26,396,000	30,809,200
Local Works				
Current Collections	17,948,994	18,017,300	17,870,200	18,442,600
Delinquent Collections	1,376,700	1,373,100	1,300,000	1,405,800
State Aid	21,700	0	0	0
Miscellaneous	166,242	215,000	84,000	165,000
Interest Earnings	5,129	6,000	10,000	10,000
State Reimbursement-Snow & Ice Control	72,054	65,000	60,000	65,000
Trans. Premium & Interest	58,200	67,800	67,800	86,400
Trans. Health Care Reserve	0	0	0	65,600
Appropriation of Fund Balance	1,492,900	864,700	864,700	1,510,300
Local Works Total	21,141,919	20,608,900	20,256,700	21,750,700
Total All Funds	518,354,798	525,717,725	518,842,400	525,604,100
	010,004,730	020,111,120	010,042,400	020,004,100

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

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

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

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

Property Tax Rates & Burdens

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

Percent

	2016-17	2017-18	Change	Change
TAX RATE (per \$		2017-10	Change	Change
	,			
Homestead Clas	+	5.00	0.00	4 500/
- City	6.11	5.83	-0.28	-4.58%
- School	<u>13.10</u>	<u>12.50</u>	<u>-0.60</u>	-4.58%
Total	19.21	18.33	-0.88	-4.58%
Non-Homestead	Class			
- City	11.98	12.52	0.54	4.51%
- School	<u>25.78</u>	<u>26.94</u>	<u>1.16</u>	4.50%
Total	37.76	39.46	1.70	4.50%
TAX BURDEN				
Single Family Re	esidence			
- City	\$443.59	\$423.26	-\$20.33	-4.58%
- School	<u>\$951.06</u>	\$907.50	-\$43.56	-4.58%
Total	\$1,394.65	\$1,330.76	-\$63.89	-4.58%
Commercial Pro	perty			
- City	\$3,416.70	\$3,570.70	\$154.00	4.51%
- School	\$7,352.46	\$7,683.29	\$330.83	4.50%
Total	\$10,769.16	\$11,253.99	\$484.83	4.50%

Computation of City 2017-18 Pr	operty Tax Levy			
	Current	Cash	Debt	
	Operations	<u>Capital</u>	<u>Service</u>	Total
EXPENSE Operating Cash Capital Debt Service Tax Reserve	456,048,800 <u>1,143,414</u>	31,933,000 <u>614,356</u>	37,622,300 <u>732,953</u>	456,048,800 31,933,000 37,622,300 <u>2,490,723</u>
Total	457,192,214	32,547,356	38,355,253	528,094,823
REVENUE Operating Cash Capital Debt Service Total	431,783,023 431,783,023	18,895,000 	<u>22,067,400</u> 22,067,400	431,783,023 18,895,000 <u>22,067,400</u> 472,745,423
TOTAL TAX LEVY	25,409,191	13,652,356	16,287,853	55,349,400
Homestead (39.93527%)** Non-Homestead (60.06473%)**				22,103,932 33,245,468
ASSESSED VALUE Homestead Non-Homestead			:	6,449,624,164 3,794,180,067 2,655,444,097
TAX RATE Homestead Non-Homestead	2.68 5.75	1.44 3.09	1.71 3.68	5.83 12.52

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

Computation of School 2017-18 Property Tax Levy

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

	Current Operations	Cash <u>Capital</u>	Debt <u>Service</u>	<u>Total</u>
EXPENSE Operating Cash Capital	76,403,770	14,253,979		76,403,770 14,253,979
Debt Service		14,200,070	61,846,372	61,846,372
Tax Reserve	3,600,178	471,204	1,288,118	5,359,500
Total	80,003,948	14,725,183	63,134,490	157,863,621
REVENUE				
Operating	0	0	0	0
Cash Capital		4,253,979		4,253,979
Debt Service*	<u>0</u> 0	<u>0</u>	<u>34,509,642</u>	<u>34,509,642</u>
Total	0	4,253,979	34,509,642	38,763,621
TOTAL TAX LEVY	80,003,948	10,471,204	28,624,848	119,100,000
Homestead (39.93527%)**				47,562,907
Non-Homestead (60.06473%	ó)**			71,537,093
ASSESSED VALUE				6,459,855,098
Homestead				3,804,276,223
Non-Homestead				2,655,578,875
TAX RATE				
Homestead	8.40	1.10	3.00	12.50
Non-Homestead	18.10	2.37	6.47	26.94

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

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

Computation of Property Tax Revenue For The General Fund

City Property Tax Levy School Property Tax Levy		55,349,400 119,100,000	
	Total Property Tax Levy	174,449,400	
Less: Allowance for Uncolle	ectables (Tax Reserve)	7,850,223	
Less: STAR Revenue		10,223,500	
Combined City and School	Property Tax Revenue	156,375,700	
Distributions from the Gene Animal Control Fund		ue to non-self supportin 1,984,900	g Special and Enterprise Funds:

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

Property Tax Cap

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

STAR

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

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

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

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

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

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

	Assessed Value Exemption	Tax <u>Rates</u>	STAR <u>Revenue</u>	Capped STAR <u>Revenue</u>
City: Homestead Non-Homestead	545,687,783 <u>4,620,092</u> 550,307,875	5.83 12.52	3,181,360 <u>57,844</u> 3,239,203	3,181,360 <u>57,844</u> 3,239,203
School: Homestead Non-Homestead	548,653,396 <u>4,680,782</u> 553,334,178	12.50 26.94	6,858,167 <u>126,100</u> 6,984,267	6,858,167 <u>126,100</u> 6,984,267
Total	N/A	N/A	10,223,470	10,223,470

Assessed Value – Changes

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

2017-18 Assessed Value	6,449,624,164
2016-17 Assessed Value	6,477,500,681
Change	-27,876,517
Percent Change	-0.43%

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

Non-Homestead Assessment: 21 Humboldt Street 1175 Monroe Avenue 65 Hudson Avenue (Rochester Fire Fighters) Roll Section 5 (Special Franchise) 274-390 N. Goodman Street (to COMIDA) Roll Section 7 (Railroad) 22 E. Main Street 460 E. Henrietta Rd. (to COMIDA) 450 E. Henrietta Rd. (to COMIDA) 760 Brooks Ave. (to COMIDA) 1255 University Ave. (to COMIDA)	1,626,400 575,000 370,000 -23,171,356 -4,574,900 -3,029,445 -2,850,000 -1,500,000 -770,000 -635,770 -603,900
600 East Ave. (to COMIDA)	-514,700
Non-Homestead net of other changes Subtotal	<u>2,555,298</u> -32,523,373
Homestead Assessment : Decrease in Veterans Exemption Homestead net of other changes Subtotal	1,498,532 <u>3,148,324</u> 4,646,856
Total Assessment Change	-27,876,517

Assessed Valuatio	n – Historic			
	General Municipal	Veterans	Total School	Change from
Fiscal Year	Purposes	Exemption*	Purposes**	Prior Year
2017-18	6,449,624,164	10,230,934	6,459,855,098	-29,375,049
2016-17	6,477,500,681	11,729,466	6,489,230,147	496,368,503
2015-16	5,980,614,540	12,247,104	5,992,861,644	23,740,117
2014-15	5,922,584,257	46,537,270	5,969,121,527	37,771,486
2013-14	5,882,907,153	48,442,888	5,931,350,041	20,358,462
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057
2010-11	5,723,156,652	54,217,759	5,777,374,411	4,687,945
2009-10	5,716,799,275	55,887,191	5,772,686,466	25,086,913
2008-09	5,690,818,080	56,781,473	5,747,599,553	37,975,473

*Subject to General Municipal Purposes but not School Purposes.

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

Tax Collection Experience

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

A. Current Taxes

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

B. Delinquent T	axes				
			Percent of		
	Delinquent Tax	Delinquent Tax	Delinquent	Delinquent Tax	Total Tax Balances
Fiscal Year	Balances July 1	Collections	Tax Balances	Balances June 30*	June 30**
2016-17	25,848,886	10,182,140	39.39	15,666,746	28,732,127
2015-16	24,042,857	10,491,733	43.64	11,601,816	25,848,886
2014-15	21,196,943	9,729,027	45.9	9,253,490	24,042,857
2013-14	17,595,933	8,683,531	49.35	6,773,716	21,196,943
2012-13	17,491,685	9,953,813	56.91	2,570,879	17,595,933
2011-12	17,188,963	9,163,776	53.31	2,481,801	17,491,685
2010-11	21,084,138	9,355,618	44.37	2,309,177	17,188,963
2009-10	20,889,811	8,212,294	39.31	6,729,821	21,084,138
2008-09	28,448,291	12,409,403	43.62	7,393,287	20,889,811
2007-08	25,881,808	9,997,175	38.63	13,813,720	28,448,291

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

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

Constitutional Operating Tax Limit

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

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

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

		Equalization	Full Assessed
Fiscal Year	Assessed Value	<u>Ratio</u>	Valuation
2017-18	6,459,855,098	96.99	6,660,331,063
2016-17	6,489,230,147	98.18	6,609,523,474
2015-16	5,992,861,644	91.81	6,527,460,673
2014-15	5,969,121,527	99.69	5,987,683,345
2013-14	5,931,350,041	99.64	5,952,780,049
F	Five Year Total		31,737,778,604
-	The Veer Average		6 247 555 724
	Five Year Average	togo	6,347,555,721
	Constitutional Percent	lage	2%
(Constitutional Limit		126,951,114

Constitutional Tax Limit & Margin – Historic

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

Fiscal YearLimitAmount UsedTax Margin2017-18126,951,11486,261,90040,689,2142016-17122,588,99086,682,51035,906,4802015-16120,915,40095,608,91625,306,484
2017-18126,951,11486,261,90040,689,2142016-17122,588,99086,682,51035,906,4802015-16120,915,40095,608,91625,306,484
2015-16 120,915,400 95,608,916 25,306,484
2014-15 120,630,471 87,869,202 32,761,269
2013-14 118,271,244 83,788,131 34,483,113
2012-13 117,713,012 81,464,027 36,248,985
2011-12 117,971,445 88,313,937 29,657,508
2010-11 117,705,892 83,918,841 33,787,051
2009-10 116,174,350 84,494,562 31,679,788
2008-09 114,658,362 81,976,353 32,682,009
Computation of Constitutional Tax Loug Margin for Fiscal Veer 2017 19
Computation of Constitutional Tax Levy Margin for Fiscal Year 2017-18Five Year Average Full Valuation\$6,347,555,721
Two Per Centum of Five Year Average Full Valuation\$126,951,114
Exclusion Added Thereto:
School bonds and notes, principal and interest \$27,336,900
Water bonds and notes, principal and interest 8,526,800
Appropriation for bonded indebtedness 23,474,000
Appropriation for objects or purpose pursuant
to Section 11 of the Local Finance Law* <u>36,768,900</u> <u>96,106,600</u>
223,057,714
Less: Revenue Applied to Debt 7,919,100
Maximum Taxing Power 215,138,614
Total Tax Levy 174,449,400
Constitutional Tax Levy Margin \$40,689,214 *Includes City School District Cash Capital

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

A PACELSION &	OFFICE O	F REAL PROPE	RTY TAX SERVIC	ES	
			PTION IMPACT RI		
	(for local use only – not to	be filed with NYS	6 Office of Real Pro	perty Tax Services)	
Date:	May 16, 2017				
Faxing Juris	diction: City of Rochester				
-iscal Year I	Begining: 2016				
Fotal equaliz	zed value in taxing jurisdiction	on:	\$ 9,116,064,186		
Exemption Code	Exemption Description	Statutory Authority	Number of Exemptions	Total Equalized Value	Percentage of Value Exempted
(Column A)		(Column C)	(Column D)	(Column E)	(Column F)
13100	County Owned (Generally)	RPTL 406(1)	47	176,817,550	1.94%
13350	City Owner (Generally)	RPTL 406(1)	3,343	467,567,850	5.13%
18020	Municipal Ind. Dev. Agency	RPTL 412-a	160	393,036,800	4.31%
25110	Nonprofit Orgnztn-Religious	RPTL 420-a	577	144,603,925	1.59%
25120	Nonprofit Orgnztn-Educational	RPTL 420-a	145	369,089,400	4.05%
25130	Nonprofit Orgnztn-Charitable	RPTL 420-a	187	102,955,250	1.13%
25210	Nonprofit Orgnztn-Hospital	RPTL 420-a	13	218,185,425	2.39%
41836	Enhanced Star	RPTL 425	4,784	166,803,425	1.83%
41856	Basic Star	RPTL 426	20,427	409,752,712	4.49%
All Other	All Other	Various	7,168	770,386,965	8.45%
		Totals	36851	\$3,219,199,302.00	35.31%
The exempt	amounts do not take into cor	nsideration any	payments for mu	nicipal services.	

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

				RP-495 PILOT (9/08)
			N IMPACT REPORT	
(for local use	only – not to be filed with NYS Dep			
Deter	Mar. 40, 0047			
Date:	May 16, 2017			
Taxing Jurisd	iction: City of Rochester			
Fiscal Year B	egining: 2016			
Total equalize	ed value in taxing jurisdiction	n: \$9,116,064,186		
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 Dev Agency	RPTL 412-a	160	\$6,933,828.89
				#0.000.000
		Totals	160	\$6,933,828.89

Expense Changes – Highlights

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

MAJOR INCREASES

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

MAJOR DECREASES

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

Change Detail

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

EXPENDITURE SUMMARY SUMMARY BY DEPARTMENT

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

EXPENDITURE SUMMARY SUMMARY BY DEPARTMENT

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

EXPENDITURE SUMMARY SUMMARY BY DEPARTMENT

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Emergency Communications	13,051,974	13,512,000	13,792,600	13,540,300
	- , , -	-,- ,	-, -,	- , ,
Police	89,510,591	89,679,300	93,405,000	89,837,600
Fire	47,431,708	49,265,800	50,432,500	50,215,900
Library	7 074 005	7 005 000	7 400 400	7 0 4 4 0 0 0
Central Library	7,374,965	7,225,000	7,463,400	7,344,600
Community Library	3,879,886	4,500,900	4,568,300	4,448,900
	11,254,851	11,725,900	12,031,700	11,793,500
Recreation & Youth Services				
Office of the Commissioner	2,003,639	1,926,300	2,106,700	2,164,100
Recreation	7,387,410	7,566,500	7,897,500	7,845,100
BEST & YS	1,903,410	1,659,800	1,806,500	1,813,600
Total	11,294,459	11,152,600	11,810,700	11,822,800
	11,201,100	11,102,000	11,010,100	11,022,000
Undistributed	131,107,317	135,062,600	138,275,800	143,462,400
Interfund Credit	-285,429	-172,200	-258,000	-248,000
Intrafund Credit	-172,159	-165,700	-151,200	-155,700
	130,649,729	134,724,700	137,866,600	143,058,700
Contingency	0	4,477,700	4,477,700	7,548,500
Consider				
Capital	20 276 700	29 576 000	29 576 000	21 022 000
Cash Capital Debt Service	29,276,700 37,592,254	28,576,000 35,808,300	28,576,000 35,808,300	31,933,000 37,622,300
Debt Service			<u>·</u>	
	66,868,954	64,384,300	64,384,300	69,555,300
TOTAL	491,650,850	502,911,000	518,842,400	525,604,100
	431,000,000	302,311,000	510,042,400	525,004,100

1–38

EXPENDITURE SUMMARY SUMMARY BY MAJOR OBJECT

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

EXPENDITURE SUMMARY SUMMARY BY MAJOR OBJECT

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

EXPENDITURE SUMMARY SUMMARY OF 2016-17 BUDGET AMENDMENTS

The adopted budget may, under certain circumstances, be amended by City Council. Upon written recommendation of the Mayor, City Council may transfer unencumbered balances from one department to another. The transfer is done by passage of an ordinance, which can amend multiple budgets. Examples of amendments are the transfer from Contingency to the departments for purposes of a wage settlement and the transfer of funds from a department with a surplus to one with a deficit. In addition, revenues from any source other than the property tax can be appropriated by City Council upon recommendation of the Mayor. Usually this occurs upon receipt of a grant and entails increasing both expense and the offsetting revenue. 2016-17 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

Department City Council and Clerk	Approved <u>Budget</u> 1,871,200	Amended <u>Budget</u> 1,871,200	<u>Variance</u> 0	<u>Ordinances</u>
Administration:	0	0	0	
-Mayor's Office	2,738,700	2,738,700	-	
-Management & Budget	829,200	829,200	0	
-Human Resource Management	2,330,700	2,330,700	0	0040 004. 0047 55. 0047 445
-Communications	2,983,200	3,188,200	205,000	2016-221; 2017-55; 2017-115
-Law	2,041,200	2,041,200	0	
Information Technology	8,166,300	8,166,300	0	
Finance (excl. Parking)	5,337,700	5,337,700	0	
Finance - Parking	6,617,300	6,617,300	0	
Neighborhood & Business Development	11,069,300	11,117,800	48,500	2016-365
Environmental Services	86,101,000	86,403,000	302,000	2016-338; 2016-403; 2017-2; 2017-46
Emergency Communications	13,792,600	13,792,600	0	
Police	92,798,300	93,405,000	606,700	2016-251; 2016-278; 2016-317; 2016- 351; 2016-352; 2016-353; 2016-383; 2016-385; 2016-386; 2016-414; 2017-20; 2017-109
Fire	49,057,600	50,432,500	1,374,900	2016-218; 2016-279; 2017-25
Library	11,926,700	12,031,700	105,000	2016-254; 2016-321
Recreation & Youth Services	11,407,900	11,810,700	402,800	2016-280; 2016-282; 2016-319; 2016- 382; 2017-23; 2017-54
Undistributed Expenses	137,531,100	137,866,600	335,500	2016-218; 2016-279; 2016-280; 2016- 282; 2016-319; 2016-365; 2016-382; 2016-383; 2017-25
Contingency	6,054,800	4,477,700	-1,577,100	2017-2; 2017-25; 2017-46
Cash Capital	28,506,000	28,576,000	70,000	2016-373
Debt Service	35,808,300	35,808,300	0	
TOTAL EXPENSE	516,969,100	518,842,400	1,873,300	

1–40

EXPENDITURE SUMMARY SUMMARY OF 2016-17 BUDGET AMENDMENTS

<u>Ordinance</u> 2016-218	<u>Purpose</u> State Homeland Security	<u>Amount</u> 61,800	Department * Fire
2010-210	State Homeland Security	24,700	* Undistributed
2016-221	Clarissa Street Reunion	5,000	* Communications
2016-251	GRANET	200,000	* Police
2016-254	NYSED Bullet Aid	80,000	* Library
2016-278	Unspent Grant Funds	32,000	* RPD
2016-279	State Homeland Security- technical ar	mendment	Fire, Undistributed
2016-280	Mural Arts	70,500	* DRYS
		5,400	* Undistributed
2016-282	Pathways to Peace/RCSD	103,500	* DRYS
		5,300	* Undistributed
2016-317	Child Seat Grant	900	* Police
2016-319	STEAM	49,500	* DRYS
		3,800	* Undistributed
2016-321	Sands Grant Literacy Labs	25,000	* Library
2016-338	NYS DOH Fluoridation	155,700	* DES
2016-351	NYS DCJS	14,000	* Police
2016-352	NYS DCJS MVTIFP	23,200	* Police
2016-353	STOP DWI	61,600	* Police
2016-365	NYS Zombie Property Grant	48,500	* NBD
		22,200	* Undistributed
2016-373	NYSED Library Renovations	70,000	* Cash Capital
2016-382	CAPP Grant	93,300	* DRYS
		40,000	* Undistributed
2016-383	Forfeiture Funds - Clinton Section	202,500 65,100	* Police* Undistributed
2016-385	Forfeiture Funds - Explorers	10,000	* Police
		,	

EXPENDITURE SUMMARY SUMMARY OF 2016-17 BUDGET AMENDMENTS

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

1–42

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

Employee Cash Debt Total Less Directly From Taxes and Benefits Capital Service Expenditures Applicable Revenue General Revenue 884,100 0 0 2,738,300 654,800 2,083,500 5,069,700 2,064,000 3,986,686 21,955,686 568,100 2,033,500 5,069,100 2,064,000 3,986,686 21,955,686 568,100 21,387,586 2,846,900 1,090,000 0 12,186,100 21,435,900 12,186,100 21,387,586 3,698,100 0 12,186,100 14,642,800 14,1274,200 368,600 3,698,100 0 12,146,100 0 14,182,102 25,970,111 7,825,600 1,434,611 156,257,811 100,287,700 55,970,111 7,825,600 1,449,000 0 14,182,102 25,970,111 7,825,600 1,449,000 0 14,000,287,700 55,970,111 7,825,600 1,447,900 1,438,99600 2,136,300 21,435,900	Current
E Capital Service Expenditures Applicable Revenue 0 0 2,738,300 568,100 2,064,000 3,986,686 21,955,686 568,100 1,090,000 0 12,186,100 654,800 0 0 12,186,100 14,274,200 1,090,000 0 14,642,800 14,274,200 2,635,000 1,272,602 20,797,702 6,615,600 22,125,000 21,434,611 156,257,811 100,287,700 22,125,000 21,434,611 156,257,811 100,287,700 22,1499,000 0 21,435,900 18,899,600 1,499,000 0 21,435,900 18,899,600 1,499,000 1,683,477 82,529,977 2,063,800 1,445,000 16,83,477 82,529,977 2,063,800 1,448,000 309,986 16,391,086 10,384,600 1,448,000 827,000 16,834,450 4,195,100 0 0 1,834,300 0 0 0	ш
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	14

*Other General Fund expenses not distributed.

**Includes only expenditures not distributed to departmental budgets.

N/A - Not applicable; all expenditures distributed

Net of all interfund and intrafund chargebacks

FUND ACCOUNTING

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

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

Refuse Fund includes refuse collection and disposal operations.

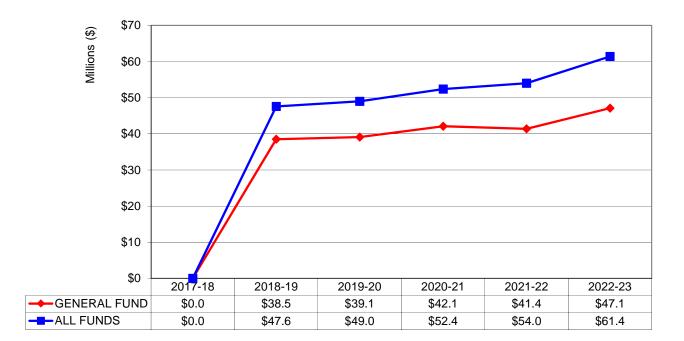
Fixnense	General	Animal	l ihrarv	Library Local Works	Water	War Memorial	Parkind	Cemeterv	Public Market	Refise	Total
City Council and Clerk	1,854,200										1,854,200
Administration: Mavor's Office	7 680 000										7 680 000
Management & Budget	798.700										798.700
Human Resource Management	2,246,500										2,246,500
Communications	3,069,300										3,069,300
Law	2,030,900										2,030,900
Information Technology	8,249,200										8,249,200
Finance	4,701,600						6,243,100				10,944,700
Neighborhood & Business Developme	10,985,000										10,985,000
Environmental Services	27,405,200			12,677,300	22,832,700	1,087,900		1,841,800		19,518,200	85,363,100
Emergency Communications	13,540,300										13,540,300
Police	88,444,900	1, 392, 700									89,837,600
Fire	50,215,900										50,215,900
Library			11,793,500								11,793,500
Recreation & Youth Services.	10,994,200								828,600		11,822,800
Undistributed Expense	121,692,600	598,400	4,139,600	3,940,900	5, 290, 400	13,400	1,138,600	527,800	71,700	5,645,300	143,058,700
Contingency	6,958,800	24,700	77,000	102,700	164,000		43,400	26,800	5,400	145,700	7,548,500
Cash Capital	13,060,000	258,000	148,000	4,246,000	5,969,000	277,000	2,059,000	370,000	46,000	5,500,000	31,933,000
Debt Service	22,436,000		310,100	783,800	8,526,800	1,371,800	3,986,800	117,000	<u>90,000</u>		37,622,300
	391,373,200	2,273,800	16,468,200	21,750,700	42,782,900	2,750,100	13,470,900	2,883,400	1,041,700	30,809,200	525,604,100
Revenue											
Property Tax (City & School)	145,821,900	1,984,900	6,069,700			837,700	298,600	1,266,700	96,200		156,375,700
Other Taxes	175,784,300										175,784,300
Departmental Income	8,528,000	268,900	2,656,100	19,848,400	39,629,900	996,500	8,613,400	1,600,000	898,000	27,407,800	110,447,000
Use of Money & Property	412,000			10,000	244,000		190,700	200	1,000	4,500	862,900
Fines & Forfeitures	3,277,900	20,000					2,725,400				6,023,300
Licenses & Permits	3,246,100										3,246,100
Sale of Property & Comp.	2,516,000										2,516,000
Miscellaneous	3,067,400		39,600	230,600	166,100		129,100			410,000	4,042,800
Intergovernmental State	105,136,100		918,900	65,000							106,120,000
Intergovernmental Federal	5,537,300				3,400		1,700				5,542,400
Intergovernmental Other	19,944,500		6,770,000			905,000					27,619,500
Interrund Kevenue	-97, 169,300			001 00				000001	001.01		-97,169,300
I rans. Premium & Interest Ammonitorion of Erind Bolonoo	1E 274 000		13,900	86,400 1 510 200	1,000,000 1 730 600	10,900	194,300	16,000	46,500	000 000	77 875 400
	391,373,200	2,273,800	16,468,200	21,750,700	42,782,900	2,750,100	13,470,900	2,883,400	1,041,700	30,809,200	525,604,100

FUND SUMMARY

Introduction

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

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



PROJECTED CITY OF ROCHESTER GAPS

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

City School District

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

Intergovernmental

The following actions are assumed of the Federal Government:

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

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

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

The following actions are assumed of Monroe County:

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

Fees and Enterprise Revenues

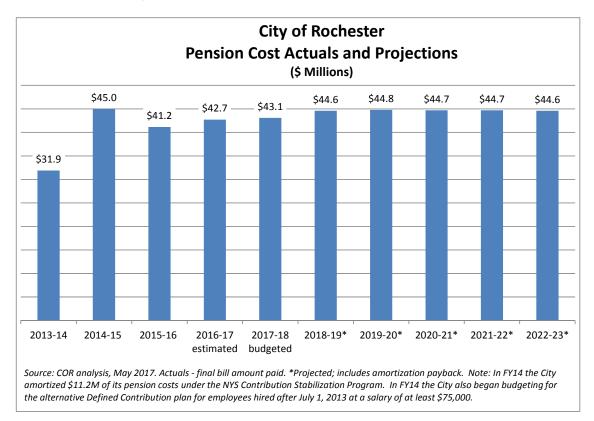
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

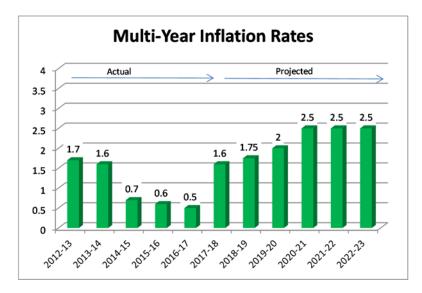
The multi-year projection assumes the appropriation of a rolling one percent General Fund surplus for 2018-19 to 2022-23.

Expense

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



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

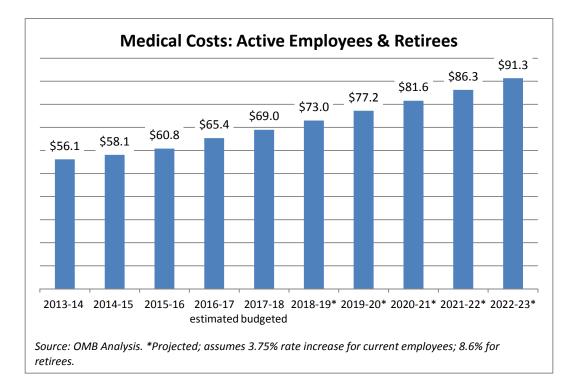


MULTI-YEAR PROJECTION

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

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

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



Closing The Gap

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

Revenue Options

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

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

□ Expanded use of Enterprise activities.

Expenditure Options

Major expenditure options to eliminate the gap are to:

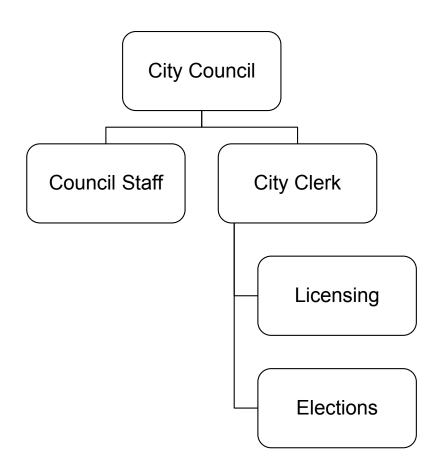
- □ Improve productivity Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels.
- Reduce service If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will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

Mission Statement

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

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

Organization



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

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

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

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

Key Performance Indicators

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

Year-To-Year Comparison

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

Change Detail

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

Major Change

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

CITY COUNCIL & CLERK

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

CITY COUNCIL & CLERK EXPENDITURE SUMMARY

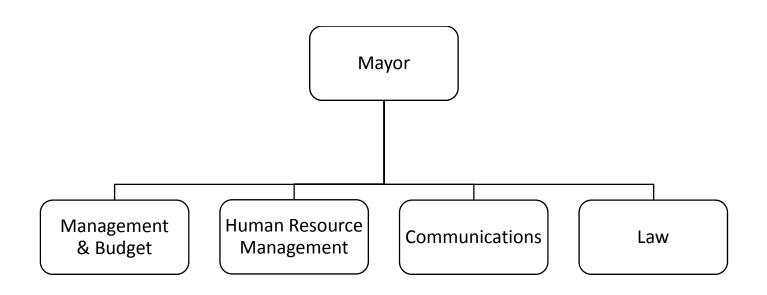
	Actual	Estimated	Amended	Proposed
Annanciation by Maion Object	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object		4 0 4 0 0 0 0	4 000 400	4 000 000
Personnel Expenses	1,645,176	1,616,200	1,623,100	1,636,300
Materials & Supplies	6,610	7,400	8,600	7,400
Services	204,975	199,900	239,500	210,500
Other	0	0	0	0
Total	1,856,761	1,823,500	1,871,200	1,854,200
Appropriation by Activity				
City Council	974,049	1,014,600	1,032,600	1,014,000
Office of the City Clerk	376,954	352,600	384,500	380,900
Licensing	224,530	217,300	233,000	229,200
Elections	281,228	239,000	221,100	230,100
Total	1,856,761	1,823,500	1,871,200	1,854,200
Employee Years by Activity				
City Council	7.2	7.2	7.2	7.2
Office of the City Clerk	4.4	4.4	4.4	4.4
Licensing	4.1	4.1	4.1	4.1
Elections	8.1	7.6	7.6	7.5
Total	23.8	23.3	23.3	23.2

CITY COUNCIL & CLERK PERSONNEL SUMMARY

FULL TIME POSITIONS			City Council	Office of the City Clerk	Licensing	Elections
		Proposed				
Br. Title	2016-17	2017-18	1.0			
36 Chief of Staff	1.0	1.0	1.0	1.0		
31 City Clerk	1.0	1.0 1.0		1.0 1.0		
28 Deputy City Clerk 24 Chief Legislative Assistant	1.0 1.0	1.0		1.0	1.0	
24 Senior Legislative Assistant	1.0	1.0	1.0		1.0	
22 Senior Legislative Assistant	1.0	1.0	0.3	0.5	0.2	
18 Secretary to Council	1.0	1.0	1.0	0.0	0.2	
16 Legislative Assistant	1.0	1.0		1.0		
11 Receptionist to City Council	1.0	1.0	0.5	0.5		
11 Senior Legislative Clerk	1.0	1.0			1.0	
9 Legislative Clerk	2.0	2.0			2.0	
FX President-City Council	(1)	(1)	(1)			
FX Vice President-City Council	(1)	(1)	(1)			
FX Council Member	(7)	(7)	(7)			
() = not in totals						
EMPLOYEE YEARS						
Full Time	12.0	12.0	3.8	4.0	4.2	0.0
Overtime	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal	12.8	12.7	3.6	0.5	0.0	8.6
Less: Vacancy Allowance	<u>1.5</u>	<u>1.5</u>	<u>0.2</u> 7.2	<u>0.1</u> 4.4	0.1	
Total	23.3	<u>1.5</u> 23.2	7.2	4.4	<u>0.1</u> 4.1	<u>1.1</u> 7.5

Purpose

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



ADMINISTRATION

Year-To-Year Comparison					
	Budget	Budget		Percent	
	<u>2016-17</u>	<u>2017-18</u>		<u>Change</u>	
Mayor's Office	2,738,700	2,689,900	-48,800	-1.8%	
Management & Budget	829,200	798,700	-30,500	-3.7%	
Human Resource Management	2,330,700	2,246,500	-84,200	-3.6%	
Communications	3,188,200	3,069,300	-118,900	-3.7%	
Law Department	2,041,200	2,030,900	-10,300	-0.5%	
Total	11,128,000	10,835,300	-292,700	-2.6%	
Employee Years	110.1	107.9	-2.2	-2.0%	
Change Detail					
Salary & Wage General	Vacan	•			
Adjustment Inflation Chargebac			<u>Major Change</u>	Total	
38,800 22,000 -30,8	500 68,80	00 -1,10	-390,700	-292,700	
Major Change Highlights					
Funding for the Centennial Anniversary Wo	omen's Suffrage	in New York Sta	ate does not recur	-150,000	
A vacant Associate Administrative Analyst	in OMB is elimin	ated as an effici	iency measure	-82,900	
Two part-time positions and one on-call po	sition are elimina	ated in DHRM		-71,000	
Reductions are made in Communications I and efficiency	Bureau supplies	and services to	reflect actual nee	d -60,500	
A vacant Legal Secretary is eliminated as a	an efficiency mea	asure		-33,400	
The Office of Innovation reduces materials	and supplies lin	es to meet actua	al need	-29,500	
Funding for Police overtime at City produce	ed events is incr	eased		26,000	
Funding for Party in the Park is increased				25,000	

ADMINISTRATION EXPENDITURE SUMMARY

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

Mission Statement

Mayor's Office Administration:

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

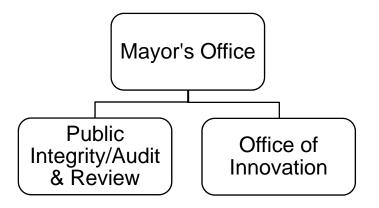
Office of Public Integrity (OPI):

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

Office of Innovation:

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

Organization



Vital Customers

Mayor's Office Administration:

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

Office of Public Integrity (OPI):

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

Office of Innovation:

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

Critical Processes

Mayor's Office Administration:

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

Office of Public Integrity (OPI):

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

Office of Innovation:

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

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

Department Highlights

2017-18 Strat	egic Goals & Objectives		
Unit	Objective	Priorities Supported	Projected Completion
Mayor's Office	Create a Comprehensive Poverty Resource Guide	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Mayor's Office	Promote data-driven program developmental analysis of procedures for internal and external partners through the creation of a Mayor's Dashboard	Innovation and Efficiency	Second Quarter
Mayor's Office	Oversee successful implementation of ridesharing to the Rochester economy	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter

ADMINISTRATION MAYOR'S OFFICE

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

ADMINISTRATION MAYOR'S OFFICE

Unit	Objective		orities pported		Projected Completion	
Innovation	Secure designation for the City of Roches as an Employer of National Service	ster Inn	ovation and Efficie	ency Third	Third Quarter	
Innovation	Plan and implement shared mobility program through Congestion-Mitigation and Air Quality Improvement grant funds				Ongoing	
Innovation	Continue to provide strategic support on the Kiva Rochester program	Мо	re Jobs, Safer and re Vibrant ighborhoods	d Ongo	Ongoing	
Innovation	Continue to provide strategic support for and expand impact of the Market Driven Community Cooperatives initiative	More Jobs, Safer and More Vibrant Neighborhoods			Ongoing	
Innovation	Expand impact of community engagement in the RMAPI target district	Мо	re Jobs, Safer and re Vibrant ighborhoods	d Ongo	Ongoing	
Innovation	Implement and provide data analysis for Bridges to Success program in collaborat with RMAPI	ion Mo	More Jobs, Safer and More Vibrant Neighborhoods		Ongoing	
Innovation	Continue to provide strategic support on the operation and expansion of the vanpool pilot program	Мо	re Jobs, Safer an re Vibrant ighborhoods	d Ongo	bing	
Innovation	Provide strategic support in the implementation of collaborative RMAPI projects	Мо	re Jobs, Safer an re Vibrant ighborhoods	d Ongo	bing	
Key Perform		Actual 15-16	Estimated <u>2016-17</u>	Budget <u>2016-17</u>	Budget 2017-18	
Office of Pub	lic Integrity (OPI)		2010 11	2010 11	<u></u>	
Audits completed		15	12	12	12	
Audit findings and recommendations Investigations initiated		29 19	15 15	15 15	15 15	
Investigations initiated		19 7	5	15	10	
Ethics awareness training sessions		15	8	10	10	
Reviews and	consultations completed conducted by OPI involving	16	20	15	15	
notantial financial loss		F	0	0	0	

Office of Innovation

potential financial loss

Data and mapping requests completed	N/A	32	30	30
Program/process evaluations completed	N/A	5	1	3
External organizational partnerships formalized	N/A	42	5	10
Funds secured/leveraged for internal projects (\$)	N/A	338,000	100,000	100,000
Funds secured/leveraged through collaborative proposals for external projects Residents submitting feedback	N/A N/A	4,256,000 3,000	1,000,000 500	500,000 500
Residents submitting recuback		5,000	500	500

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ADMINISTRATION MAYOR'S OFFICE

Key Performance Indicators	Actual <u>2015-16</u>	Estimated 2016-17	Budget 2016-17	Budget 2017-18				
Residents impacted by internal and external								
projects executed	N/A	600	500	500				
Project concepts reviewed	N/A	80	100	75				
Projects developed	N/A	30	20	20				
Projects executed	N/A	15	5	10				
Student projects executed in collaboration with colleges/universities N/A – Not Available	N/A	13	5	5				
Year-To-Year Comparison 2016-17 2017-18 Change								
	18,800							
Employee Years 28.0 28.0	0.0							
Change Detail								
Salary & Wage General	Vacancy							
Adjustment Inflation Chargebacks	Allowance Misc	cellaneous <u>Maj</u> e	or Change	Total				
8,200 4,400 -41,900	0	0	-19,500	-48,800				
Major Changes								
Office of Innovation reduces materials and supplies lines to meet actual need								
Increase in Mayor's Office for national organization memberships								

ADMINISTRATION MAYOR'S OFFICE EXPENDITURE SUMMARY

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

ADMINISTRATION MAYOR'S OFFICE PERSONNEL SUMMARY

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

Mission Statement

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

Vital Customers

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

Critical Processes

Employee Years

- □ 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

9.8

8.7

2017-18 Strategic Goals & Objectives

Objective			Priorities Supp	orted	Projected Completio	Projected Completion	
Make enhancement to the CIP submission process to facilitate internal review and long- term planning efforts		Innovation and E	Innovation and Efficiency		Second Quarter		
Support the Mayor's efforts to pursue federal, state, and private funding to enhance City programs and initiatives		, Innovation and E	Innovation and Efficiency		Ongoing		
Continue effort to maintain a sustainable expense base through budget control, efficiency, and participation in countywide shared service discussions		Innovation and E	Innovation and Efficiency		Ongoing		
Continue to support effort to move to local adjudication of moving violations		Innovation and E	Innovation and Efficiency		Ongoing		
Key Performance I	ndicators						
	indicatore		Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget <u>2017-18</u>	
FINANCIAL/COST							
Total Property Tax levy (\$000)			171,949	174,449	174,449	174,449	
General Fund surplus (\$000)			5,152	5,030	5,030	5,671	
Budget growth (%) Non-Property Tax Revenue (\$000)			-0.4 366,230	2.3 369,395	2.3 362,775	1.3 369,228	
Non-Property rax N	evenue (400	,0)	300,230	309,395	302,775	309,220	
Year-To-Year Com	parison						
	<u>2016-17</u>	<u>2017-18</u>	Change				
Budget	829,200	798,700	-30,500				

-1.1

ADMINISTRATION OFFICE OF MANAGEMENT AND BUDGET

Miscellaneous Major Change Total
0 -101,400 -30,500

Major Change

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

Program Change

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

ADMINISTRATION OFFICE OF MANAGEMENT & BUDGET EXPENDITURE SUMMARY

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

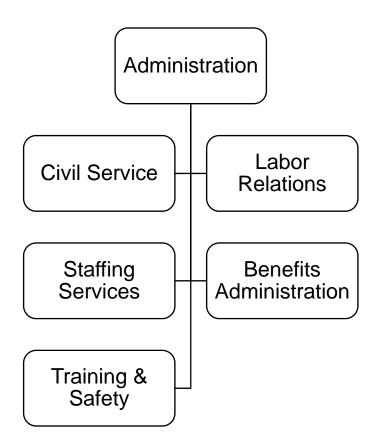
ADMINISTRATION OFFICE OF MANAGEMENT & BUDGET PERSONNEL SUMMARY

FUL	L TIME POSITIONS		
		Budget	Proposed
Br.	Title	2016-17	2017-18
36	Director	1.0	1.0
31	Assistant Director	1.0	1.0
30	Director of Administration & Finance	0.2	0.0
29	Principal Staff Assistant	1.0	1.0
26	Associate Administrative Analyst	1.0	0.0
26	Operations Analyst	1.0	1.0
24	Process Improvement Associate	0.0	1.0
24	Senior Administrative Analyst	2.0	2.0
23	Senior Management Analyst	1.0	0.0
18	Secretary to Dir. of Budget & Efficiency	1.0	1.0
		0.0	0.0
-	Time	9.2	8.0
	rtime	0.0	0.0
	Time, Temporary, Seasonal	1.4	0.7
	s: Vacancy Allowance	<u>0.8</u>	<u>0.0</u>
To	al	9.8	8.7

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

ADMINISTRATION HUMAN RESOURCE MANAGEMENT

2017-18 Strategic Goals & Objectives					
Objective	Priorities	Supported		ected pletion	
Process candidates for January 2018 Fire recruit class		, Safer and Mo ighborhoods	ore Thire	Third Quarter	
Conduct Request for Proposal to establish the Third- Party Administrator for the City's Worker's Compensation Program effective 7/1/18	Innovation	and Efficiency	^y Fou	rth Quarter	
Partner with Information Technology and Finance departments to implement human resources/payroll enterprise process and systems solution phase I. Phase II will include recruitment and scheduling for public safety	Innovation	and Efficiency	r Fou	rth Quarter	
Provide additional targeted wellness programs that will result in more impactful, long term outcomes. Increase attention to employees who need the most support and provide them with long term assistance and solutions	Innovation	and Efficiency	y Ongoing		
Negotiate successor collective bargaining agreement with AFSCME 1635, IAFF 1071 Non Uniform, and Locust Club. Commence negotiations with CSEA 828 Librarians	Innovation	and Efficiency	, Ong	oing	
Key Performance Indicators					
	Actual <u>2015-16</u>	Estimated 2016-17	Budget 2016-17	Budget 2017-18	
INTERNAL OPERATIONS Grievances filed	40	39	50	40	
Provisional positions at end of fiscal year	201	180	175	155	
# Days for hiring process	50	55	60	55	
Examinations administered	70	75	75	75	
CUSTOMER PERSPECTIVE Employment applications received Average number of employees participating in	9,588	10,500	11,000	10,250	
Wellness initiatives	2,683	2,573	2,535	2,600	
FINANCIAL/COSTS					
Full time employee turnover Number of full-time positions hired, promoted,	152	154	145	150	
transferred	921	920	900	900	
Non-full time positions hired, promoted, transferred	882	890	900	900	
Personal injury accidents Average hours of sick leave per full time employee	238 85	227 85	273 80	227 80	
	00	00	00	30	
LEARNING & INNOVATION Training hours per employee	25	25	24	27.5	

ADMINISTRATION HUMAN RESOURCE MANAGEMENT

				Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget 2017-18
WORKFORCE D	-			28	36	36	38
New hires - % min				38	40	35	40
Employees - % fen				27	31	28	32
Employees - % mir	nority			32	35	32	35
Year-To-Year Con	nparison						
	<u>2016-17</u>	<u>2017-18</u>	Change				
Budget	2,330,700	2,246,500	-84,200				
Employee Years	30.4	30.8	0.4				
Change Detail							
Salary & Wage	General		Vaca	ancy			
Adjustment	Inflation	Chargebacks	Allowa	ance Miscel	laneous Majo	or Change	<u>Total</u>
-11,700	900	-1,400		0	-1,000	-71,000	-84,200
Major Change							
Elimination of two	part-time pos	sitions and one	on-call pc	osition			-71,000

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

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

ADMINISTRATION HUMAN RESOURCE MANAGEMENT PERSONNEL SUMMARY

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

ADMINISTRATION COMMUNICATIONS

Mission Statement

Information and Graphic Services:

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

Special Events:

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

Vital Customers

Information and Graphic Services:

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

Special Events:

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

Critical Processes

Information and Graphic Services:

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

Special Events:

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

ADMINISTRATION COMMUNICATIONS

2017-18 Strategic Goals & Objectives

Objective	Priorities Supp	Priorities Supported			
Continue implementing FOIL application process improvements	Innovation and I	Innovation and Efficiency			
Raise revenue and seek sponsorships to support the City's Special Events Trust Fund	Safer and More	Vibrant Neighb	orhoods	Ongoing	
Refine City funding policy and process for city special events	Safer and More	Vibrant Neighb	orhoods	Ongoing	
Provide high quality services to bureau clients	Innovation and E	Efficiency		Ongoing	
Key Performance Indicators					
INTERNAL OPERATIONS	Actual <u>2015-16</u>	Estimated 2016-17	Budge 2016-17	•	
Advertising/marketing/promotions Still photography assignments AV setups/presentations Television/video program productions Web site visitors Web page views	1,700 1,833 521 205 2,566,265 6,103,246	1,700 1,900 500 225 2,310,000 5,000,000	1,450 1,900 500 200 2,250,000 5,650,000	1,9005002252,250,000	
	0,100,240	3,000,000	3,030,000	5,050,000	
CUSTOMER PERSPECTIVE Major promotional campaigns FOIL applications News releases News conferences Speeches and talking points Mayoral recognitions Facebook page likes Twitter followers Special Events permit applications processed City produced events Attendance at City permitted events	109 3,866 450 124 721 1,223 13,939 38,000 506 28 1,840,200	97 3,846 481 117 750 900 16,178 75,000 515 30 1,800,000	100 3,850 500 120 600 13,250 38,000 500 30 1,710,000	3,900 500 120 750 900 17,000 80,000 520 35	
FINANCIAL/COST Special Events: Revenue generated for trust fund (\$)	290,503	270,000	265,000) 270,000	
Year-To-Year Comparison					
	<u>Change</u> 118,900				

ADMINISTRATION COMMUNICATIONS

Change Detail						
Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation Cha	argebacks	<u>Allowance</u> Miscella	neous <u>M</u> a	ajor Change	Total
28,700	14,500	11,300	0	0	-173,400	-118,900
Major Changes						450.000
Funding for the Cer	itennial Anniver	sary Women	's Suffrage in New Yo	ork State of	does not recur	-150,000
Reductions in suppl	lies and service	s to reflect ac	ctual need and efficie	псу		-60,500
Funding for Police overtime at City produced events is increased						26,000
Funding for Party in	the Park is incl	eased				25,000
A vacant part time Graphic Artist is eliminated as an efficiency measure						-17,100
Additional funding is provided for community festivals and events						16,000
Funding for a paid Intern Program is eliminated as an efficiency measure						-10,300
New York State grant for Clarissa Street reunion does not recur						-5,000
Funding for Departr increased to reflect		mental Servio	ces participation at Ci	ty produc	ed events is	2,500

ADMINISTRATION COMMUNICATIONS EXPENDITURE SUMMARY

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

ADMINISTRATION COMMUNICATIONS PERSONNEL SUMMARY

FUL	L TIME POSITIONS	Dudget	Drongood	Administration	Information and Graphics Services	Special Events
Br	Title	2016-17	Proposed 2017-18			
	Director, Communications	1	1	1		
	Deputy Director of Communications	1	1		1	
	Assistant to Director - Communications	1	1	1		
	Special Events Operations Manager	1	1			1
	Communications Creative Coordinator	1	1		1	
27	Press Officer	1	1		1	
25	New Media Editor	1	1		1	
24	Assistant Special Events Operations Manager	1	1			1
24	Associate Communications Assistant	1	1		1	
24	Digital Media Specialist	1	1		1	
23	Principal Graphic Designer	1	1		1	
22	Senior Communications Assistant	1	1		1	
22	Special Events Coordinator Bilingual	1	1			1
18	Communications Assistant	1	1		1	
18	Secretary to Dir. Of Communications Bilingual	0	1	1		
16	Administrative Assistant Bilingual	1	0			
16	Communications Aide Bilingual	1	1		1	
EMF	PLOYEE YEARS					
	Time	16.0	16.0	3.0	10.0	3.0
-	rtime	0.0	0.0	0.0		
	Time, Temporary, Seasonal	3.4	2.9	0.0		
	s: Vacancy Allowance	0.0	0.0	0.0		
To	-	19.4	18.9	3.0		3.6

Mission Statement

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

2017-18 Strategic Goals & Objectives

Objective	Pric	orities Supporte	ed	Projected Completion
Implement new legal fee reimbursement for large load transactions	n Inn	ovation and Effi	ciency	First Quarter
Execute land disposition agreements for the first of th Inner Loop East development projects	ie Mo	re Jobs		Second Quarter
Complete litigation on legal challenge to the nuisance abatement law		fer and More Vik ighborhoods	orant	Third Quarter
Update policies and ordinance on telecommunication equipment in right-of-way	Inn	Innovation and Efficiency		Third Quarter
Key Performance Indicators				
-	Actual <u>2015-16</u>	Estimated 2016-17	Budge 2016-1	•
INTERNAL OPERATIONS Claims filed against City	362	360	37	5 375
Collection cases started	108	95	7	
Motions & Discovery	248	250	20	0 250
FOIL reviews & appeals	343	350	25	0 350

FOIL reviews & appeals	343	350	250
Real estate closings	550	575	500
Legislative items drafted	618	500	500
Quality-of-life and nuisance abatement	157	150	150
inquiries, cases, contests & reviews			

LEARNING & INNOVATION

Average # of training hours per employee	10	9.5	7.5	9

575 500 150

ADMINISTRATION LAW DEPARTMENT

Year-To-Year Comparison							
	<u>2016-17</u>	<u>2017-18</u>	Change				
Budget	2,041,200	2,030,900	-10,300				
Employee Years	22.5	21.5	-1.0				
Change Detail							
Salary & Wage	General		Vacancy				
<u>Adjustment</u>	Inflation	Chargebacks	Allowance Miscellaneous Major Change	Total			
13,500	2,000	-300	0 -100 -25,400	-10,300			
Major Change							
Vacant Legal Secretary is eliminated as an efficiency measure							
Increase education supplies to reflect actual need							
Increase dues to reflect increase in price							
Net increase in professional fees and legal services to reflect actual need							

ADMINISTRATION LAW DEPARTMENT EXPENDITURE SUMMARY

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

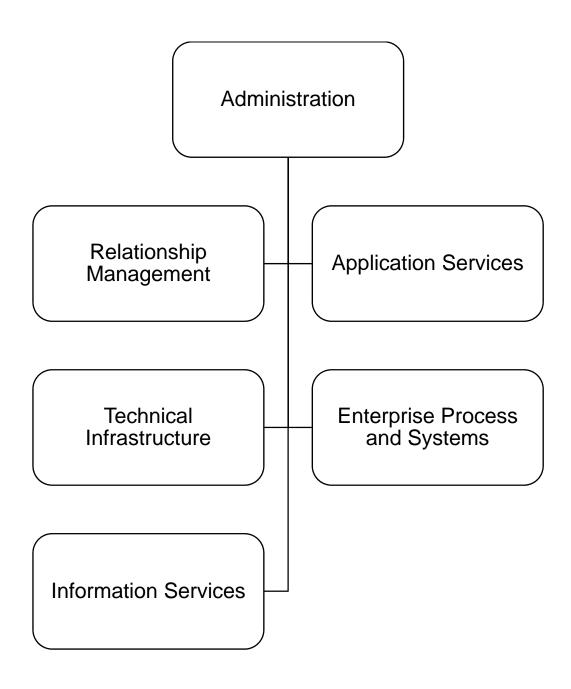
ADMINISTRATION LAW DEPARTMENT PERSONNEL SUMMARY

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

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

Administration:

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

Relationship Management Services Bureau:

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

Enterprise Process and Systems Bureau:

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

Applications Services Bureau:

- Applications Forms Maintenance

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

Information Services Bureau:

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

Technical Infrastructure Services Bureau:

- □ Technical Infrastructure Planning, Design, Deployment and Migration
- □ Asset Inventory and Configuration Management

- Backup and Recovery
 Policy Based Change Management
 Technical Infrastructure Health Monitoring
- Basic OS/Application Monitoring
- □ Client Support Services
- Data Center Management

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

Department Highlights

City Wide Process and Systems Integration (PSI) Solution

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

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

2017-18 Strategic Goals & Objectives

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

Highlights	Pric	orities Supported	Projected Co	ompletion
Incorporate Enterprise Planning into IT Governance to drive IT related work priorities and budgets	Inno	Innovation and Efficiency		
Implement process improvements for high priority IT Services	Inno	Innovation and Efficiency		
Continue to work with Monroe County on Broadband Assessment	Nei	More Jobs, Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities		Ongoing
Key Performance Indicators	Actual	Estimated	Budget	Budget

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

N/A - Not Applicable

INFORMATION TECHNOLOGY DEPARTMENT

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

*Reflects chargebacks for telephone service and office printers

Change Detail

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

Major Change

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

Program Change

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

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

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

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

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

INFORMATION TECHNOLOGY DEPARTMENT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	2015-16	2016-17	2016-17	2017-18
Appropriation by Major Object				
Personnel Expenses	4,221,505	4,358,900	4,529,600	4,496,700
Materials & Supplies	37,037	41,000	42,000	37,400
Services	4,472,664	4,400,000	4,459,900	4,436,600
Other	0	0	0	0
Total	8,731,206	8,799,900	9,031,500	8,970,700
Interfund Credit*	-137,769	-91,500	-91,500	-75,800
Intrafund Credit*	-971,347	-773,700	-773,700	-645,700
Total	7,622,090	7,934,700	8,166,300	8,249,200
Appropriation by Activity				
Administration	515,709	1,075,900	1,173,700	1,129,900
Relationship Management	2,395,688	2,327,000	2,327,600	2,364,000
Application Services	1,431,923	1,412,900	1,479,600	1,450,200
Technical Infrastructure	2,818,697	2,563,600	2,601,600	2,432,900
Enterprise Process and Systems	1,151,487	996,700	1,015,000	1,144,200
Information Services	417,702	423,800	434,000	449,500
Total	8,731,206	8,799,900	9,031,500	8,970,700
Interfund Credit*	-137,769	-91,500	-91,500	-75,800
Intrafund Credit*	-971,347	-773,700	-773,700	-645,700
Total	7,622,090	7,934,700	8,166,300	8,249,200
Employee Years by Activity				
Administration	3.7	5.0	5.0	4.7
Relationship Management	3.0	3.0 3.0	3.0 3.0	3.0
Application Services	12.3	13.3	13.3	11.5
Technical Infrastructure	17.3	16.1	16.1	16.3
Enterprise Process and Systems	15.0	13.0	13.0	14.4
Information Services	5.2	4.8	4.8	4.9
Total	56.5	55.2	55.2	54.8
	00.0	00.2	00.2	07.0

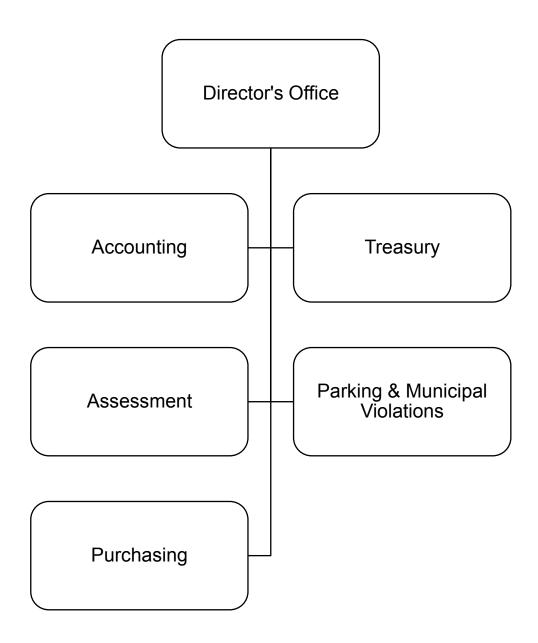
*Reflects chargebacks for telephone/network service and office printers

INFORMATION TECHNOLOGY DEPARTMENT PERSONNEL SUMMARY

				Administration	Relationship Management	Application Services	Technical Infrastructure	Enterprise Process and Systems	Information Services
	FULL TIME POSITIONS			4					
D	T:4 -		Proposed						
-	Title Chief Information Officer	2016-17	2017-18	4					
		1	1	1		4			
	Application Services Manager	1	1	4		1		4	
	Business Process Services Manager	2 3	23	1	2			1	
	IT Relationship Manager	3	3		3		4		
	Technical Infrastructure Services Manager	1	1				I		1
	Information Services Manager	1	1	4					1
	IT Security Analyst III	1	1	.1					4
	GIS Coordinator	1	1				2		1
	Systems Engineer III	2	3				3		4
	Information Services Analyst III	1	1						1
	Application Services Analyst II	2 3	2			1		1	
	Systems Engineer II		1	4			1		
	IT Security Analyst II	0	1	1		2	4	4	
	Application Services Analyst I	6	4			2	1	1	
	Business Analyst I	4	8					8	4
	Information Services Analyst I	1	1			2			1
	IT Transitions Analyst	4	3			3	4		
	Systems Engineer I	2	4				4		
	IT Security Analyst I	1	0						4
	GIS Engineer I	1	1			4			1
	Records Management Coordinator	1	1			1	4		
	Systems Engineer	2	1				1		
	Business Analyst	4	4				4	4	
	Client Support Analyst	4	4				4		
	Technical Application Specialist	1	0				1		
	Senior IT Call Center Analyst	1	1				1		
	IT Call Center Analyst	1	1			1	I		
	Computer Operator	ו ס	1			1			
	IT Control Assistant	2	2			2			
	PLOYEE YEARS	FF A	FF 0	4.0	2.0	44.0	47.0	45.0	F 0
	Time	55.0	55.0	4.0	3.0	11.0	17.0		
	rtime	0.0	0.0	0.0	0.0	0.0	0.0		
	Time, Temporary, Seasonal	2.3	1.2	0.7	0.0	0.5	0.0		
Les	s: Vacancy Allowance	<u>2.1</u> 55.2	<u>1.4</u>	<u>0.0</u> 4.7	<u>0.0</u>	<u>0.0</u>	<u>0.7</u>		<u>0.1</u> 4.9
	Total	55.2	54.8	4.7	3.0	11.5	16.3	14.4	4.9

Mission Statement

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



Department Highlights

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

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

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

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

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

2017-18 Strategic Goals & Objectives

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

Year-To-Year Comparison

	Budget	Budget		Percent
<u>Bureau</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>	<u>Change</u>
Director's Office	571,500	570,200	-1,300	-0.2%
Accounting	1,259,800	1,211,500	-48,300	-3.8%
Treasury	1,766,900	1,753,500	-13,400	-0.8%
Assessment	951,800	891,300	-60,500	-6.4%
Parking & Municipal Violations	7,065,800	6,243,100	-822,700	-11.6%
Purchasing	1,081,700	1,053,100	-28,600	-2.6%
Total	12,697,500	11,722,700	-974,800	-7.7%
Interfund Credit*	-224,100	-239,300	-15,200	6.8%
Intrafund Credit*	-518,400	-538,700	-20,300	3.9%
Total	11,955,000	10,944,700	-1,010,300	-8.5%
Employee Years	109.8	103.7	-6.1	-5.6%

Change Detail

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

DEPARTMENT OF FINANCE

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

DEPARTMENT OF FINANCE EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	2015-16	2016-17	2016-17	2017-18
Appropriation by Major Object	2010 10	2010 11	2010 11	2011 10
Personnel Expenses	6,155,605	6,117,700	6,364,900	6,036,700
Materials & Supplies	173,500	192,500	219,300	216,000
Services	6,337,465	5,761,100	6,113,300	5,470,000
Other	0	0	0	0
Total	12,666,570	12,071,300	12,697,500	11,722,700
Interfund Credit*	-219,453	-246,400	-224,100	-239,300
Intrafund Credit*	-488,061	-459,100	-518,400	-538,700
Total	11,959,056	11,365,800	11,955,000	10,944,700
Appropriation by Activity		540.000		
Director's Office	573,654	518,800	571,500	570,200
Accounting	1,171,907	1,235,700	1,259,800	1,211,500
Treasury	1,743,289	1,732,100	1,766,900	1,753,500
Assessment	948,500	834,400	951,800	891,300
Parking & Municipal Violations Purchasing	7,232,544 996,676	6,740,900	7,065,800	6,243,100 1 052 100
Ū		1,009,400	1,081,700	1,053,100
Total	12,666,570	12,071,300	12,697,500	11,722,700
Interfund Credit*	-219,453	-246,400	-224,100	-239,300
Intrafund Credit*	-488,061	-459,100	-518,400	-538,700
Total	11,959,056	11,365,800	11,955,000	10,944,700
Employee Years by Activity				
Director's Office	3.0	4.0	4.0	4.0
Accounting	18.0	17.6	18.2	17.2
Treasury	20.9	20.5	20.5	18.5
Assessment	13.1	13.1	13.4	13.4
Parking & Municipal Violations	39.5	38.9	41.7	38.7
Purchasing	12.0	11.7	12.0	11.9
Total	106.5	105.8	109.8	103.7

*Reflects chargeback for postage and duplicating.

Mission Statement

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

Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

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

Key Performance Indicators

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

Year-To-Year Com	parison					
	<u>2016-17</u>	<u>2017-18</u>	Change			
Budget	571,500	570,200	-1,300			
Employee Years	4.0	4.0	0.0			
Change Detail						
Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation Cha	rgebacks	Allowance Mise	cellaneous Major	<u>Change</u>	<u>Total</u>
0	0	200	0	-1,500	0	-1,300

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

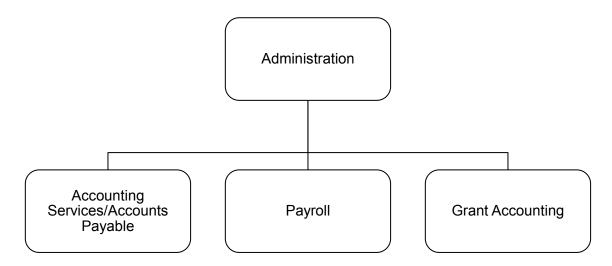
DEPARTMENT OF FINANCE DIRECTOR'S OFFICE PERSONNEL SUMMARY

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

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

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

5–10

DEPARTMENT OF FINANCE ACCOUNTING

Key Performance Indicators

			Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Budget <u>2016-17</u>	Budget <u>2017-18</u>
	-		1 100	1 000	4 405	1 100
Weekly invoices pro			1,100	1,200	1,125	1,100
Federal and New Yo	ork State grants	processed	197	195	175	190
Housing loans			126	114	124	100
Business Development loans/leases		84	86	89	88	
FINANCIAL/COST In lieu of tax agreements billed		183	183	182	195	
Year-To-Year Comparison						
	<u>2016-17</u>	<u>2017-18</u>	Change			
Budget	1,259,800	1,211,500	-48,300			
Employee Years	18.2	17.2	-1.0			
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment		rgebacks		ellaneous Majo	or Change	Total
9,900	400	-1,700	0	900	-57,800	-48,300

Major Change

Vacant accountant position is eliminated due to budget constraints -47,800

Reduction in professional fees due to a partial Other Post-Employment Benefits (OPEB) actuarial -10,000 analysis in 2017-18

Program Change

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

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

DEPARTMENT OF FINANCE ACCOUNTING EXPENDITURE SUMMARY

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

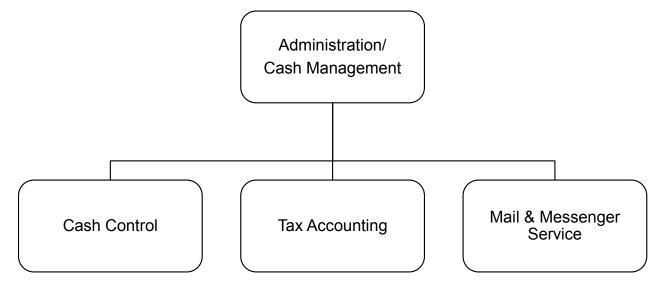
DEPARTMENT OF FINANCE ACCOUNTING PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration	Accounting Services/ Accounts Pavable	Payroll	Grant Accounting
			Proposed				
Br.	Title	2016-17	2017-18				
33	Deputy Director, Finance	1	1	1			
30	Assistant Director, Accounting	1	1	1			
27	Payroll Systems Supervisor	1	1			1	
26	Assistant Payroll System Supervisor	1	0				
26	Principal Finance Officer	1	1				1
24	Associate Accountant	3	4		1	1	2
20	Senior Accountant	3	4		2	2	
18	Payroll Auditor	1	1			1	
17	Accountant	4	2		1		1
15	Principal Account Clerk	1	1		1		
9	Clerk II with Typing	1	1		1		
EMF	PLOYEE YEARS						
Full	Time	18.0	17.0	2.0	6.0	5.0	4.0
Ove	rtime	0.2	0.2	0.0	0.1	0.1	0.0
Part	Time, Temporary, Seasonal	0.0	0.0	0.0	0.0	0.0	0.0
Les	s: Vacancy Allowance	0.0	0.0	0.0	<u>0.0</u>	0.0	0.0
To	al	18.2	17.2	2.0	6.1	5.1	4.0

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

DEPARTMENT OF FINANCE TREASURY

2017-18 Strategic Goals & Objectives

Objective			Priorities Supported		Projecte Comple	
Conduct Annual For	reclosure Sale		Innovation and	Efficiency	Second	Quarter
Prepare Annual Tax	Bill		Innovation and	Efficiency	Third Qu Fourth G	
Conduct Annual Tax	x Lien Sale		Innovation and	Efficiency	Fourth C	luarter
Key Performance I	ndicators					
			Actual <u>2015-16</u>	Estimated 2016-17	Budget <u>2016-17</u>	Budget <u>2017-18</u>
INTERNAL OPERA Foreclosure notices			1,619	2,278	3,200	1,610
CUSTOMER PERS	PECTIVE					
Tax accounts	_		62,351	62,100	62,600	62,300
Tax information call	S		33,798	35,000	33,000	37,000
FINANCIAL/COSTS	-					
Delinquent tax acco Percent of adjusted		Inces	9,579	9,770	10,300	9,800
collected – Current		inces	93.31	93.70	93.00	93.50
Percent of adjusted		inces	40.04	45.00	55.00	45.00
collected – Delinque Liens sold	ent (%)		46.64 2,041	45.00 2,500	55.00 2,500	45.00 2,500
City initiated foreclo	sures		434	374	450	450
Properties redeeme		ure	693	1,018	1,600	900
Average daily cash			305,500	303,800	323,900	309,900
Average daily invest	ted cash bank ba	lance	262 500	259 200	285,600	262 400
(\$000) Average investment	t rate (%)		263,500 .08	258,300 .09	285,000	263,400 .10
•						
Year-To-Year Com	-	0047.40	Charac			
	<u>2016-17</u>	<u>2017-18</u>	Change			
Budget	1,766,900	1,753,500	-13,400			
Employee Years	20.5	18.5	-2.0			
Change Detail						
Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation Char	gebacks	Allowance Misc	ellaneous Majo	or Change	Total
-12,800	1,200	39,200	0	-1,200	-39,800	-13,400

Major Change Clerk II/Typing position is eliminated due to budget constraints

-39,800

Postage Chargebacks

Department/Bureau	<u>2016-17</u>	<u>2017-18</u>	Department/Bureau	<u>2016-17</u>	<u>2017-18</u>
CITY COUNCIL & CLERK	15,600	17,600	ENVIRONMENTAL SERVICES	131,000	154,100
NEIGHBORHOOD & ECONOMIC			EMERGENCY		
DEVELOPMENT	60,200	66,200	COMMUNICATIONS	4,400	4,400
ADMINISTRATION			POLICE	39,100	48,600
Mayor's Office	7,400	5,700		55,100	40,000
Management & Budget	100	100	FIRE	1,200	1,600
Human Resource Management	10,500	12,200			
Communications	3,200	3,300	LIBRARY	0	0
Law	<u>5,300</u>	<u>6,200</u>			
Total - Administration	26,500	27,500	RECREATION & YOUTH		
			SERVICES		
FINANCE			Commissioner	300	300
Director's Office	200	300	Recreation	4,300	6,300
Accounting	3,000	3,200	BEST & YS	<u>2,300</u>	<u>1,100</u>
Treasury	44,000	51,000	Total - DRYS	6,900	7,700
Assessment	30,000	13,200			
Parking & Municipal Violations	48,000	49,000	INFORMATION TECHNOLOGY	100	100
Purchasing	<u>7,000</u>	<u>5,600</u>			
Total - Finance	132,200	122,300	Total Interfund	174,400	208,400
			Total Intrafund	<u>242,800</u>	<u>241,700</u>
			CITY TOTAL	417,200	450,100

DEPARTMENT OF FINANCE TREASURY EXPENDITURE SUMMARY

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

*Reflects chargeback for postage

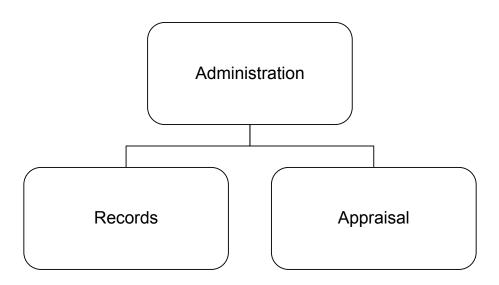
DEPARTMENT OF FINANCE TREASURY PERSONNEL SUMMARY

FULL TIME POSITIONS			Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
		Proposed				
Br. Title	2016-17	2017-18				
33 City Treasurer	1	1	1			
30 Deputy Treasurer	1	1	1			
26 Cash & Investment Manager	1	1	1			
23 Business Analyst	1	1	1			
20 Senior Accountant	2	2	2			
18 Head Account Clerk	1	1			1	
18 Head Cashier	1	1		1		
17 Accountant	0	1	1			
15 Principal Account Clerk	1	1		1		
14 Junior Accountant	3	2			2	
14 Mailroom Coordinator		1				1
13 Senior Cashier	1	1		1		
12 Assistant Mailroom Coordinator	1	1			0	1
12 Resource Collector	2	2			2	
9 Clerk II with Typing	1	0	4			
7 Clerk III with Typing	2	1	1			
EMPLOYEE YEARS						
Full Time	20.0	18.0	8.0	3.0	5.0	2.0
Overtime	0.2	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal	0.3	0.3	0.0	0.0	0.0	0.3
Less: Vacancy Allowance	0.0	0.0	0.0	<u>0.0</u>	<u>0.0</u>	0.0
Total	20.5	18.5	8.0	3.2	5.0	2.3

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

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

DEPARTMENT OF FINANCE ASSESSMENT

Key Performance	Indicators		Actual	Estimated	Budget	Budget
	_		<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
CUSTOMER PERS						
Reviews performed						
• Exemptions (new			11,030	10,200	11,900	11,000
Inspection of build	v .		2,516	2,750	2,500	2,500
Non-profits & Oth	er		776	2,980	3,850	2,250
Owner reviews			3,167	580	1,000	600
 Notices and Lette 	rs		64,789	25,000	26,700	26,000
Year-To-Year Com	parison					
	<u>2016-17</u>	<u>2017-18</u>	Change			
Budget	951,800	891,300	-60,500			
Employee Years	13.4	13.4	0.0			
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation Cha	rgebacks	Allowance Misc	cellaneous Majo	or Change	Total
-49,400	300	-4,000	0	-1,800	-5,600	-60,500
Major Change						
Reduction in office	supplies due to b	oudget const	raints			-2,200
Reduction in temporary wages					-1,600	
						-1,800

DEPARTMENT OF FINANCE ASSESSMENT EXPENDITURE SUMMARY

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

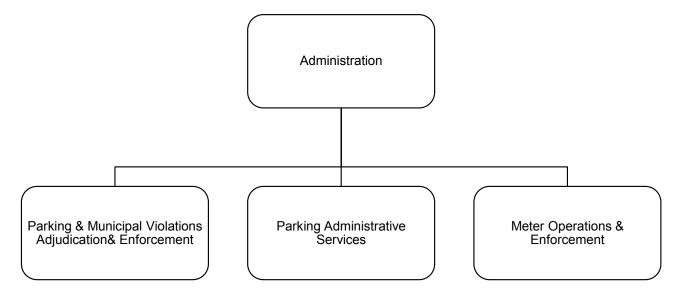
DEPARTMENT OF FINANCE ASSESSMENT PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration	Records	Appraisal
		-	Proposed			
Br.	Title	2016-17	2017-18			
	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
9	Clerk II	1	2		2	
7	Clerk III with Typing	2	1		1	
EMF	PLOYEE YEARS					
Full	Time	12.0	12.0	1.0	4.0	7.0
Ove	rtime	0.4	0.4	0.0	0.3	0.1
Part	Time, Temporary, Seasonal	1.0	1.0	0.0	1.0	0.0
Less	s: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0
Tot	al	13.4	13.4	1.0		

Mission Statement

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

Organization



Vital Customers

External:

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

Internal:

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

Critical Processes

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

DEPARTMENT OF FINANCE PARKING & MUNICIPAL VIOLATIONS

2017-18 Strategic Goals & Objectives

Objective	Priorities Supp	orted	Projected Completion		
Continue installation and implementation of the new Parking Access Revenue Control system software for Court Street Garage and High Falls Garage	Innovation and E	Efficiency	Fourth Qua	rter	
Evaluate options to increase capacity at existing garages	Innovation and E	Efficiency	Ongoing		
Key Performance Indicators	Actual <u>2015-16</u>	Estimated 2016-17	Budget <u>2016-17</u>	Budget <u>2017-18</u>	
CUSTOMER PERSPECTIVE Percent of booted vehicles that pay vs. being towed	84%	84%	85%	85%	
FINANCIAL/COST Collection rate of Red Light Camera tickets (tickets paid as a % of new tickets issued)	93%	83%	90%	N/A	
N/A – Not Applicable					
Year-To-Year Comparison 2016-17 2017-18	Change				
Budget 7,065,800 6,243,100 Employee Years 41.7 38.7	-822,700				
Change DetailSalary & WageGeneralAdjustmentInflation15,60051,500-1,000	Vacancy <u>Allowance</u> <u>Miso</u> 0	<u>cellaneous</u> <u>Major</u> 0	<u>Change</u> -888,800	<u>Total</u> -822,700	
Major Change Miscellaneous services are reduced to reflect a	full year with no I	Midtown expense	es	-392,500	
Net reduction in professional services primarily maintenance services contract	due to efficiencies	s in the garage a	ttendant and	-184,200	
Eliminate two full time positions as an efficiency	v measure			-159,500	
Business Analyst I is added to support increasine fficiency	ng technology nee	eds and to promo	ote process	68,700	
Reductions in supplies and services reflect actu	ial need			-56,100	
Reduction in utilities based on actual need				-55,600	
Reduction in maintenance and repair expenses based on historical experience					
Clerical position is eliminated due to the cancell	•	camera program		-42,200	
Clerical position is eliminated as an efficiency m				-39,800	
Funding is added for temporary relocation of Pa	arking & Municipa	I Violations Bure	au	23,000	

DEPARTMENT OF FINANCE PARKING & MUNICIPAL VIOLATIONS

Program Change

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

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

Midtown Garage was sold on March 17, 2017.

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

DEPARTMENT OF FINANCE PARKING & MUNICIPAL VIOLATIONS EXPENDITURE SUMMARY

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

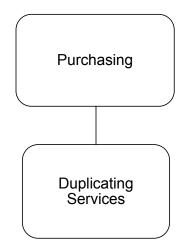
DEPARTMENT OF FINANCE PARKING & MUNICIPAL VIOLATIONS PERSONNEL SUMMARY

1						
			Administration	PMVB Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
			nistr	3 A orce	Parking ministrati Services	Meter s/Parki orcem
			<u>m</u> i	۹۷۱ Enfo	Pa mir Seı	ps/I Dfor
FULL TIME POSITIONS			Ac	P &	РЧ	ОШ
	Budget	Proposed				
Br. Title	2016-17	2017-18				
33 Director, Parking	1	1	1			
28 Asst. Director, Parking	2	2		1		1
26 Supervisor, Administrative Services	1	0				
26 Parking Facility Manager	1	0				
26 Municipal Parking Compliance Auditor	1	1			1	
25 Business Analyst I	0	1	1			
21 Supervisor of Structures & Equipment	0	1			1	
16 Parking Enforcement Supervisor	2	2				2
15 Senior Parking Equipment Mechanic	2 2 2	1				1
14 Parking Compliance Monitor	2	2			2	
14 Junior Accountant	1	1			1	
13 Sr. Cashier Bilingual	1	1		1		
11 Adjudication Assistant	1	1		1		
11 Secretary	1	1	1			
10 Parking Enforcement Officer	8	8				8
10 Parking Equipment Mechanic	1	1				1
9 Clerk II	1	2		2		
9 Clerk II with Typing	2	0				
7 Clerk III	2 5	4		3	1	
7 Clerk III with Typing	1	1			1	
5 Account Clerk	2	2		1	1	
EMPLOYEE YEARS						
Full Time	36.0	33.0	3.0	9.0	8.0	13.0
Overtime	0.5	0.5	0.0	0.1	0.2	0.2
Part Time, Temporary, Seasonal	5.2	5.2	0.0	0.5	1.3	3.4
Less: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0
Total	41.7	38.7	3.0	9.6	9.5	

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

DEPARTMENT OF FINANCE PURCHASING

2017-18 Strategic Goals & Objectives

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

DEPARTMENT OF FINANCE PURCHASING

Key Performance Indicators								
,	Actual <u>2015-16</u>	Estimated 2016-17	Budget <u>2016-17</u>	Budget <u>2017-18</u>				
INTERNAL OPERATIONS								
Contracts awarded:Construction (\$000)	46,596	35,000	44,900	46,400				
 Construction M/WBE (\$000) Percent of MWBE to Total 	12,268 26.3	5,000 14.3	9,000 20.0	7,500 16.2				
 Number of Goods and Services contracts awarded 	458	440	425	440				
Number of public bids received electronically	N/A	50	10	150				
Percent of City public bids distributed	53	60	55	95				
electronically Percent of City public bid purchases from best value bids	N/A	1	N/A	1				
FINANCIAL/COSTS Money recovered from sale of surplus property (\$)	158,409	250,000	250,000	250,000				
LEARNING AND INNOVATION Ratio of specifications via internet versus U.S. mail (%)	53	60	55	95				
N/A – Not Applicable								
Year-To-Year Comparison	Change							
<u>2016-17</u> <u>2017-18</u> Budget 1,081,700 1,053,100	<u>Change</u> -28,600							
Employee Years 12.0 11.9	-0.1							
Change Detail								
Salary & Wage General	Vacancy			.				
AdjustmentInflationChargebacks-26,1006001,300	Allowance Mise 0	<u>cellaneous</u> <u>Majo</u> -900	-3,500	<u>Total</u> -28,600				
Major Change								
Productivity improvements in printing costs result	t in savings			-2,500				
Miscellaneous reductions due to budget constrai	nts			-1,000				

DEPARTMENT OF FINANCE PURCHASING

Duplicating Chargebacks

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

DEPARTMENT OF FINANCE PURCHASING EXPENDITURE SUMMARY

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

*Reflects chargeback for duplicating

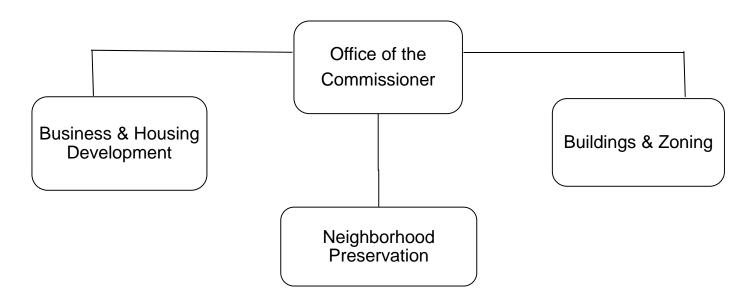
DEPARTMENT OF FINANCE PURCHASING PERSONNEL SUMMARY

	FULL TIME POSITIONS	Purchasing	Duplicating Services		
		•	Proposed		
	Title	2016-17	2017-18		
	Purchasing Agent	1	1	1	
	Contract Administrator	1	1	1	
	Minority & Women Business Enterprise Officer Senior Purchaser	1	1	1	
	Administrative Analyst	2 0	2	2	
	Purchaser	1	1	1	
	Management Trainee	2	1	1	
	Purchasing Control Clerk	1	1	1	
	Coordinator Duplicating & Supplies	1	1	•	1
7		1	1	1	
	PLOYEE YEARS	11.0	11.0	10.0	1.0
	Time	11.0	11.0	10.0	1.0
	rtime Time Temperan <i>i</i> Second	0.1	0.1	0.1	0.0
	Time, Temporary, Seasonal	0.9	0.8	0.8	
To	s: Vacancy Allowance	<u>0.0</u> 12.0	<u>0.0</u> 11.9	<u>0.0</u> 10.9	<u>0.0</u> 1.0
10	lai	12.0	11.9	10.9	1.0

Mission Statement

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

Organization



6–2 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT

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

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

Year-To-Year Comparison								
	Budget	Budget		Percent				
Bureau	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>	<u>Change</u>				
Commissioner/Admin Finance/Planning	853,000	1,105,500	252,500	29.6%				
Business & Housing Development	3,535,500	2,773,600	-761,900	-21.5%				
Planning & Zoning	1,765,400	0	-1,765,400	-100.0%				
Neighborhood Preservation	1,452,200	1,454,600	2,400	0.2%				
Buildings & Zoning	3,511,700	5,651,300	2,139,600	60.9%				
Total	11,117,800	10,985,000	-132,800	-1.2%				
Employee Years	136.9	137.4	0.5	0.4%				
Change Detail								
Salary & Wage General	Vacancy							
Adjustment Inflation Chargebacks	Allowance	Miscellaneous	Major Change	Total				
-130,000 5,100 7,000	0	1,500	-16,400	-132,800				
Major Change Highlights								
One Planning Manager is added \$98,10								

Vacant Director of Administration and Finance position is eliminated as an efficiency -\$98,100 measure

Program Change

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

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

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

6–4

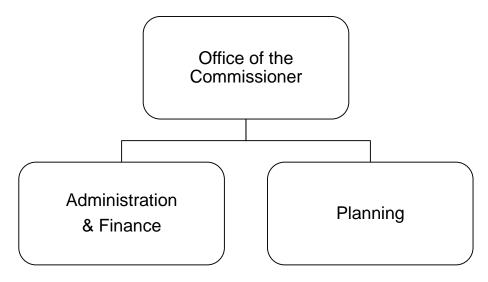
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT EXPENDITURE SUMMARY

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

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

6–6

2017-18 Strategic Goals & Objectives

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT OFFICE OF THE COMMISSIONER

Key Performance	e Indicators		A atual	C atimatad	Dudget	Dudget
			Actual <u>2015-16</u>	Estimated 2016-17	Budget <u>2016-17</u>	Budget <u>2017-18</u>
ENHANCE NEIG	SHBORHOODS		2013-10	2010-11	2010-11	2011-10
	voices (Rehab/Dem	o)				
Number i	•	,	3,030	3,000	2,810	3,000
Amount b	billed		\$604,950	\$850,000	\$253,000	\$850,000
Percent c	collected		67.8%	70%	60%	70%
Demolitions (B&2	Z)		121	110	125	110
Homebuyer Assi	stance provided by t	he City	\$807,000	\$750,000	\$850,000	\$800,000
Total Rehabilitati	ion Grants awarded	(millions)	\$5.5	\$4.2	\$6.1	\$4.8
Good Neighbor Agreements (NP)			988	743	800	645
PROMOTE DEV	ELOPMENT					
Grants/funding received – federal (millions)		\$11.79	\$12.46	\$13.0	\$11.4	
Grants/funding re	eceived – all other so	ources	\$390,000	\$2,370,000	\$511,000	\$485,000
Affordable housi	ng units created (BH	D)	104	175	175	243
Comprehensive	Neighborhood Plann	ing (%				
plans complete)	•	•	0%	50%	50%	100%
B&Z – Buildings a	ind Zoning Bureau					
	od Preservation Bure	au				
•	& Housing Developm					
Year-To-Year Co	mnarison					
	2016-17	2017-18	Change			
Budget	<u>2010-17</u> 853,000	1,105,500	- <u>-</u>			
Employee Years	9.4	1,105,500				
	5.4	12.0	0.2			
Change Detail						
Salary & Wage	General	Vaca	ancy			

Salal y & Waye	General		vacancy			
<u>Adjustment</u>	Inflation	Chargebacks	Allowance	<u>Miscellaneous</u>	Major Change	Total
22,000	800	-11,700	0	300	241,100	252,500

Major Changes

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

Program Change

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

6–8 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT OFFICE OF THE COMMISSIONER EXPENDITURE SUMMARY

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

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

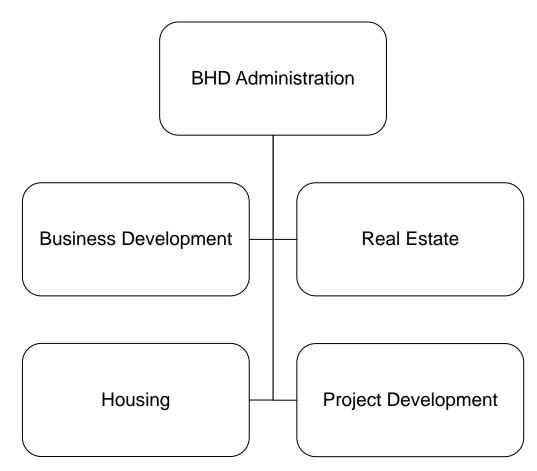
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	FULL TIME POSITIONS			Commissioner	Planning	Administration & Finance
		Budget	Proposed			
Br.	Title	2016-17	2017-18			
36	Commissioner	1.0	1.0	1.0		
30	Manager of Planning	0.0	1.0		1.0	
30	Director of Administration & Finance	0.8	0.0			
29	Principal Staff Assistant	0.0	1.0			1.0
26	Associate Administrative Analyst	1.0	0.0			
	Associate City Planner	0.0	1.0		1.0	
	Senior City Planner	0.0	1.0		1.0	
	Senior GIS Analyst/City Planner	0.0	1.0		1.0	
-	Executive Assistant	2.0	2.0	1.0		1.0
	Administrative Assistant	0.0	2.0			2.0
	Project Assistant	1.0	0.0			
	Clerk I	1.0	1.0			1.0
	Senior Account Clerk	1.0	0.0			
7	Clerk III with Typing	1.0	1.0			1.0
EMP	LOYEE YEARS					
Full		8.8	12.0	2.0	4.0	6.0
Ove	time	0.1	0.1	0.0	0.0	0.1
Part	Time, Temporary, Seasonal	0.5	0.5	0.0	0.0	0.5
	: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0
Tot		9.4	12.6	2.0	4.0	6.6

6–10 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT

2017-18 Strategic Goals & Objectives					
Objective	Priorities Supp	Priorities Supported			
BUSINESS DEVELOPMENT:					
Increase access to capital and micro-lending resources for small businesses	More Jobs, Safe Neighborhoods	er and More Vibra	ant	Ongoir	ng
Attract new businesses and generate growth in downtown businesses	More Jobs, Safe Neighborhoods	er and More Vibra	ant	Ongoing	
PROJECT DEVELOPMENT:					
Execute Land Disposition Agreement for Inner Loop East (ILE) Site 1	Safer and More	Vibrant Neighbor	rhoods	Secon	d Quarter
Execute Land Disposition Agreement for Midtown Parcel 5	Safer and More	Vibrant Neighbor	rhoods	Third G	Quarter
Execute Land Disposition Agreement for Inner Loop East (ILE) Sites 2, 4, 5	Safer and More	Vibrant Neighbor	rhoods	Fourth Quarter	
HOUSING:					
Provide maintenance, rehabilitation and/or historic preservation to enhance well-built and diverse housing stock	Safer and More	Safer and More Vibrant Neighborhoods			
Promote redevelopment of residential and mixed-use structures to address market demand for currently under-represented housing inventory	Safer and Vibra	Safer and Vibrant Neighborhoods			
Sell 50 City surplus houses	Safer and More Vibrant Neighborhoods Fourth				Quarter
Work with Rochester Land Bank & Rochester Safer and More Vibrant Neighborhoods Fourth Quarter Housing Development Fund Corporation on rehab of ten homes for sale to owner occupants					
Key Performance Indicators					
	Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Budg <u>2016-</u>		Budget <u>2017-18</u>
ENHANCE NEIGHBORHOODS	2010 10	2010 11	2010	<u></u>	2011 10
Rehabilitation grants awarded (millions)	\$5.5	\$4.2	\$6	5.1	N/A
HOME funded rehab and new construction (millions)	N/A	N/A	N	/A	\$1.2
Owner occupied housing units created	4	16		9	ψ1.2 10
City-assisted sales to owner occupants	213	187	2	45	200
Foreclosures prevented	204	120		32	120
Affordable housing units created	104	175		- 75	243
Market rote housing units erected	455	111		0E	101

155

114

105

181

Market rate housing units created

6–12 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Mixed-use projects	13	16	13	13
Total public/private housing investment	\$129.1	\$134.1	\$114.1	\$70.1
(millions)	\$75.0	\$134.1 \$20.0	\$75.0	\$20.0
Total commercial/retail investment (millions)	Φ/5.0	φ20.0	\$75.0	φ20.0
FACILITATE BUSINESS GROWTH				
Total retention assistance (millions)	\$24.9	\$26.4	\$15.0	\$16.0
Jobs retained	807	539	1,700	500
Total growth assistance (millions)	\$105.9	\$24.0	\$95.0	\$25.0
Full-time equivalent jobs created (Business Development, REDCO)	420	266	850	250
Average income of jobs created	N/A	\$30,000	\$30,000	\$30,000
Businesses relocating into city	5	8	10	5
All grants/loans provided	341	371	400	65
Empire Zone	\$ 50.0	. 40.4	N1/A	
Total investments (millions)	\$52.6	\$42.1	N/A	\$33.7
Jobs created	180	144	N/A	135.6
Jobs retained	8,251	6,601	N/A	6,572
Minority and Women Owned Business Enterprise (MWBE)/Disadvantaged Small Business Enterprise (MWDSBE)				
New MWBE businesses	33	14	15	17
Total MWBE assistance (millions)	\$6.7	\$1.9	\$2.0	\$3.0
Minority workforce %	37.8%	20%	20%	20%
Women workforce %	8.2%	6.9%	6.9%	6.9%
MWDSBE assistance	\$3,405,149	\$3,858,862	\$2,000,000	\$2,000,000
Warkfaraa Baaidanay				
Workforce Residency Workforce city residents (all projects)	21.85%	25%	25%	25%
Workforce city residents (people count)	481	25% 450	453	25% 450
worklore city residents (people count)	401	400	455	400
PROMOTE DEVELOPMENT				
Tax foreclosures	205	300	300	300
Property rental revenue	\$114,781	\$170,000	\$170,000	\$170,000
Properties sold thru auction/RFP	99	115	112	125
Property sales revenue	\$2,355,418	\$1,904,000	\$1,730,000	\$1,860,000
Leveraged Private Investment Dollars	\$148.7	\$26.0	\$150.0	\$25.0
(Commercial Corridors) (millions)				
Leveraged Private Investment Dollars	\$94.5	\$67.9	\$125.0	\$101.0
(Downtown) (millions)				

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT 6–13 BUSINESS & HOUSING DEVELOPMENT

			Actual	Estimated	Budget	Budget
			<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	2017-18
% Grants/Loans A Time (90 days) N/A – Not Availab	Applications Processe	ed On-	N/A	N/A	N/A	80%
Year-To-Year			<u>.</u>			
Delast	<u>2016-17</u>	<u>2017-18</u>	Change			
Budget	3,535,500	2,773,600	-761,900			
Employee Years	39.1	29.3	-9.8			
Change Detail						
Salary & Wage	General	Vacan	су			
Adjustment	Inflation Chargeba	cks Allowan	ce Miscella	aneous Major (Change	Total
-106,800		700	0			61,900
Major Changes						

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

Program Change

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

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

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

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

6–14 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUSINESS & HOUSING DEVELOPMENT EXPENDITURE SUMMARY

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

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

				Administration	Business Development	Real Estate	Housing	Project Development
	FULL TIME POSITIONS							
D	T :41-		Proposed					
	Title	2016-17	2017-18	4				
	Director of Development Services	0	1	1				
	Deputy Commissioner		0				4	
	Manager of Housing Director of Real Estate	0	1			4	1	
			1		4	1		
	Director of Strategic Business Development		1		I			1
	Manager of Downtown Development							
	Manager of Housing Assistant Director of Real Estate		1			1		
						1		
	Manager of Contract Services Associate Real Estate Specialist		1			1		
	Associate Administrative Analyst		1			1	1	2
	Associate Community Housing Planner		3 0				1	2
	Credit Manager		1	1				
	Economic Development Project Manager	2	2	1	2			
	Sr. Marketing Specialist Bilingual	1	2		2			
	Sr. Community Housing Planner	5	1				3	1
	Sr. Economic Development Specialist	3	т 3		3		5	1
	Sr. Property Rehabilitation Specialist	2	0		5			
	Sr. Real Estate Specialist Bilingual	1	1			1		
	Sr. Administrative Analyst		1			1		
	Property Rehabilitation Specialist	3	0					
	Community Housing Planner/Bilingual	0	1				1	
	Executive Assistant	1	1	1				
	Legal Assistant/Real Estate	2	0					
	Project Assistant	2	3	1		2		
	Secretary	1	0	-				
	Clerk II with Typing	1	1	1				
	Clerk III with Typing	1	0					
	Clerk III 55a	1	0					
EMF	PLOYEE YEARS							
	Time	38.0	28.0	5.0	6.0	7.0	6.0	4.0
Ove	rtime	0.3	0.2	0.0	0.0	0.1	0.0	0.1
Part	Time, Temporary, Seasonal	0.8	1.1	0.5	0.0	0.5	0.1	0.0
	s: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Tot	tal	39.1	29.3	5.5	6.0		6.1	4.1

6–16 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT PLANNING & ZONING

Year-To-Year Comparison							
	2016-17	<u>2017-18</u>	Change				
Budget	1,765,400	0 -1,7	65,400				
Employee Years	23.6	0.0	-23.6				
Change Detail							
Salary & Wage	General	Vacancy					
Adjustment	Inflation Chargebacks	Allowance	Miscellaneous	Major Change	Total		
0	0 0	0	0	-1,765,400	-1,765,400		
Major Change							
Twenty full time po	ositions transfer to Buildir	ngs & Zoning	Bureau		-1,378,600		
Three full time positions transfer to Commissioner's Office					-235,900		
Materials and Supplies expenses transfer to Buildings & Zoning Bureau					-126,700		
Zoning and Planning Board positions transfer to Buildings & Zoning Bureau					-19,000		
Materials and Supplies expenses transfer to the Commissioner's Office					-5,200		

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT PLANNING & ZONING EXPENDITURE SUMMARY						
ropriation by Major Object	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>		

Appropriation by Major Object				
Personnel Expenses	1,367,641	1,514,800	1,633,500	0
Materials & Supplies	8,150	6,800	6,800	0
Services	105,342	131,900	125,100	0
Other	0	0	0	0
Total	1,481,133	1,653,500	1,765,400	0
Appropriation by Activity	1,481,133	1,653,500	1,765,400	0
Employee Years by Activity	21.8	22.6	23.6	0.0

6–18 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT PLANNING & ZONING PERSONNEL SUMMARY

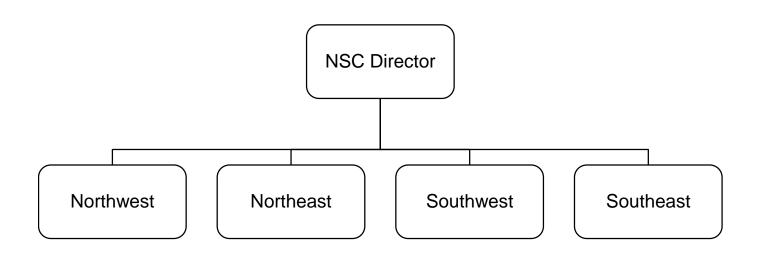
	FULL TIME POSITIONS		
		Budget	Proposed
Br.	Title	2016-17	2017-18
33	Director of Planning and Zoning	1	0
29	Principal Staff Assistant	1	0
28	Permit Office Manager	1	0
27	Senior Architect	1	0
26	Associate City Planner	1	0
24	Preservation Planner	1	0
24	Senior City Planner	5	0
24	Senior City Planner/Urban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

Mission Statement

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

Organization

Neighborhood Preservation is separated into four geographical quadrant areas:



Vital Customers

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

Critical Processes

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

6–20

2017-18 Strategic Goals & Objectives		
Objective	Priorities Supported	Projected Completion
Focus on improving the Lyell Avenue corridor	Safer and More Vibrant Neighborhoods	First Quarter
Facilitate integration of FLHSA Play Everywhere Story Walk and Phyllis Wheatley Permaculture Project	Safer and More Vibrant Neighborhoods	First Quarter
Participate in National Night Out/Community Festival	Safer and More Vibrant Neighborhoods	First Quarter
Participate in 2 nd TAP IT Forward Genesee Brewery Neighborhood Enhancement Project Day	Safer and More Vibrant Neighborhoods	First Quarter
Complete Neighborhood Enhancement Project	Safer and More Vibrant Neighborhoods	Second Quarter
Complete a year in review of E. Main and Goodman to evaluate next steps in process	Safer and More Vibrant Neighborhoods	Third Quarter
Support Public Engagement with the developers for Inner Loop East project (SW & SE)	Safer and More Vibrant Neighborhoods	Fourth Quarter
Combine resources to strengthen collaboration of community garden activities	Safer and More Vibrant Neighborhoods	Fourth Quarter
Implement crime prevention through environmental design ideas in Edgerton neighborhood	Safer and More Vibrant Neighborhoods	Fourth Quarter
Conduct GRO1000 Established Community Garden Makeover	Safer and More Vibrant Neighborhoods	Ongoing
Implement appropriate changes for the Nuisance process as presented by the evaluation to align with all 4 Quadrants	Safer and More Vibrant Neighborhoods	Ongoing
Leverage Good Neighbor Agreements to improve Commercial Corridors (All NSCs)	Safer and More Vibrant Neighborhoods	Ongoing
Increase community participation and engagement in Celebrate City Living including both residents and business owners (All NSCs)	Safer and More Vibrant Neighborhoods	Ongoing
Develop a plan to strengthen commercial corridors bordering NW by focusing on major projects (NW & SW)	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT 6–21 NEIGHBORHOOD PRESERVATION

	Actual	Estimated	Budget	Budget		
Commercial Corridor occupancy rates (avg)	<u>2015-16</u> 54%	<u>2016-17</u> 83%	<u>2016-17</u> 80%	<u>2017-18</u> 82%		
P3 (Private, Public, Partnership) established	N/A	10	8	8		
Neighborhood Association meetings	642	630	1,050	620		
Neighborhood Association meeting attendance	5,079	5,848	10,670	5,500		
Neighborhood Association matching funds	\$29,300	\$28,872	\$60,000	\$30,000		
Neighborhood cleanups	N/A	97	110	148		
Block Clubs	N/A	80	100	80		
Handicap Permits issued	4,215	1,127	4,000	1,511		
FACILITATE BUSINESS GROWTH						
Business Permits issued (new permits only)	500	94	98	101		
Business Permits renewed	835	691	584	456		
Jobs yield from Business Permits	1,392	1,443	1,288	1,028		
Business Association meetings	292	183	384	191		
Business Association meeting attendance	2,600	1,856	1,727	1,700		
Nuisance Letters issued	N/A	332	532	392		
N/A – Not Available						
Year-To-Year Comparison						
<u>2016-17</u> <u>2017-18</u>	<u>Change</u>					
Budget 1,452,200 1,454,600	2,400					
Employee Years17.117.1	0.0					
Change Detail						
Salary & Wage General Vaca	ncy					
Adjustment Inflation Chargebacks Allowa	nce <u>Miscella</u>	aneous <u>Major (</u>	<u>Change</u>	<u>Total</u>		
1,100 400 -3,800	0	1,200	3,500	2,400		
Major Changes NSC Director is added in response to departmental evaluation 92,000						
Vacant full time position is eliminated as an efficiency						
Funding added for materials and supplies increases						

Program Changes

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

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

6–22 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT NEIGHBORHOOD PRESERVATION EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
Appropriation by Major Object	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object	4 400 600	1 1 1 2 2 0 0	1 1 5 5 000	1 100 200
Personnel Expenses	1,123,609	1,142,200	1,155,900	1,160,300
Materials & Supplies	11,955	13,400	15,600	15,600
Services	188,744	244,700	280,700	278,700
Other	0	0	0	0
Total	1,324,308	1,400,300	1,452,200	1,454,600
Appropriation by Activity				
Appropriation by Activity NSC - Administration	33,484	107,400	75,600	171,800
NSC - Northwest	283,926	300,800	309,500	313,200
NSC - Northeast	,	,	,	,
	289,141	272,500	311,600	309,400
NSC - Southwest	320,210	326,400	341,000	336,700
NSC - Southeast	397,547	393,200	414,500	323,500
Total	1,324,308	1,400,300	1,452,200	1,454,600
Employee Years by Activity				
NSC - Administration	0.0	0.3	0.0	1.0
NSC - Northwest	4.0	4.0	4.0	4.0
NSC - Northeast	4.0	4.0	4.0	4.0
NSC - Southwest	4.0	4.0	4.0	4.0
NSC - Southeast	4.0 5.1	5.1	5.1	4.1
Total	17.1	17.4	17.1	17.1

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT NEIGHBORHOOD PRESERVATION PERSONNEL SUMMARY

	FULL TIME POSITIONS			Admin	Northwest	Northeast	Southwest	Southeast
		-	Proposed					
	Title	2016-17	2017-18					
	NSC Administrator	4	0					
	NSC Director	0	1	1				
29	NSC Administrator	0	4		1	1	1	1
	Assistant to NSC Administrator	4	4		1	1	1	1
24	Sr. Community Program Planner	1	0					
12	Customer Service Representative	3	3			1	1	1
12	Customer Service Rep Bilingual	1	1		1			
EMF	PLOYEE YEARS							
Full	Time	13.0	13.0	1.0	3.0	3.0	3.0	3.0
Ove	rtime	0.1	0.1	0.0	0.0	0.0	0.0	0.1
Part	: Time, Temporary, Seasonal	4.0	4.0	0.0	1.0	1.0	1.0	1.0
Les	s: Vacancy Allowance	0.0	0.0	0.0	0.0	0.0	0.0	<u>0.0</u>
To	tal	17.1	17.1	1.0	4.0	4.0	4.0	4.1

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

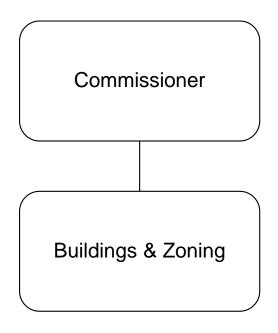
Br. Title	2016-17	2017-18
94 Police Lieutenant	5.0	5.0
90 Police Officer	21.0	21.0
EMPLOYEE YEARS		
Full Time	26.0	26.0
Overtime	0.5	0.5
Part Time, Temporary, Seasonal	0.0	0.0
Less: Vacancy Allowance	<u>0.0</u>	<u>0.0</u>
Total	26.5	26.5

6–23

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUILDINGS & ZONING

2017-18 Strategic Goals & Objectives

Objective	Priorities Sup	ported		Projected Completion
Merge permit office, zoning and contract services with inspection and compliance services	Innovation and s	Efficiency		First Quarter
Review/update permit office brochures to reflect new Bureau name	Innovation and	Efficiency		Third Quarter
Provide assistance to property owners for curb- side appeal (FIS)	Safer and More	e Vibrant Neight	orhoods	Fourth Quarter
Conduct Phase 2 of Historic Resource Survey	Safer and More	e Vibrant Neight	orhoods	Fourth Quarter
Complete evaluation & selection of a Land Management solution	Safer and More	e Vibrant Neight	orhoods	Fourth Quarter
Reduce and eliminate blight and ensure safe and habitable housing through renewable Certificate of Occupancy (C of O) program	Safer and More	e Vibrant Neight	oorhoods	Ongoing
Reduce the number of lead poisoning cases involving resident children	Safer and More	e Vibrant Neight	orhoods	Ongoing
Enhance our vacant property management program	Safer and More	e Vibrant Neight	orhoods	Ongoing
Make updates/clarifications to the Zoning Code and Map	Innovation and	Efficiency		Ongoing
LHCD – Lead Hazard Control Program EARP – Emergency Assistance Repair Program OORP – Owner-Occupant Roofing Program FIS – Focused Investment Strategy				
Key Performance Indicators				
	Actual <u>2015-16</u>	Estimated 2016-17	Budge <u>2016-1</u> 7	-
ENHANCE NEIGHBORHOODS				
Units inspected for lead hazards	12,002	11,950	14,000	-
Certificates of Occupancy issued	3,662	3,900	4,000	-
Landlord/tenant issues identified Landlord/tenant issues resolved (average	N/A	2,050	7,000	3,000
closure time in days)	N/A	100	N/A	
Roofs Repaired (OORP)	N/A	N/A	N/A	A 62
Emergency Assistance Repair Program (EARP) grants awarded	N/A	N/A	N/A	A 75
Rehabilitation grants awarded (millions)	N/A	N/A	N/A	
Number of Rehab grants (housing count)	N/A	N/A	N/A	A 278

6–26 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUILDINGS & ZONING

Actual	Estimated	Budget	Budget
<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
6,322	6,100	6,000	6,000
23,032	18,500	20,000	20,000
2,620	2,840	2,600	2,600
4,423	3,970	4,300	4,300
93%	85%	90%	85%
94%	90%	95%	90%
121	110	125	110
9,305	10,000	7,600	10,500
\$2,454,821	\$2,262,720	\$2,600,000	\$2,300,000
2,530	2,400	1,800	2,500
101	100	110	105
102	115	110	120
83	105	105	105
46	35	60	40
N/A	30	N/A	30
N/A	30	N/A	30
2%	0%	2%	0%
	2015-16 6,322 23,032 2,620 4,423 93% 94% 121 9,305 \$2,454,821 2,530 101 102 83 46 N/A N/A	2015-162016-176,3226,10023,03218,5002,6202,8404,4233,97093%85%94%90%1211109,30510,000\$2,454,821\$2,262,7202,5302,400101100102115831054635N/A30N/A30	2015-162016-172016-176,3226,1006,00023,03218,50020,0002,6202,8402,6004,4233,9704,30093%85%90%94%90%95%1211101259,30510,0007,600\$2,454,821\$2,262,720\$2,600,0002,5302,4001,80010110011010211511083105105463560N/A30N/AN/A30N/A

Year-To-Year Comparison

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

Change Detail

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

Major Changes

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

Program Change

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

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

New KPIs are added in the new bureau, including:

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

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

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

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

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

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

Roofs Repaired (OORP)

Emergency Assistance Repair Program (EARP) grants awarded

6–28 DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUILDINGS & ZONING EXPENDITURE SUMMARY

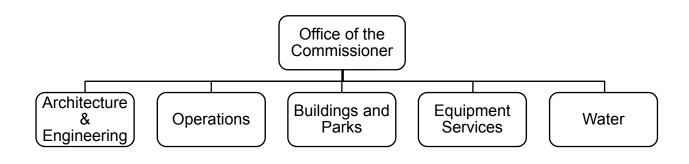
	<u>2015-16</u>	2016-17	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	2,948,057	3,041,400	3,203,200	5,187,400
Materials & Supplies	8,522	15,400	15,400	23,900
Services	267,290	285,300	293,100	440,000
Other	0	0	0	0
Total	3,223,869	3,342,100	3,511,700	5,651,300
Appropriation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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT BUILDINGS & ZONING PERSONNEL SUMMARY

	FULL TIME POSITIONS		
		Budget	Proposed
_	Title	2016-17	2017-18
34	Director of Buildings & Zoning	0	1
33	Director of Inspection & Compliance	1	0
30	Manager of Code Enforcement	0	1
	Manager of Zoning	0	1
	Principal Staff Assistant	0	1
	Code Compliance Coordinator	1	1
	Manager of Contract Services	0	1
	Senior Architect	0	1
	Associate Community Housing Planner	0	1
	Permit Office Manager	0	1
	Lead Paint Coordinator	1	1
	Senior Administrative Analyst	1	1
	Senior Code Enforcement Officer	3	4
	Plans Examiner	0	1
	Preservation Planner	0	1
	Sr. City Planner/Urban Design Specialist	0	1
	Sr. City Planner	0	3
	Sr. Property Rehab Specialist	0	2
	Code Enforcement Officer	21	18
	Code Enforcement Officer Bilingual	3	3 2 2 1
	Electrical Inspector	2	2
	Plumbing Inspector	2	2
	Assistant Plans Examiner	0	
	Property Rehab Specialist	0	3
		0	2 7
	Code Enforcement Officer Trainee	4	7
_	Administrative Assistant	0	1
11		0	1
	Senior Service Assistant Bilingual	1	0
	Secretary	0	1
		2	3 1
	Clerk II with Typing	0	
	Clerk II Bilingual	1	2
	Clerk III with Typing	1	2 2 1
	Clerk III 55a	0	1
		0	1
	PLOYEE YEARS	44.0	74.0
	Time	44.0 0.2	
			0.4
	Time, Temporary, Seasonal	3.5	
	s: Vacancy Allowance	<u>0.0</u> 47.7	<u>0.0</u> 79.4
To	เล	41.1	78.4

Mission Statement

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



Department Highlights

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

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

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

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

DEPARTMENT OF ENVIRONMENTAL SERVICES

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

DEPARTMENT OF ENVIRONMENTAL SERVICES

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

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

*Reflects chargeback for motor equipment services.

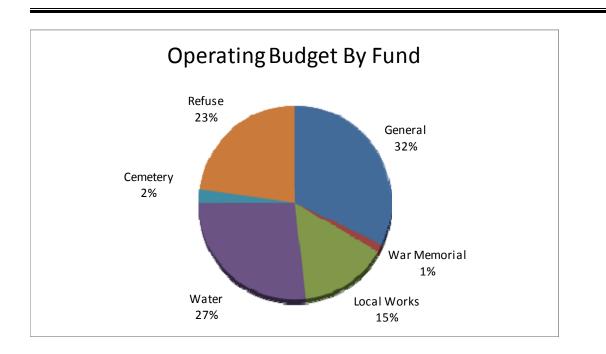
Change Detail

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

Major Change Highlights

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

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



ENVIRONMENTAL SERVICES EXPENDITURE SUMMARY

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

*Reflects chargeback for motor equipment service.

Mission Statement

Office of the Commissioner:

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

This is accomplished by:

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

Environmental Quality:

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

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

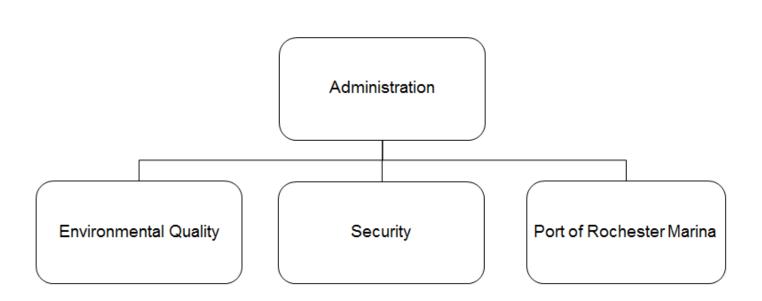
Security:

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

Port of Rochester Marina:

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

Organization



Vital Customers

Office of the Commissioner:

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

Environmental Quality:

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

Security:

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

Port of Rochester Marina:

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

ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER

2017-18 Strategic Goals & Objectives

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

ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER

Key Performance Indicators				
	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
INTERNAL OPERATIONS				
New York State cleanup agreements and	24	24	25	25
orders				
City Facility Compliance Inspections	41	70	37	76
Renewal Energy Generated at City Properties	41,924	31,725	1,738,000	2,020,000
(KWh)	, -	-) -	, ,	,,
Cleanup cost per acre (\$):				
Planned residential site reuse	0	0	526,300	1,315,800
 Planned commercial/industrial reuse 	574,100	1,138,600	1,219,800	683,800
Sites remediated	3	2	4	3
Acres remediated	10.2	0.87	1.33	1.36
Marina Occupancy				
Seasonal Slips	50%	50%	50%	60%
Transient Slips	25%	40%	25%	50%
	2070	10,0	2070	0070
LEARNING & INNOVATION				
Environmental Workforce Development & Job				
Training:				
Number of participants entering training	N/A	30	N/A	30
Number of participants completing training	N/A	26	N/A	26
Number of participants obtaining employment	N/A	19	N/A	21
N/A - Not Applicable	1.0/1.4	10	1.1/1	21

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

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

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

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

Year-To-Year Comparison

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

Change Detail

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

Major Change

Add funding for summer kickball tournament at Genesee Valley Park as part of a community- 100,000 wide violence reduction strategy

Eliminate vacant Senior Environmental Specialist/Remediation

-86,700

ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER

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

Program Change

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

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

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

ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER EXPENDITURE SUMMARY

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

DEPARTMENT OF ENVIRONMENTAL SERVICES OFFICE OF THE COMMISSIONER PERSONNEL SUMMARY

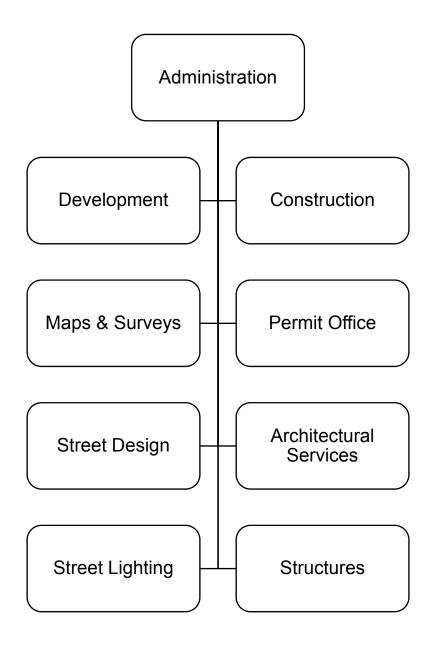
	PERSUNN					
			Administration	Environmental Quality	Security	
	FULL TIME POSITIONS			PA	Ш	
		Budget	Proposed			
Br.	Title	2016-17				
36	Commissioner	1	1	1		
35	Manager of Environmental Quality	1	0			
32	Manager of Environmental Quality	0	1		1	
32	Assistant Commissioner of DES	1	1	1		
31	Director of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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives: Objective	Priorities Supported	Projected Completion
Begin construction of two federally funded preventative maintenance contracts	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of Main Street Streetscape and Pedestrian Wayfinding Enhancement Project	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of Elmwood Avenue/Collegetown Cycle Track	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of Campbell Street Recreation Center renovation and playground/waterpark	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete construction of Broad Street Bridge Preventive Maintenance Project	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin design of West River Wall Project	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin design of five federally funded preventive maintenance contracts	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete construction of Center City Two-Way Conversion Phase II	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Rochester Public Market Winter Shed and Site Improvements	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of South Avenue/Elmwood Avenue Project	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Inner Loop East Transformation Project	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Begin design of Convention Center Terrace Repairs	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete design of Charles Carroll Plaza	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING

Begin design of Eastman Trail		os, Safer and Mor leighborhoods		cond arter	
Complete design of East Henrietta Road at City Gate		os, Safer and Mor leighborhoods	e Thi	Third Quarter	
Complete design of Mt. Hope Avenue Phase II		os, Safer and Mor leighborhoods	e Thi	rd Quarter	
Complete design of Rundel Library Structural Repairs		os, Safer and Mor leighborhoods	e Thi	rd Quarter	
Install LED Street Lighting Phase II	Innovatio	n and Efficiency	Fou	urth Quarter	
Continue construction of Driving Park Bridge Preventive Maintenance Project		os, Safer and Mor leighborhoods	e On	going	
Continue to work with the Mayor's Office and the Rochester Police Department to identify police section offices in neighborhoods	Safer and Neighbor	d More Vibrant hoods	On	Ongoing	
Key Performance Indicators	Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget 2017-18	
INTERNAL OPERATIONS Development: Projects designed (\$000,000): • In-house • Consultants	1.002 3.851	0.546 3.104	4 1.766	0.26 0.88	
Structures: Projects designed (\$000,000): • Consultants	5.922	3.532	.466	4.895	
Administration/Street Design: Value of street improvement projects designed (\$000,000):					
In-houseConsultants	12.344 10.632	11.994 9.088	8.306 8.059	3.852 14.58	
Architectural Services: Facilities in building renovation program Value of projects designed (\$000,000):	148	152	148	153	
 In-house Consultant 	1.871 13.93	1.098 14.153	1.00 7.50	0.068 9.369	
Street Lighting: City maintained lights	28,191	28,300	28,200	28,400	
CUSTOMER PERSPECTIVE Street Lighting: Calls for service	5,523	6,340	5,900	6,000	

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING

Year-To-Year Com	parison					
	2016-17	<u>2017</u>	<u>7-18</u> <u>C</u>	hange		
Budget	7,772,000	7,572,	600 -19	99,400		
Employee Years	57.8	4	56.5	-1.3		
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation Charg	ebacks	Allowance	Miscellaneous	Major Change	Total
-15,500	16,000	-1,900	0	0	-198,000	-199,400
Major Change						

-136,800
-51,300
45,000
-33,200
-21,700

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2015-16	Estimated <u>2016-17</u>	Amended <u>2016-17</u>	Proposed <u>2017-18</u>
Personnel Expenses	4,096,906	3,867,200	4,129,500	4,028,800
Materials & Supplies	249,567	208,200	315,700	318,400
Services	3,358,611	2,952,200	3,326,800	3,225,400
Other	0,000,011	2,002,200	0	0,220,100
Total	7,705,084	7,027,600	7,772,000	7,572,600
1 otal	7,700,004	7,027,000	7,772,000	7,572,000
Appropriation by Activity				
Administration	1,513,491	1,224,800	1,601,600	1,435,400
Development	219,117	165,500	158,200	166,300
Construction	530,300	530,900	539,800	508,100
Maps & Surveys	401,646	402,100	456,200	443,800
Permit Office	306,676	262,500	256,400	256,500
Street Design	870,239	828,500	941,100	921,300
Architectural Services	862,838	778,200	783,100	793,100
Street Lighting	2,906,845	2,738,800	2,943,700	2,952,300
Structures	93,932	96,300	91,900	95,800
Total	7,705,084	7,027,600	7,772,000	7,572,600
Employee Years by Activity				
Administration	8.9	9.2	10.8	9.8
Development	2.8	2.0	2.0	2.0
Construction	6.7	6.5	6.6	6.6
Maps & Surveys	7.5	6.6	7.2	7.1
Permit Office	5.8	3.9	3.9	3.9
Street Design	11.8	11.9	12.7	12.5
Architectural Services	9.9	10.8	10.8	10.8
Street Lighting	3.9	2.9	2.9	2.9
Structures	1.2	0.9	0.9	0.9
Total	58.5	54.7	57.8	56.5

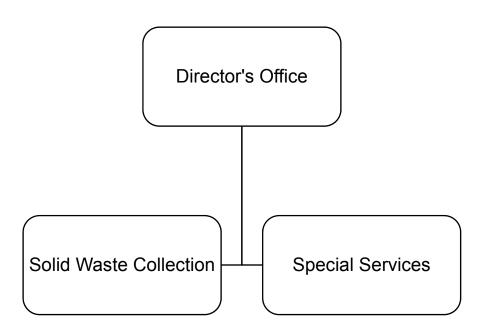
DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF ARCHITECTURE & ENGINEERING PERSONNEL SUMMARY

				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
	FULL TIME POSITIONS			Ad	ŏ	Õ		Å	St	A	Str	0,
Br	Title	Budget 2016-17	Proposed 2017-18									
	City Engineer	2010-17	2017-10	1								
	Assistant City Engineer	1	1							1		
	Managing Engineer-Construction	1	1			1						
	Managing Engineer-Street Design	1	1			-			1			
	Senior Structural Engineer/Bridges	0	1									1
	Manager of Special Projects	1	0									
	Manager of Special Projects	0	1	1								
	Senior Landscape Architect	1	1		1							
29	Senior Structural Engineer/Bridges	1	0									
29	Principal Staff Assistant	0	1	1								
	Manager of Administrative Services	1	0									
	Manager of Maps & Surveys	1	1				1					
	Street Program Coordinator	1	1						1			
	Senior Architect	2	2							2		
	Street Lighting Program Coordinator	1	1								1	
	Transportation Specialist	1	1	1								
	Engineer III	4	3			1			1	1		
	Permit Coordinator	1	1					1				
	Asst. Street Lighting Program Coordinator	1	1								1	
	Architect	2	2						_	2		
	Engineer II	7	8			3			5			
	Field Surveyor	1	1				1					
	Senior Administrative Analyst	1	1	1								
	Assistant Landscape Architect	0	1		1							
	Project Manager	1	1	.1						_		
	Assistant Architect	3	3							3		
	Assistant Landscape Architect	1	0						2			
	Engineer I Supervising Engineering Technician	2	2			1			2			
	Supervising Engineering Technician Supervisor of Mapping	1	1				1					
	Executive Assistant	1	0				1					
	Assistant Field Surveyor	1	1				1					
	Head Account Clerk	1	1	1								
	Junior Architect	1	1	1						1		
	Principal Engineering Technician-CADD	1	1						1	'		
	Accountant	1	2	2					'			
	Administrative Assistant	1	1	1								
	Senior Survey Technician	2	2				2					
	Senior Engineering Technician	4	4					3	1			
	Secretary	1	1					5		1		
10	Senior Account Clerk	1	0									
	Clerk II	1	1				1					
	Clerk II with Typing	1	1								1	
EMF	PLOYEE YEARS											
	Time	57.0	56.0	10.0	2.0	6.0	7.0	4.0	12.0	11.0	3.0	1.0
Ove	rtime	0.8	0.7	0.1	0.1			0.1	0.0		0.0	0.0
	Time, Temporary, Seasonal	1.8	1.6	0.0	0.0			0.0	0.8		0.0	0.0
	: Vacancy Allowance	1.8	<u>1.8</u>	0.3	<u>0.1</u>		0.2	0.2	<u>0.3</u>		<u>0.1</u>	0.1
Tot	al	57.8	56.5	9.8	2.0	6.6	7.1	3.9	12.5	10.8	2.9	0.9

Mission Statement

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

Organization



Vital Customers

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

2017-18 Strategic Goals & Objectives:

Objective	Priorities Supp	orted	Projected Completio	n
Introduce Sweep Trax to allow city residents to check the status of street sweeping on arterial and residential streets		Efficiency, Safer nt Neighborhoods	First Quarte	Pr
Continue collaboration with Center for Disability Rights to improve accessibility issues	Safer and More Neighborhoods	Vibrant	Ongoing	
Continue use of alternative pavement solutions for road surface and sidewalks	Innovation and E	Efficiency	Ongoing	
Continue evaluation of measures and methods of managing solid waste	Innovation and E	Efficiency	Ongoing	
Key Performance Indicators	Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget 2017-18
CUSTOMER PERSPECTIVE Solid Waste:				
Residential refuse tons collected and disposed Commercial refuse tons collected and disposed Recycling tons collected and diverted from landfill	89,398 10,349 7,092	89,000 10,000 7,000	91,355 11,000 7,900	90,442 11,000 7,900
Special Services: Roadway plow runs Sidewalk plow runs Arterial sidewalk plow runs Roadway plow runs completed successfully Compost returned through materials Give Back	7 6 0 96.79% 681	12 9 1 95.0% 450	17 12 6 95.0% 350	17 12 3 95.0% 500
site % of streets swept on schedule % of potholes filled within 2 business days	90.53% 97.71%	90.0% 97.0%	90.0% 95.0%	90.0% 95.0%

N/A – Not Applicable

Year-To-Year Com	Year-To-Year Comparison								
	2016-17	<u>2017</u>	<u>7-18</u> <u>C</u>	hange					
Budget	35,470,700	35,053,	600 -4	17,100					
Employee Years	254.4	2	53.1	-1.3					
Change Detail									
Salary & Wage	General		Vacancy						
Adjustment	Inflation Charg	ebacks	Allowance	Miscellaneous	Major Change	Total			
87,600	207,300 -2	212,300	0	0	-499,700	-417,100			

Major Change Highlights

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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS EXPENDITURE SUMMARY

	Actual 2015-16	Estimated 2016-17	Amended	Proposed 2017-18
Appropriation by Major Object	2015-10	2010-17	<u>2016-17</u>	2017-10
Personnel Expenses	12,872,110	13,133,800	13,441,100	13,355,500
Materials & Supplies	2,104,766	1,770,700	2,223,400	2,195,400
Services	17,144,327	18,012,100	19,417,200	19,113,700
Other	0	389,000	389,000	389,000
Total	32,121,203	33,305,600	35,470,700	35,053,600
Appropriation by Activity				
Director's Office	415,338	539,100	535,700	572,000
Solid Waste Collection	17,102,756	17,363,600	17,591,400	17,607,400
Special Services	14,603,109	15,402,900	17,343,600	16,874,200
Total	32,121,203	33,305,600	35,470,700	35,053,600
Employee Years by Activity				
Director's Office	6.5	5.1	4.3	5.1
Solid Waste Collection	110.8	107.0	107.8	106.2
Special Services	132.5	135.8	142.3	141.8
Total	249.8	247.9	254.4	253.1

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

Year-To-Year Com	Year-To-Year Comparison							
	2016-17	2017	-18 C	hange				
Budget	535,700	572,0	000 3	36,300				
Employee Years	4.3		5.1	0.8				
Change Detail								
Salary & Wage	General		Vacancy					
Adjustment	Inflation Charg	gebacks	Allowance	Miscellaneous	Major Change	Total		
19,000	900	-4,300	0	0	20,700	36,300		
Major Change Highlights								
Position transferred in from Special Services					76,700			
Transfer part time Operations Coordinator to Equipment Services					-42,000			
Reductions in materials and services reflect historical spending					-14,000			

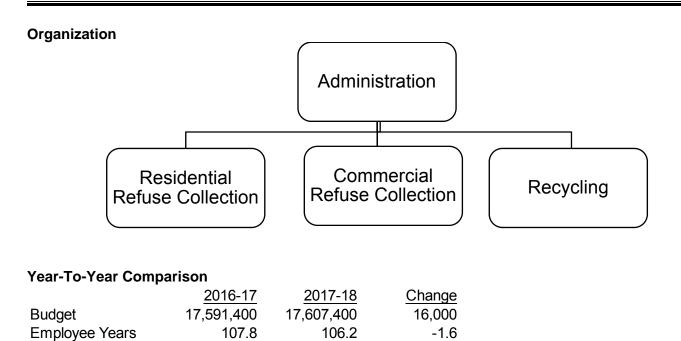
DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – DIRECTOR'S OFFICE EXPENDITURE SUMMARY

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

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

	FULL TIME POSITIONS		
		•	Proposed
Br.	Title	2016-17	2017-18
35	Director of Operations	1	1
29	Principal Staff Assistant	0	2
28	Manager of Administrative Services	1	0
24	Senior Administrative Analyst	1	1
23	Senior GIS Analyst	1	1
	-		
EMF	PLOYEE YEARS		
Full	Time	4.0	5.0
Ove	rtime	0.0	0.0
Part	: Time, Temporary, Seasonal	0.3	0.1
Les	s: Vacancy Allowance	0.0	0.0
To	-	4.3	5.1

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



Change Detail

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

Major Change

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

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

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

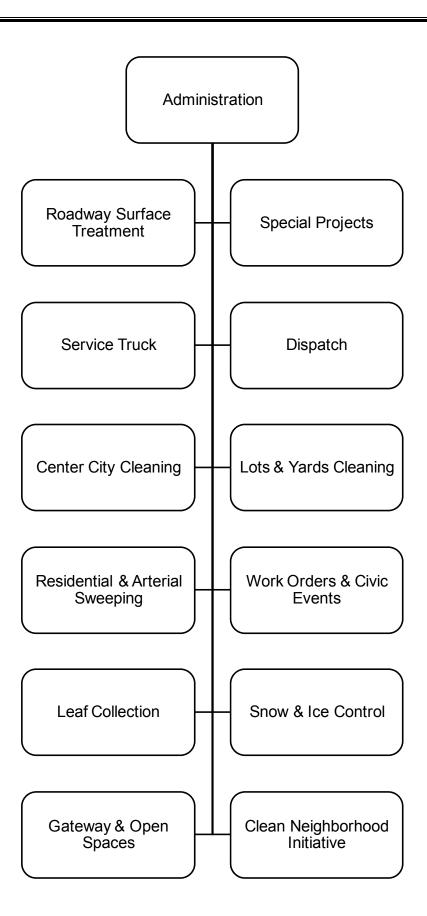
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DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION PERSONNEL SUMMARY

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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

Organization



DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

Year-To-Year Com	parison				
	<u>2016-17</u>	<u>2017-18</u>	Change		
Budget	17,343,600	16,874,200	-469,400		
Employee Years	142.3	141.8	-0.5		
Change Detail Salary & Wage <u>Adjustment</u> -19,900	General <u>Inflation</u> <u>Charg</u> 125,000 -3		cancy <u>vance</u> <u>Miscellar</u> 0	neous <u>Major Change</u> 0 -217,900	<u>Total</u> -469,400
Major Change					
Adjust materials and services (-148,600 as an efficiency measure, 1,200 to reflect historical -147,40 spending)					
Position transferred to Operations – Director's Office					-76,700
Increase road salt purchase to replenish portion of supply used during 2016-2017					56,200
Reduce arterial sidewalk plow runs from 6 to 3 to reflect historical usage					

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

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

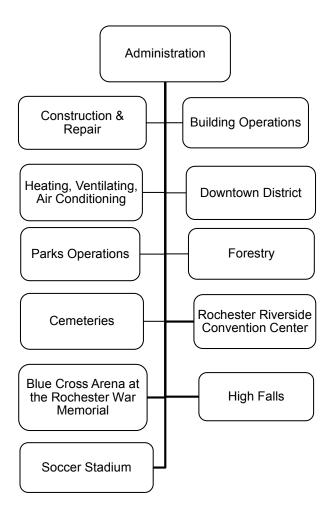
DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION PERSONNEL SUMMARY

					_	_	_	_		_	_		_	_	_								2	16	-	~	10
Clean Neigh- borhood Initiative																									0.0		
Gateway & Open Spaces						0.5														0.6			1.1	0.0	1.0	0.1	2.0
Snow & Ice Control						1.0		1.0	1.0								1.0	8.8		0.3			26.9	17.6	6.8	1.1	50.2
Leaf Collection						0.3		0.3										2.1		0.1	2.2		5.0	3.7	3.2	0.4	11.5
Work Orders & Civic Events						1.0		0.7										2.8			5.2		9.7	0.8	0.4	0.3	10.6
Residential & Arterial Sweeping						0.6		0.6										3.8			1.0		6.0	0.4	0.0	0.2	6.2
لامئە & Yards Cleaning						0.6												3.3		0.6	2.7		7.2	1.0	0.6	0.4	8.4
Center City Cleaning																					4.5				0.4		
Dispatch													1.0			2.0							3.0	0.8	0.0	0.1	3.7
Service Truck																					1.0				0.4		
Special Projects									0.7								1.0	3.9			5.5		11.1	1.2	1.3	0.6	13.0
Roadway Surface Treatment									1.3								2.0	1.5			8.0		12.8	2.8	1.0	0.7	15.9
noitertation						1.0						2.0			1.0				1.0				~		0.6		12.3
	^o roposed	2017-18	0.0	1.0	1.0	5.0	1.0	2.6	3.0	1.0	1.0	2.0	1.0	1.0	1.0	2.0	4.0	26.2	1.0	1.6	43.9		-	31.3	15.7	4.5	141.8
	Budget Propos	2016-17	1.0	1.0	1.0	5.0	1.0	2.6	3.0	1.0	1.0	2.0	1.0	1.0	1.0	2.0	4.0	26.2	1.0	1.6	43.9		100.3	31.1	15.4	4.5	142.3
FULL TIME POSITIONS		Br. Title	26 Assistant to Director of Operations	26 Coordinator of Special Services	25 Operations Superintendent-St. Maint	23 Asst. Operations Superintendent	23 Technology Applications Specialist	19 Operations Supervisor	19 Op. Supervisor, St. Maintenance	18 Municipal Assistant	18 Principal Engineering Technician	16 Fleet Maintenance Technician	15 Senior Dispatcher	9 Clerk II Bilingual	9 Clerk II	64 Dispatcher	64 Special Equipment Operator	62 Senior Operations Worker	57 Construction Supply Handler	56 Grounds Equipment Operator	41 Operations Worker	EMPLOYEE YEARS	Full Time	Overtime	Part Time, Temporary, Seasonal	-ess: Vacancy Allowance	Total

Mission Statement

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

Organization



Vital Customers

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

2017-18 Strategic Goals & Objectives

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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDINGS AND PARKS

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

			Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Budget <u>2016-17</u>	Budget <u>2017-18</u>
INTERNAL OPERATI Building Services: City building inventory Buildings maintained (properties)	,	osed	181 181	182 182	182 182	181 181
CUSTOMER PERSPE Parks: Acres maintained Ice rinks maintained	ECTIVE		900 2	900 2	900 2	900 2
Year-To-Year Compa	rison 2016-17	2017-18	Change			
Budget Employee Years	16,453,500 163.9	16,331,100 162.2	-122,400 -1.7)		

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

Major Change

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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDINGS AND PARKS

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

Rochester Riverside Convention Center

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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDINGS AND PARKS

War Memorial/Blue	Cross Arena Fu	und	Port of Rochester				
	2016-17 Budget	2017-18 Budget		2016-17 Budget			
Revenues			Revenues				
War Memorial Revenue			Retail Establishment Rent	115,000			
Concessions	0	0	TOTAL REVENUES	115,000			
Surtax	424,000	424,000					
Suites	32,500	32,500	Expenses				
Utilities	345,000	345,000	Cleaning Supplies	11,900			
Name	195,000	195,000	Miscellaneous Supplies	15,100			
Premium & Interest	15,100	10,900	Heat, Light & Power	167,600			
Hotel/Motel Tax	905,000	905,000	Building Maintenance wages	68,500			
TOTAL REVENUES	1,916,600	1,912,400	Fuel	1,900			
			Security Detail	361,300			
Expenses			Professional Fees*	127,700			
Operating	976,700	1,087,900	TOTAL EXPENSES	754,000			
Undistributed	12,300	13,400	*New ly show n in 17-18. Oper	ator cost			
Cash Capital	888,000	277,000	Net Income/Loss	-639,000			
Debt Service	1,479,400	1,371,800					
TOTAL EXPENSES	3,356,400	2,750,100					
City Subsidy	1,439,800	837,700					
Soccer S	stadium		High Falls (Center			
	2016-17 Budget	2017-18 Budget		2016-17 Budget			
Revenues							
TOTAL REVENUES	50,000	50,000	Expenses				
			Salaries	-			
Expenses			Heat, Light & Power	25,000			
Heat, Light & Power	282,300	291,000	Water Charges	3,000			
Repairs, Supplies	44,200	44,200	Professional Fees	36,700			
Building maintenance	14,700	14,800	County Taxes	7,000			
Pure Water Charges	31,300	21,600	Telephone	2,800			
Water Charges	13,500	14,000	Cash Capital	25,000			
Insurance	101,400	102,400	Miscellaneous	4,000			
Insurance Maintenance Mechanic	101,400 23,100	102,400 23,100	Miscellaneous TOTAL EXPENSES	4,000 103,500			

Net Income/Loss

4,000 4,000 **103,500 94,000**

-103,500

7-40

2017-18

Budget

115,000

115,000

12,500

16,700

215,000

70,000

1,900

368,526

60,000

744,626

-629,626

2017-18

Budget

-15,000

3,000

37,100 7,100

2,800

25,000

-94,000

Taxes

Modular Lockers Rent

Refuse Charges

Cash Capital

TOTAL EXPENSES

-588,400 -589,600

7,400

47,200

3,200

50,000

639,600

7,300

46,700

3,200

50,000

638,400

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDINGS AND PARKS EXPENDITURE SUMMARY

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

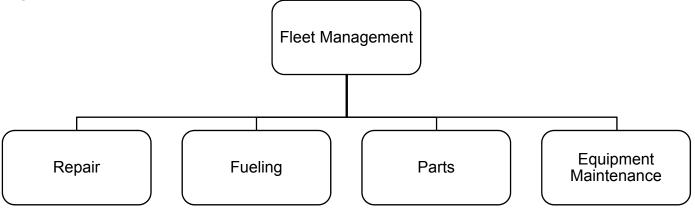
DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF BUILDINGS AND PARKS PERSONNEL SUMMARY

					-		_					
				-u u	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	ť	own ict	eries	
				Admin- istration	nstru k Rep	Build oerat	Heati ent. 8 nditio	Park	Forestry	Downtown District	Cemeteries	
	FULL TIME POSITIONS				% 0	ЧŎ	± ≈ S	ō	ш	ă –	ပိ	
			Proposed									
	Title Director of Buildings & Parks	2016-17 1.0	2017-18 1.0	1.0								
	Manager of Building Services	1.0	1.0									
30	Cemetery Manager	1.0	1.0								1.0	
	City Forester	1.0	1.0						1.0			
	Assistant to the Director	1.0	1.0									
	Superintendent of Construction & Repair Asst Cemetery Operations Superintendent	1.0 1.0	1.0 0.0		1.0							
	Assistant Operations Superintendent	3.0	4.0					2.0		1.0	1.0	
	Asst. Superintendent of Construction & Repair	1.0	1.0		1.0							
	Mechanical Engineer	1.0	1.0				1.0					
23	Superintendent Building Operations	2.0	2.0			2.0						
	Supervisor of Electrical Trades	1.0 0.0	0.0 1.0		1.0							
	Supervisor of Electrical Trades Supervisor Structures & Equipment	0.0 2.0	2.0		1.0 2.0							
	GIS Analyst/Forestry	1.0	1.0		2.0				1.0			
20	Master Electrician	1.0	0.0						1			
	Cemetery Operations Supervisor	2.0	2.0								2.0	
	Forestry Operations Supervisor	1.0	1.0						1.0			
	Operations Supervisor	1.4 2.0	1.4 1.0					1.0 1.0		0.4		
	Parks Operations Supervisor Building Supervisor	2.0 1.0	1.0			1.0		1.0				
	Management Trainee	1.0	0.0			1.0						
	Municipal Assistant	1.0	1.0									
18	Senior Supervising Stock Clerk	1.0	1.0									
	Forestry Technician	3.0	3.0						3.0			
	Accountant	0.0	1.0								1.0	
	Cemetery Sales Coordinator Cemetery Sales Counselor	1.0 1.0	1.0 1.0								1.0 1.0	
	Cemetery Service Representative	1.0	1.0								1.0	
	Cemetery Service Representative Bilingual	1.0	1.0								1.0	
	Secretary	1.0	1.0									
	Senior Account Clerk	1.0	1.0									
		1.0	1.0 1.0						1.0			
	Clerk III w/typing Cleaner	1.0 8.0	1.0 8.0			8.0			1.0			
	Laborer 6 day	1.0	1.0			0.0		1.0				
	Sr. Forestry Worker	3.0	3.0						3.0			
	Sr. Maintenance Mechanic/Buildings	3.0	3.0		1.0	2.0						
	Sr. Maintenance Mechanic/Carpentry	4.0	4.0		3.0			1.0				
	Sr. Maintenance Mechanic/Mason	1.0	1.0		1.0							
	Sr. Maintenance Mechanic/Pipefitter Locksmith	2.0 1.0	2.0 1.0		2.0 1.0							
	Senior Maintenance Mechanic	3.0	3.0		3.0							
	Senior Operations Worker	2.8	2.8		0.0			2.8				
	Forestry Worker	3.0	3.0						3.0			
	Rosarian	1.0	1.0					1.0				
	Maintenance Mechanic	4.0	4.0		4.0	2.0						
	Maintenance Worker Ground Equipment Operator	3.0 17.4	3.0 18.4			3.0		11.0		6.4	1.0	
	Building Maintenance Helper	17.4	10.4			10.0		11.0		0.4	1.0	
	Cemetery Worker	3.0	3.0								3.0	
41	Crematory Operator	1.0	0.0									
	Operations Worker	5.1	3.1					2.1		1.0		
	Parks Operations Worker	0.0	2.0				1.0	2.0				
	Supervising HVAC Engineer Lead HVAC Engineer	1.0 1.0	1.0 1.0				1.0 1.0					
	HVAC Engineer	2.0	2.0				2.0					
	Assistant HVAC Engineer	6.0	6.0				6.0					
	Assistant HVAC Engineer Trainee	1.0	1.0				1.0					
_	LOYEE YEARS											
Full 1	īme	127.7	125.7	8.0	20.0	26.0		24.9	13.0	8.8	13.0	
Over		11.2	11.4		1.9	2.1	0.7	3.0	1.0	1.2	1.4	
	Time, Temporary, Seasonal	30.5	30.6		0.2	14.7	1.0	3.6	1.8 0.7	1.3	7.6	
Tota	: Vacancy Allowance al	<u>5.5</u> 163.9	<u>5.5</u> 162.2	<u>0.2</u> 8.3	<u>0.9</u> 21.2	<u>1.6</u> 41.2	<u>0.5</u> 13.2	<u>1.2</u> 30.3	<u>0.7</u> 15.1	<u>0.3</u> 11.0	<u>0.1</u> 21.9	
100	ai	100.9	102.2	0.0	£1.Z	۲۱. Ζ	13.2	50.5	10.1	11.0	3.12	l

Mission

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

Organization



Vital Customers

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

2017-18 Strategic Goals & Objectives

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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF EQUIPMENT SERVICES

Key Performance Inc	dicators	Actual	Estimated	Budget	Budget			
INTERNAL OPERAT	IONS	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>			
Equipment Services: Technician productivit	ty	83%	83%	80%	80%			
FINANCIAL/COST Equipment Services: Dollars collected from repairs (\$)	178,100	150,000	89,000	100,000				
LEARNING & INNOVATION								
	ess Automotive Service	77%	75%	75%	75%			
Excellence certificates Equipment Services Technician Training 22 24 24 Hours N/A – Not Applicable					24			
Year-To-Year Comparison								
Budget	<u>2016-17</u> <u>2017-18</u> 563,900 484,400		ange ,500					
Employee Years	67.2 66.9	9	-0.3					
Change Detail Salary & Wage <u>Adjustment</u> -36,400	General Inflation <u>Chargebacks</u> 42,300 671,000	Vacancy Nowance M 0	<u>/liscellaneous</u> 0	Major Change -756,400	<u>Total</u> -79,500			
Major Change				,	,			
Reductions in materials and services (-300,500 to reflect historical spending, -243,200 as an -543,700 efficiency measure)								
Reduce fuel consump	Reduce fuel consumption by 3.7%. Reduce fuel price by \$.07 unleaded, \$.11 diesel -217,200							
Part time Operations	Part time Operations Coordinator transfers in from Operations42,000							
Eliminate vacant Senior Automotive Maintenance Mechanic as an efficiency measure -37,500								

Motor Equipment Chargebacks

Department/Bureau	2016-17	2017-18	Department/Bureau
CITY COUNCIL & CLERK	600	600	ENVIRONMENTAL SERVICES
			Commissioner
ADMINISTRATION			Architecture & Engineering
Mayor's Office	5,500	5,000	Operations
Management & Budget	300	0	Buildings & Parks
Communications	1,100	900	Equipment Services
Human Resource Mgt.	5,200	2,500	Water
Total	12,100	8,400	Total
INFORMATION TECHNOLOGY	15,900	15,900	POLICE
FINANCE			FIRE
Treasury	8,400	8,300	
Accounting	300	0	LIBRARY
Purchasing	300	0	Central Library
Parking	76,900	76,900	Community Library
Total	85,900	85,200	Total
NEIGHBORHOOD & BUSINESS	8,800	6,200	RECREATION & YOUTH SERVICES
DEVELOPMENT	0,000	0,200	
			Commissioner
LAW	300	0	Recreation
			Total
EMERGENCY COMMUNICATIONS	9,500	9,500	
	·		Total Interfund

RECREATION & YOUTH SERVICES		
Commissioner	2,800	1,600
Recreation	86,000	73,500
Total	88,800	75,100
	0 500 400	0 404 500
Total Interfund	6,566,100	6,461,500
Total Intrafund	6,302,500	<u>5,745,900</u>
CITY TOTAL	12,868,600	12,207,400

2017-18

79,000

14,700

794,800

225,000

508,200

226,500

3,500

4,700

8,200

2016-17

64,100

23,700

816,000

214,800

523,500

297,900

3,500

4,200

7,700

6,430,700 6,256,700

8,072,800 7,878,400

4,268,300 3,893,400

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF EQUIPMENT SERVICES EXPENDITURE SUMMARY

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

*Reflects chargeback for motor equipment service.

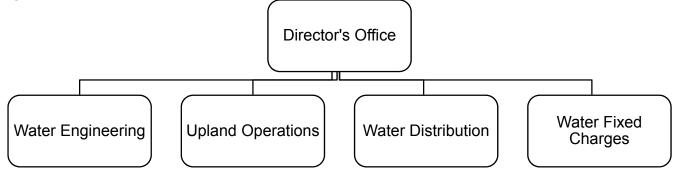
DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF EQUIPMENT SERVICES PERSONNEL SUMMARY

				Fleet Management	Repair	Parts	Equipment Maintenance
	FULL TIME POSITIONS			~			~
			Proposed				
	Title	2016-17	2017-18				
	Director of Equipment Services	1	1	1			
	Service Manager	1	1		1		
	Technology Application Coordinator	1	1	1			
	Warranty Specialist	1	1		1		
	Automotive Parts & Materials Manager	1	1			1	
	Senior Administrative Analyst	1	0	0			
	Assistant Service Manager	5	5	1	4		
20	Senior Accountant	1	1	1			
20	Administrative Analyst	0	1	1			
19	Senior Equipment Mechanic	1	1				1
18	Equipment Trainer	1	1	1			
15	Heavy Mechanic II	5	5		5		
14	Senior Auto Parts Clerk	3	3			3	
14	Sr. Auto Maintenance Mechanic	8	7		7		
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	2	2			2	
10	Senior Account Clerk	1	1	1			
71	Master Truck Technician	15	15		15		
70	Master Automotive Technician	8	8		8		
65	Auto Machinist	1	1			1	
61	Tire Repairer	1	1		1		
59	Heavy Equipment Aide	1	1		1		
58	Auto Aide	1	1		1		
EMPL	OYEE YEARS						
Full T	ïme	62.0	61.0	7.0	46.0	7.0	1.0
Overt	ime	6.3	6.4	0.1	5.5	0.7	0.1
Part ⁻	Гіте, Temporary, Seasonal	1.5	2.1	1.1	0.4	0.1	0.5
Less:	Vacancy Allowance	2.6	2.6	0.0	2.2	0.2	0.2
Tota	•	67.2	66.9	8.2	49.7	7.6	1.4

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2017-18 Strategic Goals & Objectives

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

DEPARTMENT OF ENVIRONMENTAL SERVICES BUREAU OF WATER

Kau Darfarmanaa Indiaatara								
Key Performance Indicators	Actual <u>2015-16</u>	Estimated 2016-17	Budget <u>2016-17</u>	Budget <u>2017-18</u>				
INTERNAL OPERATIONS Engineering:								
Distribution system water main breaks &	12.7	11.5	12	12				
leaks per 100 miles of water main Percentage of water mains in distribution system with corrosion inhibited lining	74%	76%	74.8%	77.5%				
Water Production & Treatment: Filtration plant production (million gallons per day)	37.4	37.4	37.4	37				
Water Distribution:								
Non-Revenue Water (MGD) Customer satisfaction callbacks – percent	6.3	5.8	6.0	5.8				
of customers satisfied with service	98%	98%	95%	95%				
Radio Read Meter installations Percent of customer meters converted to	3,640 47%	4,000 53%	4,000 61%	4,000 59%				
radio read	7770	0070	0170	0070				
N/A – Not Applicable								
Year-To-Year Comparison								
<u>2016-17</u> <u>2017-18</u>	Change							
Budget23,011,50022,664,300Employee Years134.1137.2	-347,200 3.1							
	5.1							
Change Detail Salary & Wage General V	acancy							
	•	ellaneous Ma	ijor Change	Total				
-6,700 95,000 -17,600	0	0	-417,900	-347,200				
Major Change Highlights								
Fluoridation grant does not recur				-155,000				
Reductions in materials and services reflect historica	al spending			-144,900				
Funds are added for two temporary positions to support succession planning								
Payments to other governments reduced to reflect h	istorical need			-100,000				
Increase in collection efforts in Water results in decrease in allocation for uncollectibles								
Reduction in purchase of water from MCWA reduces	s expense			-58,400				
Add Principal Finance Clerk to address operational r	need			40,300				

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

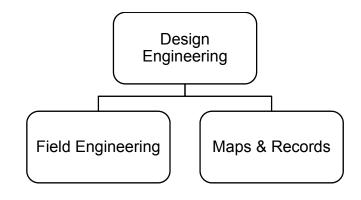
Year-To-Year Com	parison					
	2016-17	201	7-18 C	hange		
Budget	2,008,500	1,959	,600 -4	18,900		
Employee Years	14.1		15.1	1.0		
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation Charg	gebacks	Allowance	Miscellaneous	Major Change	Total
-4,500	8,000	-2,800	0	0	-49,600	-48,900
Major Changes						
Reductions in materials and services reflect historical spending -89,900						
Add Principal Finance Clerk to address operational need 40,30						40,300

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

	Actual 2015-16	Estimated 2016-17	Amended 2016-17	Proposed 2017-18
Appropriation by Major Object	2013-10	2010-17	2010-17	2017-10
Personnel Expenses	730,860	777,700	850,100	886,500
Materials & Supplies	396,468	423,300	507,800	452,300
Services	536,018	539,000	650,600	620,800
Other	0	0	0	0
Total	1,663,346	1,740,000	2,008,500	1,959,600
Appropriation by Activity				
Director's Office	1,663,346	1,740,000	2,008,500	1,959,600
Employee Years by Activity				
Director's Office	13.4	14.1	14.1	15.1

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

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



Year-To-Year Comparison

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

Change Detail

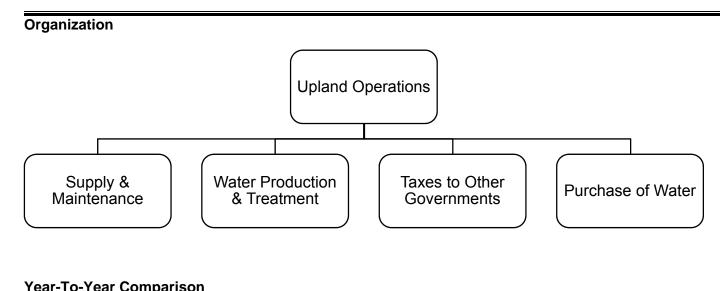
Salary & Wage	General		Vacancy			
Adjustment	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	<u>Total</u>
-15,500	1,600	-1,700	0	0	0	-15,600

DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – ENGINEERING DIVISION EXPENDITURE SUMMARY

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

DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – ENGINEERING DIVISION PERSONNEL SUMMARY

	FULL TIME POSITIONS			Design Engineering	Field Engineering	Maps & Records
		-	Proposed			
Br.	Title	2016-17	2017-18			
32	Managing Engineer Water Design	1	0			
	Managing Engineer Water Design	0	1	1		
	Senior Engineer Water Design	1	1	1		
	Engineer IV/Water	1	1	1		
	Engineer III/Water	1	1	1		
	Engineer II/Water	1	1	1		
	Senior GIS Analyst	1	1	1		
21	Supervising Engineering Technician	1	1	1		
	Principal Engineering Technician	1	1			1
18	Principal Engineering Technician-CADD	3	3	2	1	
12	Engineering Technician	1	1		1	
-						
_	Time	12.0	12.0	9.0	2.0	1.0
	rtime	1.1	1.1	0.2	0.9	
	Time, Temporary, Seasonal	1.0	1.0	1.0	0.0	0.0
	s: Vacancy Allowance	<u>0.3</u>	<u>0.3</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
To	tal	13.8	13.8	10.1	2.8	0.9



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

Change Detail

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

Major Change

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

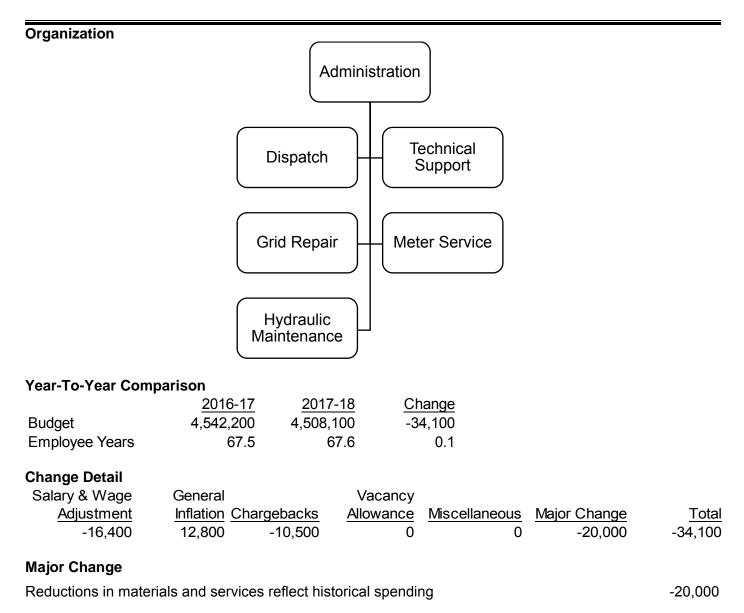
DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – UPLAND OPERATIONS DIVISION EXPENDITURE SUMMARY

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

DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – UPLAND OPERATIONS DIVISION PERSONNEL SUMMARY

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

DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – DISTRIBUTION DIVISION



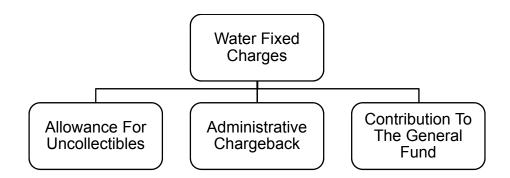
DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – DISTRIBUTION DIVISION EXPENDITURE SUMMARY

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

DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – DISTRIBUTION DIVISION PERSONNEL SUMMARY

				u		[e	a
				Administration	tch	ort	Grid Repair	Meter Service	Hydraulic Maintenance
				inist	Dispatch	Technical Support	A Re	š	'dra
				dm	Ō	S Te	ŪĽ	lete	Hy 1air
	FULL TIME POSITIONS			Ā				≥	2
_			Proposed						
	Title	2016-17	2017-18						
	Manager of Water Distribution	1	1	1					
	Superintendent of Water Distribution Asst. Superintendent Water Distribution	2	1	1			1	1	1
	Backflow Prevention Inspector	3 1	4	I			1	1	1
	Supervising Dispatcher	1	1		1			'	
	Supervising Meter Services Technician	1	1		1			1	
	Supervising Water Distribution Technician	2	2			1		'	1
	Water Operations Supervisor	3	-				3		•
	Clerk I	1	1	1					
65	Sr. Maint. Mech./Water Grid	1	1				1		
65	Sr. Maint. Mech./Hydraulic Maintenance	1	1						1
64	Water Distribution Technician	18	18			6		7	5
64	Dispatcher	5	5		5				
	Water Maintenance Worker/Construction	14	14				14		
62	Senior Water Meter Repairer	1	1					1	
-	Water Maintenance Worker	4	4			1	1		2
	Meter Reader	4	4					4	
_	Water Service Trainee	1	1				1		
	PLOYEE YEARS								
	Time	64.0	64.0	4.0		8.0	21.0	15.0	10.0
	rtime	5.0	5.1	0.0		0.8	1.7	0.8	0.9
	Time, Temporary, Seasonal	1.0	1.0	0.0		0.0	0.7	0.0	0.3
	s: Vacancy Allowance	<u>2.5</u> 67.5	<u>2.5</u>	<u>0.1</u> 3.9	<u>0.3</u> 6.6	<u>0.4</u> 8.4	<u>0.6</u> 22.8	<u>0.6</u> 15.2	<u>0.5</u>
То	เล	67.5	67.6	3.9	6.6	8.4	22.8	15.2	10.7

Organization



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

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017</u>	<u>′-18</u> <u>C</u>	hange		
Budget	9,276,400	9,225,	500 -5	50,900		
Change Detail Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation Charge	ebacks	Allowance	Miscellaneous	Major Change	<u>Total</u>
0	49,100	0	0	0	-100,000	-50,900
Major Change						

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

DEPARTMENT OF ENVIRONMENTAL SERVICES WATER – WATER FIXED CHARGES EXPENDITURE SUMMARY

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

Mission Statement

Emergency Communications (911):

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

311/One Call to City Hall:

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

Being Accessible

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

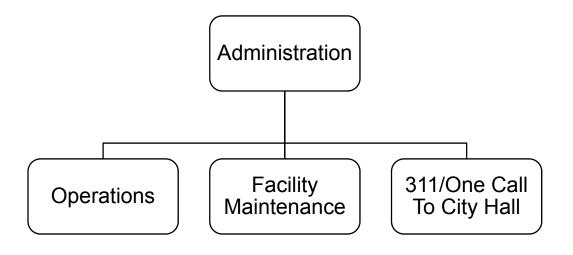
Being Accountable

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

Enabling Transparency

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

Organization



Department Highlights

Emergency Communications (911):

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

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

311/One Call to City Hall:

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

Vital Customers

Emergency Communications (911):

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

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

311/One Call to City Hall:

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

Critical Processes

Emergency Communications (911):

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

311/One Call to City Hall:

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

- Provide responses to case inquiresReport on Call Center performance

2017-18 Strategic Goals & Objectives

Objective	Priorities	Priorities Supported		ed tion
Upgrade Lagan system software and hardware	Innovation	and Efficiency	Second	Quarter
Continue to implement 311 desktop transaction tracking and recording software program	Innovation	and Efficiency	Ongoing	
Continue Computer-Aided Dispatch (CAD) computer system replacement and upgrade	Neighborh	More Vibrant oods, and Efficiency	Ongoing	
Key Performance Indicators				
INTERNAL OPERATIONS	Actual <u>2015-16</u>	Estimated 2016-17	Budget <u>2016-17</u>	Budget <u>2017-18</u>
Emergency Communications (911): 911 Calls received (excluding administrative calls)	1,178,101	1,261,082	1,250,000	1,275,000
Calls dispatched: • Police (includes police-initiated) • Fire • Emergency medical service • Total dispatched Ring time (average in seconds) CALEA Accreditation Compliance (%) NYSSA Accreditation Compliance (%) Text messages to 911 Number of calls entered as a result of text messages CUSTOMER SERVICE Emergency Communications (911):	1,023,114 95,644 <u>126,675</u> 1,245,433 6.0 99 100 1,383 **	986,878 100,386 <u>130,720</u> 1,217,984 6.5 99 100 2,338 **	$\begin{array}{r} 1,030,000\\ 96,000\\ \underline{130,000}\\ 1,256,000\\ 7.0\\ 97\\ 100\\ 1,200\\ 500 \end{array}$	990,000 96,000 <u>136,000</u> 1,222,000 6.0 99 100 2,400 **
Caller complaints Caller customer satisfaction (scale =1-4; 4 = best)	178 3.8	146 3.8	196 3.8	200 3.8
311/One Call to City Hall: Total calls received from external sources Calls answered within 30 seconds (%) Call abandon rate (%)	448,613 75 10.5	435,000 77 9	463,000 75 10	410,000 80 8
FINANCIAL/COSTS Emergency Communications (911): Operating cost per call (\$)	10.09	9.77	10.06	9.69

EMERGENCY COMMUNICATIONS DEPARTMENT

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
311/One Call to City Hall:				
Operating cost per call (\$)	2.61	2.74	2.64	2.88
LEARNING & INNOVATION				
Emergency Communications (911):				
Employee Training (hours)	17,092	19,000	16,000	19,000
	17,002	10,000	10,000	10,000
311/One Call to City Hall:				
Average number training hours per employee	49	45	44	60

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

** - Not available

Year-To-Year Comparison

	Budget	Budget		Percent
Main Functions	<u>2015-16</u>	<u>2017-18</u>	Change	Change
Administration	613,400	638,200	24,800	4.0%
Operations	11,728,600	11,488,200	-240,400	-2.0%
Facility Maintenance	228,800	231,500	2,700	1.2%
311/One Call To City Hall	1,221,800	1,182,400	<u>-39,400</u>	-3.2%
Total	13,792,600	13,540,300	-252,300	-1.8%
Employee Years	230.4	228.1	-2.3	-1.0%

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation Cha	rgebacks	Allowance	<u>Miscellaneous</u> Ma	ajor Change	<u>Total</u>
-110,300	6,400	600	0	0	-149,000	-252,300

Major Change

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

Program Change

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

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

Red light camera ticket inquiries ended spring 2017.

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

EMERGENCY COMMUNICATIONS DEPARTMENT EXPENDITURE SUMMARY

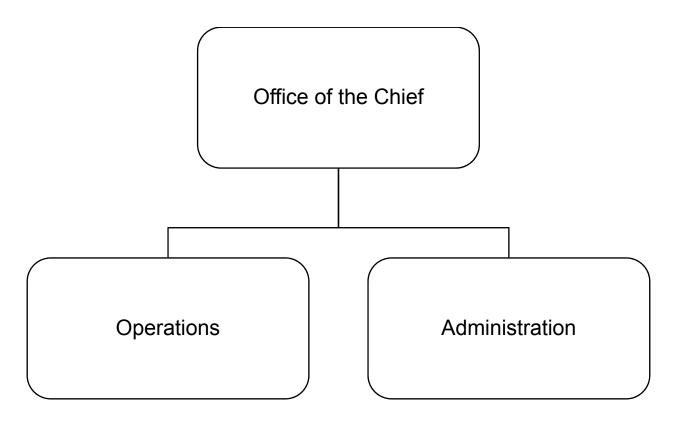
	Actual	Estimated	Amended	Proposed
	2015-16	2016-17	2016-17	2017-18
Appropriation by Major Object				
Personnel Expenses	11,956,880	12,484,900	12,740,000	12,518,800
Materials & Supplies	110,875	112,100	130,200	100,400
Services	984,219	915,000	922,400	921,100
Other	0	0	0	0
Total	13,051,974	13,512,000	13,792,600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

EMERGENCY COMMUNICATIONS DEPARTMENT PERSONNEL SUMMARY

					1
			Administration	suc	Call Hall
			nistr	Operations	/One City I
			lmir.	Dpe	311/One To City
FULL TIME POSITIONS			Ac	U	31
	Budget				
Br. Title	2016-17	2017-18			
36 ECC Director	1	1	1		
33 Deputy Director - ECC	1	1		1	
29 311 Call Center Manager	1	1			1
29 911 Operations Manager	3	3		3	
23 Sr. GIS Analyst	1	1		1	
22 Knowledge Base Coordinator	1	1			1
20 Executive Assistant	1	1	1		
20 Supervising Service Representative	1	1			1
18 Secretary to the Director	1	1	1		
16 Administrative Assistant	1	1	1		
16 Sr. Service Representative	1	1			1
16 Sr. Service Representative Bilingual	1	1			1
12 Communications Research Assistant	1	1	1		
12 Service Representative	10	9			9
12 Service Representative Bilingual	3	4			4
7 Clerk III with Typing	2	2	1		1
6 Research Technician	1	1	1		
210 Shift Supervisor	16	16		16	
190 EMD Quality Improvement Coordinator II	2	1		1	
170 Dispatcher II	27	27		27	
150 Dispatcher I	94	94		94	
150 Dispatcher I Bilingual	2	2		2	
110 Telecommunicator	41	41		41	
110 Telecommunicator Bilingual	2	2		2	
EMPLOYEE YEARS					
Full Time	215.0	214.0	7.0	188.0	19.0
Overtime	10.7	9.7	0.0	9.1	0.6
Part Time, Temporary, Seasonal	4.7	4.4	0.2	1.5	2.7
Less: Vacancy Allowance	0.0	0.0		0.0	<u>0.0</u>
Total	230.4	<u>0.0</u> 228.1	<u>0.0</u> 7.2	198.6	22.3

Mission Statement

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



Vital Customers

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

Critical Processes

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

Departmental Highlights

- Police Academy The budget includes funding for a Police Academy class of up to 25 police recruits in September 2017. RPD recruits must complete a 10-month period of Academy and field training before they can be deployed for street duties. This recruit class, coupled with the hiring of 44 officers in FY 2016-17, will adjust RPD's staffing levels to reflect the highest number of personnel available during the summer months, which historically is the busiest time of the year. This will enable vital operations and services to continue at a consistent level.
- <u>Office of Business Intelligence</u> The Office of Business Intelligence is created. The Office is responsible for strategic planning and product development, data analysis, business process improvements, data transparency and providing information for major Department projects.

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

Highlights	Priorities Supported	Projected Completion
Office of the Chief:		
Establish Communications Task Force to enhance current communications initiatives and develop a long-term communications strategy	Safer and More Vibrant Neighborhoods	Third Quarter
Pursuant to community partnership to develop recommendations for police training, establish Police Training Advisory Committee	Safer and More Vibrant Neighborhoods	Third Quarter
Continue to progress the Open Data Initiative by improving internal and external analysis tools to increase transparency and enhance operational efficiency	Innovation and Efficiency	Ongoing
Operations:		
Continue to work with the Mayor's Office and the Department of Environmental Services to identify police section offices in neighborhoods	Safer and More Vibrant Neighborhoods	Ongoing

POLICE DEPARTMENT

Highlights	Priorities Supported	Projected Completion
Continue to enhance police and community relationships – Develop relationship between new police sections and neighborhoods they serve	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies	Safer and More Vibrant Neighborhoods	Ongoing
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives	Safer and More Vibrant Neighborhoods	Ongoing
Administration:		
Implement solutions and support for new Digital Fingerprinting system	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Third Quarter
Assess body worn camera implementation	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Fourth Quarte
Increase quality of departmental functions – Maintain NYS Law Enforcement Accreditation Program and enhance inspection process	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Continue to work with DHRM to maximize recruitment efforts for minority candidates to more accurately reflect the community	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	Budget	Budget			
Bureau	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>	<u>Change</u>	
Office of the Chief	5,092,400	5,778,800	686,400	13.5%	
Operations	71,459,500	68,595,300	-2,864,200	-4.0%	
Administration	16,853,100	15,463,500	-1,389,600	-8.2%	
Total	93,405,000	89,837,600	-3,567,400	-3.8%	
Employee Years	939.1	939.9	0.8	0.1%	

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	<u>Total</u>
1,087,300	90,500	-398,500	-310,900	0	-4,035,800	-3,567,400

Major Change Highlights Professional services agreement for Red Light Camera program does not recur	-2,402,000
Reduce from two recruit classes to one per staffing plan	-625,900
Overtime is reduced to reflect projected spending	-300,000
Appropriation of forfeiture funds for Clinton Section detail overtime does not recur	-202,500
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Deputy Chief for Community Engagement and Relations was added during the year	134,700
Reductions in supplies and services to reflect actual need	-117,000
Net change in STOP DWI grant	-65,500
Three vacant part time Clerk III with Typing positions are abolished as an efficiency measure	-53,400
Net change in Victim Services grants	51,000
Project Safe Neighborhood grant ends	-41,900
Appropriation of forfeiture funds for purchase of Datum storage solution does not recur	-35,000
Net change in PETCO Foundation animal services grant	-33,100
Appropriation of forfeiture funds for community programs does not recur	-25,000
A vacant part time Assistant Crime Research Specialist is abolished as an efficiency measure	-24,900
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding	-22,700
Animal services professional fees are reduced as an efficiency measure	-21,700
A vacant part time Clerk III with Typing is abolished as an efficiency measure	-17,800
Net change in NYS grants for overtime	-12,500
Appropriation of forfeiture funds for purchase of K-9 dog does not recur	-7,500
Maddie's Fund animal services grant ends	-5,000
Explosive Detection K-9 grant ends	-4,700

POLICE DEPARTMENT

Net change in STOP DWI crackdown grant	-4,500
Net change in Gun Involved Violence Elimination (GIVE) grant	3,000
Net change in Bomb Squad Initiative grant	-1,800
Net change in Underage Tobacco Compliance grant	-100

Assignment of Authorized Positions 2008-09 to 2017-18

	Office of	f the Chief	&							
	Admi	inistration		Operations			Depar	Department Total		
<u>Year</u>	<u>Sworn</u> No	on-Sworn	<u>Total</u>	<u>Sworn</u>	<u>Non-Sworn</u>	<u>Total</u>	<u>Sworn No</u>	n-Sworn	<u>Total</u>	
2017-18	67	69	136	661	54	715	728	123	851	
2016-17	62	67	129	665	56	721	727	123	850	
2015-16	63	65	128	663	56	719	726	121	847	
2014-15	45	67	112	681	56	737	726	123	849	
2013-14	45	66	111	681	76	757	726	142	868	
2012-13	45	66.5	111.5	681	75	756	726	141.5	867.5	
2011-12	45	100.5	145.5	681	43	724	726	143.5	869.5	
2010-11	45	98.5	143.5	696	53	749	741	151.5	892.5	
2009-10	45	98.5	143.5	696	56	752	741	154.5	895.5	
2008-09	46	88	134	695	83	778	741	171	912	

POLICE DEPARTMENT

	Authorized Sworn Positions 2013-14 to 2017-18					
Positions	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	
Chief	1	1	1	1	1	
Executive Deputy Chief	1	1	1	0	0	
Deputy Chief	2	2	2	2	2	
DC Community Engagement	0	0	0	0	1	
Commander	3	3	2	2	2	
Captain	11	11	13	13	13	
Lieutenant	33	34	32	32	32	
Sergeant	90	89	95	95	95	
Police Investigator	80	80	80	82	82	
Police Officer	<u>505</u>	<u>505</u>	<u>500</u>	<u>500</u>	<u>500</u>	
Total	726	726	726	727	728	

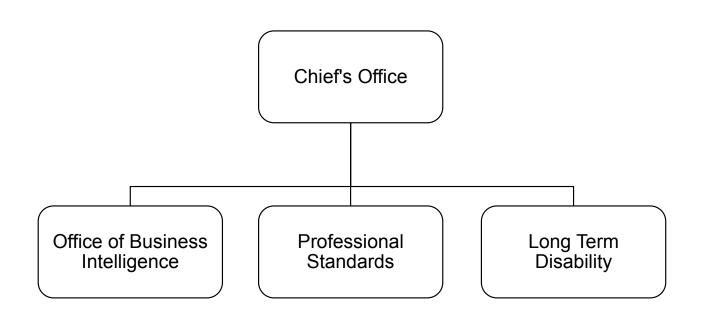
POLICE DEPARTMENT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	2016-17	2016-17	2017-18
Appropriation by Major Object				
Personnel Expenses	77,328,755	79,225,800	79,986,200	79,634,000
Materials & Supplies	1,272,582	1,293,800	1,458,500	1,358,500
Services	10,895,226	9,145,000	11,889,800	8,839,900
Other	14,028	14,700	70,500	5,200
Total	89,510,591	89,679,300	93,405,000	89,837,600
Appropriation by Activity				
Office of the Chief	4,802,155	4,701,400	5,092,400	5,778,800
Operations	68,476,340	67,197,400	71,459,500	68,595,300
Administration	16,232,096	17,780,500	16,853,100	15,463,500
Total	89,510,591	89,679,300	93,405,000	89,837,600
Employee Years by Activity				
Office of the Chief	32.6	32.8	31.9	42.8
Operations	755.2	770.3	764.3	764.6
Administration	139.9	164.9	142.9	132.5
Total	927.7	968.0	939.1	939.9
	0.044.400	0.044.400	0.044.400	0.044.400
NBD Allocation - Dollars	2,344,100	2,344,100	2,344,100	2,344,100
NBD Allocation - Employee Years	26.5	26.5	26.5	26.5

Mission Statement

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

Organization



Critical Processes

Chief's Office

- Conducts strategic planning, policy development, public relations
- Liaison with community and other Federal, State, and local law enforcement agencies
- Conducts labor relations
- □ Informs community and coordinates responses to inquiries from news media and public

Office of Business Intelligence

- □ Conducts strategic planning, policy development, public relations
- Responsible for planning, developing, conducting, and reviewing strategic projects based on Department initiatives related to resource allocation, operational effectiveness, and business intelligence.
- Maintains the Department's Open Data technology and facilitates the data transfer for the public mapping application.
- Develops products to facilitate information and intelligence sharing, resource monitoring, planning, and decision making.
- Evaluates business processes to ensure quality and accuracy of data used, methods, calculations, and report results.
- Provides statistical data in support of grant, budget, media, and Freedom of Information Law (FOIL) requests

Professional Standards

- □ Investigates complaints of police actions of misconduct
- Derivides administrative review of fleet vehicle accident investigations
- Conducts other investigations as directed by the Chief of Police
- Provides staff support for civilian complaint review and internal disciplinary processes
- Maintains department's official disciplinary records including administrative entries which involve inquiries by a citizen or agency
- Provides administrative review of police vehicle pursuits
- Derivides administrative and investigative support for Corporation Counsel

Long Term Disability

6,500

12,400

-1,700

0

0

669,200

686,400

□ Includes sworn employees with long term medical conditions precluding full duty status

2017-18 Strategic Goals & Objectives

Objective			Priorities	Supported	Projected Completic	Projected Completion	
Establish Communications Task Force to enhance current communications initiatives and develop a long-term communications strategy				Safer and More Vibrant Third Quarter Neighborhoods			
Pursuant to commun recommendations fo Training Advisory Co	r police training			More Vibrant oods	Third Quar	ter	
Continue to progress improving internal ar increase transparence efficiency	nd external ana	lysis tools to	Innovation	and Efficiency	y Ongoing		
Key Performance Ir	ndicators						
			Actual <u>2015-16</u>	Estimated 2016-17	Budget <u>2016-17</u>	Budget <u>2017-18</u>	
INTERNAL OPERA	TIONS		2010 10	2010 11	2010 11	2011 10	
Professional Standar	rds:						
Incident reviews com			12	13	14	13	
Civil suit investigatio Fleet accident report			63 125	62 126	64 131	60 122	
Subject resistance re		ł	739	745	749	729	
Administrative inquir	•		349	343	375	375	
Year-To-Year Comp	parison						
	2016-17	2017-18	Change				
Budget	5,092,400	5,778,800	686,400				
Employee Years	31.9	42.8	10.9				
Change Detail							
Salary & Wage	General		Vacancy				
Adjustment	Inflation Cl	nargebacks	Allowance M	<u>iscellaneous</u>	Major Change	<u>Total</u>	

POLICE DEPARTMENT OFFICE OF THE CHIEF

Major Change	
Three Police Officers transfer from Administration to reflect actual assignment	257,100
Three Police Officers transfer from Special Operations to reflect actual assignment	257,100
Appropriation of forfeiture funds for Clinton Section detail overtime does not recur	-202,500
A Deputy Chief for Community Engagement and Relations was added during the year	134,700
A Director of Business Intelligence transfers from Special Operations	110,300
An Information Systems Analyst I transfers from Administration	82,900
A Crime Research Specialist transfers from Administration	76,100
A Crime Research Specialist transfers from Special Operations	76,100
Reductions in supplies and services to reflect actual need	-50,100
Appropriation of forfeiture funds for purchase of Datum storage solution does not recur	-35,000
Appropriation of forfeiture funds for community programs does not recur	-25,000
Appropriation of forfeiture funds for purchase of K-9 dog does not recur	-7,500
Supplies and services expense transfer to Administration	-5,000

Program Change

The Office of Business Intelligence is created. The Office is responsible for strategic planning and product development, data analysis, business process improvements, data transparency and providing information for major Department projects.

Six Police Officers on long term light duty assignment are transferred to Long Term Disability for tracking purposes.

POLICE DEPARTMENT OFFICE OF THE CHIEF EXPENDITURE SUMMARY

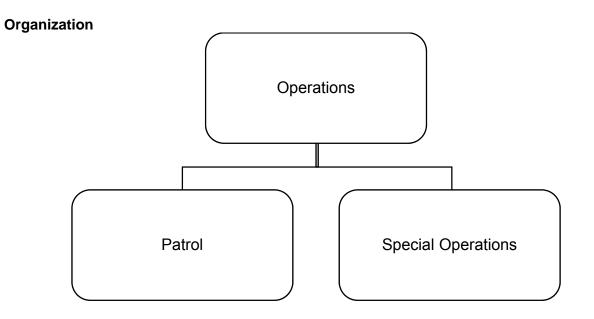
	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	3,095,663	3,190,800	3,285,300	4,080,600
Materials & Supplies	14,627	50,100	53,600	14,100
Services	1,691,865	1,460,500	1,753,500	1,684,100
Other	0	0	0	0
Total	4,802,155	4,701,400	5,092,400	5,778,800
Appropriation by Activity				
Chief's Office	3,138,846	2,908,600	3,412,600	3,245,600
Office of Business Intelligence	0	0	0	335,700
Professional Standards	1,090,931	1,193,900	1,081,200	1,088,400
Long Term Disability	572,378	598,900	598,600	1,109,100
Total	4,802,155	4,701,400	5,092,400	5,778,800
Employee Years by Activity				
Chief's Office	15.6	14.2	14.6	15.6
Office of Business Intelligence	0.0	0.0	0.0	4.0
Professional Standards	10.3	11.5	10.3	10.2
Long Term Disability	6.7	7.1	7.0	13.0
Total	32.6	32.8	31.9	42.8

POLICE DEPARTMENT OFFICE OF THE CHIEF PERSONNEL SUMMARY

	FULL TIME POSITIONS			Chief's Office	Office of Business Intelligence	Professional Standards	Long Term Disability
		Budget	Proposed				
Br.	Title	2016-17	2017-18				
98	Chief of Police	1	1	1			
97	Deputy Chief of Police	2	2	2			
97	Dep Chief of Police Comm Engagement	0	1	1			
96	Police Commander	2	2	2			
94	Police Lieutenant	2	2	1		1	
92	Police Sergeant	9	9	3		6	
	Police Investigator	3	3	3			
90	Police Officer	8	14			1	13
	Director of Business Intelligence	0	1		1		
	Information Services Analyst I	0	1		1		
	Crime Research Specialist	0	2		2		
	Police Steno	2	2			2	
	Secretary to the Chief	1	1	1			
7	Clerk III with Typing	1	1	1			
EMPL	OYEE YEARS						
Full T	ime	31.0	42.0	15.0	4.0	10.0	13.0
Overt	ime	0.4	0.3	0.1	0.0	0.2	0.0
Part ⁻	lime, Temporary, Seasonal	0.5	0.5	0.5	0.0	0.0	0.0
Less:	Vacancy Allowance	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	0.0
Tota	l	31.9	42.8	15.6	4.0	10.2	13.0

Mission

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by managing the Patrol Sections and Special Operations Division.



POLICE DEPARTMENT OPERATIONS

2017-18 Strategic Goals & Objectives Objective

Continue to work with the Mayor's Office and the Department of Environmental Services to identify police section offices in neighborhoods

Continue to enhance police and community relationships – Develop relationship between new police sections and neighborhoods they serve

Provide a high level of animal services in the community – Increase rate of animal adoptions in the community

Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies

Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives

Year-To-Year Comparison

•	2016-17	2017-18	Change
Budget	71,459,500	68,595,300	-2,864,200
Employee Years	764.3	764.6	0.3

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	<u>Inflation</u>	Chargebacks	Allowance	<u>Miscellaneous</u>	Major Change	<u>Total</u>
1,025,400	9,800	-17,000	-255,800	0	-3,626,600	-2,864,200

Major Change Highlights	
Professional services agreement for Red Light Camera program does not recur	-2,402,000
Overtime is reduced to reflect projected spending	-300,000
Three Police Officers transfer to the Office of the Chief to reflect actual assignment	-257,100
Annual allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Director of Business Intelligence transfers to the Office of the Chief	-110,300
A Police Lieutenant transfers to Administration	-110,000
A Crime Research Specialist transfers to the Office of the Chief	-76,100
Net change in STOP DWI grant	-65,500
Three vacant part time Clerk III with Typing positions are abolished as an efficiency measure	-53,400
Net change in Victim Services grants	51,000
Net change in PETCO Foundation animal services grant	-33,100

	Priorities Supported	Projected Completion
ice	Safer and More Vibrant Neighborhoods	Ongoing
lice	Safer and More Vibrant Neighborhoods	Ongoing
nity	Safer and More Vibrant Neighborhoods	Ongoing
rly	Safer and More Vibrant Neighborhoods	Ongoing

Safer and More Vibrant Ongoing Neighborhoods

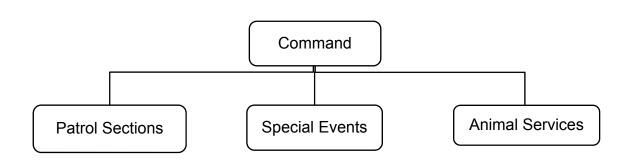
POLICE DEPARTMENT OPERATIONS

Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding	-22,700
Animal services professional fees are reduced as an efficiency measure	-21,700
Reductions in supplies and services to reflect actual need	-16,100
Maddie's Fund animal services grant ends	-5,000
Net change in STOP DWI crackdown grant	-4,500
Net change in Underage Tobacco Compliance grant	-100

POLICE DEPARTMENT OPERATIONS EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	64,342,360	64,420,900	67,230,800	67,102,000
Materials & Supplies	527,240	528,200	576,100	533,100
Services	3,606,617	2,243,600	3,605,200	955,000
Other	123	4,700	47,400	5,200
Total	68,476,340	67,197,400	71,459,500	68,595,300
Appropriation by Activity				
Patrol	45,863,736	46,154,400	49,024,400	49,599,200
Special Operations	22,612,604	21,043,000	22,435,100	18,996,100
Total	68,476,340	67,197,400	71,459,500	68,595,300
Employee Years by Activity				
Patrol	527.0	544.0	550.5	556.4
Special Operations	228.2	226.3	213.8	208.2
Total	755.2	770.3	764.3	764.6

Organization



Critical Processes

Patrol Sections

- Protects life and property
- □ Protects constitutional guarantees of all people
- □ Conducts preventive patrol
- □ Conducts preliminary and follow-up investigation of reported offenses
- Reduces opportunities for commission of crime, works to resolve conflicts and proactively address disputes, identification of criminal offenders and criminal activity, and apprehension of offenders
- Conducts periodic reviews of patrol and investigative activities to analyze crime patterns, current disputes, and response strategies
- Works with neighborhood Police-Citizen Interaction Committees (PCIC) to develop targeted crime prevention and response programs
- Coordinates the police portion of the City's four Neighborhood and Business Development (NBD) Neighborhood Service Centers to address quality of life issues
- Plans responses to unusual occurrences or emergency incidents

Special Events

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

Animal Services

- □ Makes available unclaimed companion animals for public adoption
- D Provides shelter, veterinary care, and husbandry for impounded animals
- □ Evaluates behavior for all dogs impounded
- Responds to complaints regarding companion animals; impounds unleashed, surrendered and stray pets, injured animals, and menacing dogs; issues warnings and summons for animal ordinance violations
- Enforces local laws related to control and regulation of companion animals
- Provides pet care information to citizens to mitigate public safety, animal welfare and nuisance concerns
- □ Assists police department with incidents involving animals
- □ Operates low-income spay/neuter program
- Operates volunteer program, foster program, and rescue partners program

2017-18 Strategic Goals & Objectives

Continue to work with the Mayor's Office and the Department of Environmental Services to identify police section offices in leighborhoodsSafer and More Vibrant NeighborhoodsOngoingContinue to enhance police and community relationships – Develop relationship between new police sections and neighborhoods they serveSafer and More Vibrant NeighborhoodsOngoingProvide a high level of animal services in the community – Increase rate of animal adoptions in the community - dofficer and the Policing initiatives and dispute resolution strategiesSafer and More Vibrant NeighborhoodsOngoingReduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence-based enforcement of gun violence locations and offenders through GIVE grant initiativesSafer and More Vibrant NeighborhoodsOngoingKey Performance Indicators Patrol Sections: Calls for service Non-Discretionary Critical CFSActual N/AEstimated 2016-17Budget 2016-17Budget 2016-17Budget 2017-18Calls for service Non-Discretionary Critical CFS49,97050,119**50,177 41,046Urgent CFS Noral CFS95,23494,04644,727 7 03,846140,653**141,870 143,206Officer - Initiated Discretionary Critical CFS146,046140,653**141,870 146,046Officer - Initiated calls for service Nomesci CViolence callsN/AN/A73,568N/A 31,015Officer-initiated calls for serviceN/AN/A73,568N/A 31,073 <th>Objective</th> <th></th> <th>Priorities Supp</th> <th>oorted</th> <th>Projected Completion</th>	Objective		Priorities Supp	oorted	Projected Completion	
Develop relationship between new police sections and neighborhoods Neighborhoods Provide a high level of animal services in the community - Increase rate of animal adoptions in the community Safer and More Vibrant Neighborhoods Ongoing Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies Safer and More Vibrant Neighborhoods Ongoing Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue targeted and evidence-based enforcement of gun violence locations and offenders through GIVE grant initiatives Safer and More Vibrant Neighborhoods Ongoing Key Performance Indicators Actual 2015-16 Estimated Budget 2016-17 2016-17 2017-18 INTERNAL OPERATIONS N/A N/A N/A N/A N/A Patrol Sections: Calls for service (all units): N/A N/A N/A N/A • All other N/A N/A N/A N/A N/A N/A • Cottal calls N/A N/A N/A N/A N/A N/A • Cottal calls N/A N/A N/A N/A N/A N/A <t< td=""><td>of Environmental Services to identify police section</td><td colspan="2">nmental Services to identify police section offices in</td><td colspan="3"></td></t<>	of Environmental Services to identify police section	nmental Services to identify police section offices in				
Increase rate of animal adoptions in the communityNeighborhoodsReduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategiesSafer and More Vibrant 	Develop relationship between new police sections				Ongoing	
identification and intervention of disputes and apprehension of offenders - Continue intelligence-led policing initiatives and dispute resolution strategies Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue targeted and evidence-based enforcement of gun violence locations and offenders through GIVE grant initiatives Key Performance Indicators Actual 2015-16 2016-17 2016-17 2016-17 2016-17 2016-17 2017-18 Neighborhoods NA N/A N/A N/A N/A N/A N/A N/A N/A N/A	•	•			Ongoing	
identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives Key Performance Indicators Actual Estimated Budget 2016-17 2016-17 2016-17 2017-18 INTERNAL OPERATIONS Patrol Sections: Calls for service (all units): • Priority I • All other N/A N/A 183,084 N/A • All other N/A N/A 176,289 N/A • Total calls Calls for service Non-Discretionary Critical CFS 49,970 50,119 ** 50,177 Urgent CFS 95,234 94,046 ** 94,727 Normal CFS 63,846 64,101 ** 64,432 Discretionary (Officer – Initiated) 146,046 140,653 ** 141,870 Total calls for service N/A N/A 73,568 N/A	identification and intervention of disputes and app of offenders - Continue intelligence-led policing in	prehension			Ongoing	
2015-16 2016-17 2016-17 2017-18 INTERNAL OPERATIONS Patrol Sections: Calls for service (all units): N/A N/A N/A 183,084 N/A • Priority I N/A N/A N/A 176,289 N/A • All other N/A N/A N/A 359,373 N/A • Total calls N/A N/A 359,373 N/A Calls for service N/A N/A 359,373 N/A Calls for service N/A N/A 359,373 N/A Calls for service 49,970 50,119 ** 50,177 Urgent CFS 95,234 94,046 ** 94,727 Normal CFS 63,846 64,101 ** 64,432 Discretionary (Officer – Initiated) 146,046 140,653 ** 141,870 Total 355,096 348,919 359,373 351,206	identification and intervention of disputes and app of offenders – Continue targeted and evidence–b enforcement of gun violence locations and offend	orehension ased			Ongoing	
INTERNAL OPERATIONS Patrol Sections: Calls for service (all units): 	Key Performance Indicators				Ŷ	
 All other Total calls N/A 	Patrol Sections: Calls for service (all units):					
Calls for service Non-Discretionary Critical CFS 49,970 50,119 ** 50,177 Urgent CFS 95,234 94,046 ** 94,727 Normal CFS 63,846 64,101 ** 64,432 Discretionary (Officer – Initiated) 146,046 140,653 ** 141,870 Total 355,096 348,919 359,373 351,206	All other	<u>N/A</u>	<u>N/A</u>	<u>176,289</u>	<u>N/A</u>	
Critical CFS 49,970 50,119 ** 50,177 Urgent CFS 95,234 94,046 ** 94,727 Normal CFS 63,846 64,101 ** 64,432 Discretionary (Officer – Initiated) 146,046 140,653 ** 141,870 Total 355,096 348,919 359,373 351,206	Calls for service	N/A	N/A	359,373	N/A	
Normal CFS 63,846 64,101 ** 64,432 Discretionary (Officer – Initiated) 146,046 140,653 ** 141,870 Total 355,096 348,919 359,373 351,206 Officer-initiated calls for service N/A N/A 73,568 N/A	-	49,970	50,119	**	50,177	
Discretionary (Officer – Initiated) 146,046 140,653 ** 141,870 Total 355,096 348,919 359,373 351,206 Officer-initiated calls for service N/A N/A 73,568 N/A	•	-	-			
Total 355,096 348,919 359,373 351,206 Officer-initiated calls for service N/A N/A 73,568 N/A			-			
Officer-initiated calls for service N/A N/A 73,568 N/A	•			—		
		000,000	0 10,010	000,010	001,200	
Domestic violence calls 30,995 31,015 34,372 31,073						
	Domestic violence calls	30,995	31,015	34,372	31,073	

Arrests:				
Adult Felony	1,986	1,930	2,058	1,959
Total Adult Arrests	13,387	12,765	14,086	13,067
Youth Felony (Under 18)	253	224	286	240
Total Youth Arrests (Under 18)	1,347	1,199	1,480	1,271
Juvenile Felony (Under 16)	148	109	153	125

Key Performance Indicators	Actual	Estimated	Budget	Budget
Rey renormance indicators	<u>2015-16</u>	2016-17	2016-17	2017-18
Total Juvenile Arrests (Under 16)	527	415	551	462
% Juveniles Diverted	42.3	41.3	29.0	42.0
Other Police Activity:				
Field information forms completed	9,662	8,570	8,843	8,181
Firearms seized	1,014	868	979	942
Crime guns seized	440	393	463	441
Adult Warrants served	4,356	4,267	4,501	4,316
Juvenile Warrants served	379	343	412	361
Crimes cleared (%):	010	010		001
Homicide	65.6	55.6	70.0	60.5
• Rape	42.4	46.0	41.0	44.3
Robbery	32.8	25.6	25.9	30.0
Aggravated Assault	58.7	54.0	55.9	56.2
• Burglary	13.3	10.6	10.7	11.6
• Larceny	14.5	11.3	14.0	12.6
Motor Vehicle Theft	19.8	22.5	17.5	20.9
• Arson	6.9	6.2	7.3	6.5
Clearance rate for all crimes (Part I and II)	30.7	28.3	30.0	29.3
CUSTOMER PERSPECTIVE				
Reported crimes:				
Homicide	27	40	34	36
Rape	66	82	85	79
Robbery	655	675	690	673
Aggravated Assault	<u>920</u>	846	867	<u>868</u>
Part I Crime - Violent	1,668	1,643	1,676	1,656
Burglary	1,740	1,504	1,930	1,625
• Larceny	5,912	5,740	6,001	5,807
Motor Vehicle Theft	601	578	627	593
Part I Crime – Property	8,253	7,822	8,558	8,025
Part II Crime	<u>12,986</u>	<u>12,682</u>	<u>12,449</u>	<u>12,719</u>
Total Reported Crime	22,907	22,147	22,683	22,400
Narcotics-related offenses	1,266	1,219	1,114	1,213
Weapon-related offenses	365	375	369	373
Shooting victims	217	185	201	205
Response Time (call to arrival)				
Critical Priority Average (minutes)	14.33	15.01	16.5	14.57
Urgent priority average (minutes)	16.72	17.16	18.5	17.10
Normal priority (minutes)	27.19	27.83	30.0	27.78
% Primary car assigned responded	62.1	62.7	60.0	62.0
Animal Services:				
Service requests	12,107	11,500	14,000	12,500
Shelter	1,432	1,500	3,000	1,500
Field	10,675	10,000	11,000	11,000
Tickets issued	863	686	800	800
Total Intakes to Shelter:	2,265	2,596	4,000	2,540
Surrender - Cats	666	508	800	550

Key Performance Indicators	Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget 2017-18
Surrender - Dogs	656	546	800	550
Strays - Cats	899	1,156	950	1,100
 Strays – Dogs 	1,136	1,440	1,450	1,440
Save Rate (%)	82.35	88.77	80.0	87.0
Length of stay (days)				
Cats	N/A	N/A	10.5	N/A
Dogs	N/A	N/A	7.5	N/A
Spayed/Neutered	2,200	2,062	2,200	2,200
Dog Licenses (Animal Services only)	1,200	1,149	1,200	1,200

N/A – Not Applicable ** - Not Available

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	Change
Budget	49,024,400	49,599,200	574,800
Employee Years	550.5	556.4	5.9

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	<u>Total</u>
1,030,100	5,900	-15,900	-107,300	0	-338,000	574,800

Major Change

Overtime is reduced to reflect projected spending	-300,000
Two Police Investigators transfer from Special Operations to reflect actual assignment	194,200
A Police Lieutenant transfers to Administration	-110,000
Three vacant part time Clerk III with Typing positions are abolished as an efficiency measure	-53,400
Net change in PETCO Foundation animal services grant	-33,100
Animal services professional fees are reduced as an efficiency measure	-21,700
Reduction in supplies and services to reflect actual need	-5,800
Maddie's Fund animal services grant ends	-5,000
Supplies and services expense transfers to Special Operations	-3,200
Program Change	

Program Change

A new Calls for Service model was developed in late 2015. It became the departmental standard in 2016. The Key Performance Indicators for 2017-18 have been adjusted to reflect this change.

The Length of Stay indicator has been deleted due to data collection issues.

POLICE DEPARTMENT OPERATIONS – PATROL DIVISION EXPENDITURE SUMMARY

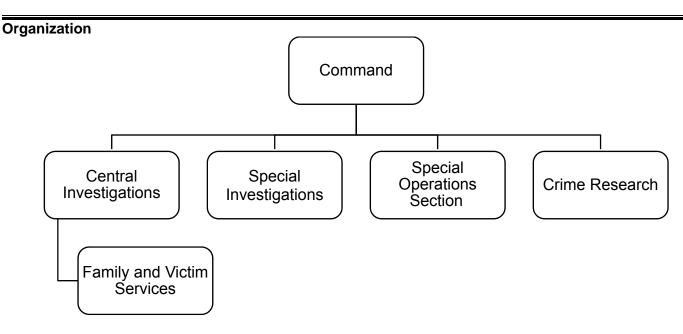
	Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Amended 2016-17	Proposed <u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	44,959,278	45,166,900	47,946,100	48,599,200
Materials & Supplies	332,492	333,300	366,100	342,000
Services	571,966	654,200	712,200	658,000
Other	0	0	0	0
Total	45,863,736	46,154,400	49,024,400	49,599,200
Appropriation by Activity				
Command	417,544	366,800	669,800	559,600
Patrol Sections	44,082,565	44,286,000	45,958,000	46,707,000
Special Events	68,624	136,000	939,800	939,900
Animal Services	1,295,003	1,365,600	1,456,800	1,392,700
Total	45,863,736	46,154,400	49,024,400	49,599,200
Employee Years by Activity				
Command	3.9	3.3	6.3	5.3
Patrol Sections	498.0	514.3	517.6	524.5
Special Events	2.7	2.7	2.5	2.6
Animal Services	22.4	23.7	24.1	24.0
Total	527.0	544.0	550.5	556.4

POLICE DEPARTMENT OPERATIONS – PATROL DIVISION PERSONNEL SUMMARY

	FULL TIME POSITIONS			Command	Patrol Sections	Special Events	Animal Services
		Rudgot	Proposed		_	.,	
Br.	Title	2016-17	2017-18				
	Police Captain	2010-17	8	3	5		
	Police Captain Police Lieutenant	22	21	5	20	1	
	Police Sergeant	22 57	57		20 57	1	
	Police Investigator	29	31		31		
	Police Officer	384	384		383	1	
	Director of Animal Services	1	1		000	•	1
-	Shelter Veterinarian	1	1				1
-	Supervisor of Animal Control	1	1				1
	Animal Shelter Manager	1	1				1
	Assistant Supervisor of Animal Control	1	1				1
	Administrative Secretary	1	1	1			
	Animal Control Officer	5	5				5
	Animal Services Client Specialist	2					2
	Veterinary Technician	2	2 2				2
	Clerk II	1	1		1		
	Clerk III with Typing	2	2		2		
	Animal Care Technician II	5	5				5
EMPL	OYEE YEARS						
Full T		523.0	524.0	4.0	499.0	2.0	19.0
Overt	ime	34.7	33.6	1.3	30.4	0.6	1.3
Part T	īme, Temporary, Seasonal	5.0	12.0	0.0	8.0	0.0	4.0
Less:	Vacancy Allowance	<u>12.2</u>	<u>13.2</u>	0.0	12.9	0.0	<u>0.3</u>
Tota		550.5		5.3	524.5	2.6	24.0

The following full time positions are included in the budget of the Police Department, Patrol Division but are assigned to NSC offices and are					
shown here for reference only.					
		Budget Proposed			
Br.	Title	2015-16	2016-17		
94	Police Lieutenant	5	5		
90	Police Officer	21	21		
EMPL	OYEE YEARS				
Full T	ime	26.0	26.0		
Overtime		0.5	0.5		
Part Time, Temporary, Seasonal		0.0	0.0		
Less:	Vacancy Allowance	0.0	0.0		
Tota	l	26.5	26.5		

POLICE DEPARTMENT OPERATIONS – SPECIAL OPERATIONS DIVISION



Critical Processes

Special Operations Division

□ Provides investigative support and services necessary for effective operation of the department

Central Investigations Section

- □ The Major Crimes Unit investigates all homicides, bank robberies, child abuse cases, arsons, missing persons, and other assignments assigned by Central Investigations commanding officer
- □ The Investigative Support Unit
 - License Investigation investigates applicants for licenses issued by the City of Rochester that require approval by the Chief of Police. Administers City's alarm ordinance and processes NYS Pistol Permit applications
 - Technician's gathers and analyzes evidence from crime scenes. Collects, processes, preserves, analyzes physical evidence. Supervises Photo Lab, which processes photos for evidentiary and identification purposes
 - Economic Crimes investigates complex financial crimes, organized groups involved in counterfeiting, forgery and / or retail theft, and elder-abuse financial exploitation. Acts as liaison with Federal, State, and local enforcement agencies and bank clearing house to coordinate economic crime investigations and intelligence sharing

Family and Victim Services

- Provides direct public services through the Family Crisis Intervention Team (FACIT), which assists patrol officers responding to reported family disputes, and the Victim Assistance Unit (VAU) which counsels crime victims and assists them in dealing with the justice system
- Unit costs are partially underwritten by grants

Special Investigations Section

- □ Investigates illegal narcotics activities, vice, illegal weapons, trafficking, organized crime
- □ Provides surveillance and intelligence services in support of investigations
- □ Works in joint task forces with Federal, State, and local law enforcement agencies
- Narcotics Unit is responsible for suppression of illegal drug trafficking activities from street level up to and including major criminal conspiracy efforts
- Responsible for suppression of gambling, prostitution, and pornography
- Surveillance and Electronic Support Unit is responsible for technical surveillance equipment used in investigative efforts
- □ Firearms Suppression Unit conducts activities such as Project Exile, weapon tracing and weapon crime intelligence

Special Operations Section

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

Crime Research Unit

- Responsible for developing, collecting, collating, analyzing, and disseminating intelligence, crime and calls for service information
- □ Conducts spatial analysis of crimes and provides crime mapping support to the Department
- Provides timely and pertinent information relevant to assisting investigations, identifying crime series and patterns, reporting on trends in police data, as well as providing analysis related to matters of public safety
- □ Information collected is used to develop problem solving and community policing strategies for crime prevention and reduction

2017-18 Strategic Goals & Objectives

Objective	Priorities Supp	orted	Projected Completion	
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders - Continue intelligence led policing initiatives and dispute resolution strategies	-	Vibrant	Ongoing	
Reduce crime through crime prevention activities, early identification and intervention of disputes and apprehension of offenders – Continue targeted and evidence–based enforcement of gun violence locations and offenders through GIVE grant initiatives	Safer and More Neighborhoods	Vibrant	Ongoing	
Key Performance Indicators INTERNAL OPERATIONS Central Investigations:	Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Budget <u>2016-17</u>	Budget <u>2017-18</u>
 Investigations conducted: Homicides Other death Bank robbery Physical child abuse Sexual child abuse Arson 	35 5 17 29 262 250	42 10 17 30 265 330	45 14 15 40 245 240	45 10 17 30 265 330
Missing persons cases handled Licenses processed Crime scenes processed	1,744 8,271 8,949	1,740 8,270 8,950	1,500 10,000 9,400	1,744 8,320 9,100
Registered sex offenders managed State Automated Biometric Identification System (SABIS) identifications	1,053 241	1,100 240	1,100 250	1,100 245
Family & Victims Services: FACIT responses Victim assistance contacts	3,500 4,161	3,500 4,000	3,500 4,000	3,500 4,000
Special Investigations: Investigations conducted Cases closed Narcotics/Intelligence arrests GRANET Arrests	676 840 149 90	730 800 155 100	310 273 70 75	690 785 150 90
Drugs seized: • Cocaine (kilograms) • Heroin (grams) • Marijuana (kilograms) Weapons seized	24.1 3,122 604 134	18.5 3,920 800 140	3.5 1,500 590 60	4.4 3,200 610 80

POLICE DEPARTMENT OPERATIONS – SPECIAL OPERATIONS DIVISION

	Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget 2017-18			
Vehicles seized Cash seized (\$)	6 40,651	4 54,900	3 200,000	4 50,000			
Special Operations Section - Youth Services:	N1/A	N1/A	050	N1/A			
Truancy transports Truants refusing transport	N/A N/A	N/A N/A	250 500	N/A N/A			
Non-Truant contacts	N/A	N/A	250	N/A			
Crime Analysis: Bulletins produced	926	927	944	915			
Patterns identified Violent disputes identified	41 88	68 114	65 104	59 105			
Year-To-Year Comparison							
<u>2016-17</u> <u>2017-18</u> Budget 22,435,100 18,996,100							
Employee Years 213.8 208.2							
Change Detail							
Salary & Wage General Adjustment Inflation Chargebacks	Vacancy	Miscellaneous	Major Change	Total			
-4,700 <u>3,900</u> -1,100	-148,500	0	-3,288,600	-3,439,000			
Major Change Professional services agreement for Red Light Can	nera program	does not recu	r	-2,402,000			
Three Police Officers transfer to the Office of the Cl	hief to reflect	actual assignn	nent	-257,100			
Annual allocation for the Greater Rochester Area N ends	arcotics Enfo	prcement Team	(GRANET)	-200,000			
Two Police Investigators transfer to Patrol to reflect	actual assig	nment		-194,200			
A Director of Business Intelligence transfers to the	Office of the	Chief		-110,300			
A Crime Research Specialist transfers to the Office	of the Chief			-76,100			
Net change in STOP DWI grant				-65,500			
Net change in Victim Services grants							
Net change in Motor Vehicle Theft and Insurance Fraud Prevention grant funding							
Reductions in supplies and services to reflect actual need							
Net change in STOP DWI crackdown grant							
Supplies and services expense transfer from Patrol				3,200			
Net change in Underage Tobacco Compliance gran	nt			-100			

POLICE DEPARTMENT OPERATIONS – SPECIAL OPERATIONS DIVISION

The Rochester Police Department and the Rochester City School District no longer staff a program specific to truancy. RPD now works collaboratively with the Rochester City School District to address truant youth through the School Resource Officer program.

POLICE DEPARTMENT OPERATIONS – SPECIAL OPERATIONS DIVISION EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	19,383,082	19,254,000	19,284,700	18,502,800
Materials & Supplies	194,748	194,900	210,000	191,100
Services	3,034,651	1,589,400	2,893,000	297,000
Other	123	4,700	47,400	5,200
Total	22,612,604	21,043,000	22,435,100	18,996,100
Appropriation by Activity				
Command	675,074	830,300	1,149,700	860,000
Central Investigations	6,019,007	6,018,200	5,499,100	5,329,600
Family & Victim Services	776,025	756,600	849,000	893,600
Special Investigations	5,139,551	4,896,200	4,420,500	4,221,200
Special Operations Section	9,599,417	8,133,700	10,100,800	7,456,500
Crime Research	403,530	408,000	416,000	235,200
Total	22,612,604	21,043,000	22,435,100	18,996,100
Employee Years by Activity				
Command	6.6	8.0	11.2	8.2
Central Investigations	71.6	72.2	65.4	63.4
Family & Victim Services	15.7	14.8	14.7	17.4
Special Investigations	48.1	48.0	39.8	39.8
Special Operations Section	81.2	78.4	77.9	76.5
Crime Research	5.0	4.9	4.8	2.9
Total	228.2	226.3	213.8	208.2

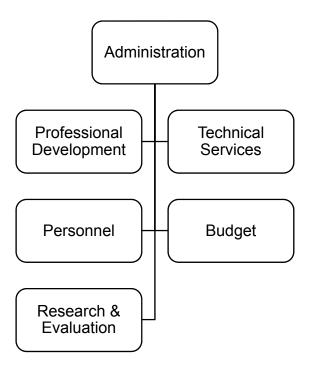
POLICE DEPARTMENT OPERATIONS –SPECIAL OPERATIONS DIVISION PERSONNEL SUMMARY

	FULL TIME POSITIONS			Command	Central Investigations	Family and Victim Services	Special Investigations	Special Operations Section	Crime Research
94 92 191 90 33 27 24 20 20 18 16 14	Title Police Captain Police Lieutenant Police Sergeant Police Investigator Police Officer Director of Business Intelligence Senior Crime Research Specialist Crime Research Specialist Crisis Counseling Coordinator Victim Services Coordinator Victim Services Coordinator Counseling Specialist Police Evidence Technician Victim Assistance Counselor Senior Photo Lab Technician Clerk II Clerk III with Typing	Budget 2016-17 3 6 20 50 86 1 1 3 1 1 3 4 2 4 4 4 4	Proposed 2017-18 3 6 20 48 83 0 1 2 1 1 4 8 4 2 4 4 4 4 4 4 4 4 4 4 4 4 4	2 2 1 1	2 7 21 13 8 8 2 1 3	1 1 4 1	1 2 6 24 4	6 2 66	1 2
Full 1 Over Part	time Time, Temporary, Seasonal : Vacancy Allowance	198.0 10.1 6.7 <u>1.0</u> 213.8	191.0 10.1 9.4 <u>2.3</u> 208.2	7.0 1.2 0.0 <u>0.0</u> 8.2	57.0 6.3 0.4 <u>0.3</u> 63.4	11.0 0.2 6.5 <u>0.3</u> 17.4	39.0 1.0 0.0 <u>0.2</u> 39.8	74.0 1.4 2.5 <u>1.4</u> 76.5	3.0 0.0 <u>0.1</u> 2.9

Mission

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

Organization



Critical Processes

- □ **Professional Development** administers the department's training programs, including roll call, recruit, civilian (pre-service) and in-service training.
 - Firearms Training coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records
 - In-Service Training plans and develops training and special programs
 - Academy and Field Training coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division
 - o Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants
 - Background and Recruitment Unit actively works with the Department of Human Resource Management to recruit new officers and conduct background research
- □ **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets.
 - Liaison to Monroe County Public Safety Radio Center for the maintenance and issuing of all police portable and car radios, and vehicle computers
 - Provides support to the Police Department and other law enforcement agencies regarding criminal history checks, wants and warrants, teletype requests, missing persons, etc.
 - Conducts manual and automated record and warrant checks, using both local files and the statewide e-Justice system
 - Processes all requests for crime, incident and motor vehicle accident reports, background check applications and fingerprint requests for the City of Rochester

- Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles
- The Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies
- The Headquarters Unit responds to walk-up complaints and information requests, issues copies of reports as legally required, takes all bail for the City of Rochester and is responsible for Public Safety Building security
- The Information Services Unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval and security of Department reports
- The Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records
- The Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems
- The Court Liaison Unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings
- The Identification Unit takes fingerprints, maintains manual and automated photograph and fingerprint files, and processes all DNA collection
- The Paralegal Unit assists sworn personnel in preparation of selected forms and reports for Grand Jury packages, tracking felony cases, submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court
- The Call Reduction Unit handles all eligible crime incidents and added information reports via phone for the City of Rochester
- Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communications with police officers on the street
- □ **Personnel** provides medical and personnel management, including job classification, hiring and promotion, payroll, and record maintenance.
- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.

Research & Evaluation

- Conducts research and management and statistical analysis
- Monitors compliance with state standards and national accreditation agencies
- Assists in conducting on-site evaluations
- Prepares department's annual report
- Researches and writes grant applications and submits grant-related operational and financial reports
- o 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

2017-18 Strategic Goals & Objectives

	rojected completion		
Implement solutions and support for new DigitalSafer and More VibrantTFingerprinting systemNeighborhoods, Innovation and EfficiencyT	Third Quarter		
Assess body worn camera implementation Safer and More Vibrant F Neighborhoods, Innovation and Efficiency	ourth Quarter		
Increase quality of departmental functions –Safer and More VibrantOMaintain NYS Law Enforcement AccreditationNeighborhoods, Innovation andFrogram and enhance inspection processEfficiency	Ongoing		
Continue to work with DHRM to maximizeSafer and More VibrantOrecruitment efforts for minority candidates to moreNeighborhoodsaccurately reflect the community	Ongoing		
Key Performance IndicatorsActualEstimatedBudge2015-162016-172016-17INTERNAL OPERATIONS			
Technical Services:Property lots disposed16,93926,00020,000Vehicles disposed of:			
• Sold at auction 868 1,050 700 • Sold for salvage 68 2 0	0 900 0 5		
Arrests resulting from surveillance camera 100 100 190 footage			
Research & Evaluation:			
Inspections494949Grants submitted30282			
Grants Received31282			
FINANCIAL/COSTAverage sale price (vehicles) (\$)295300300	0 300		
LEARNING & INNOVATION Professional Development:			
Recruit training slots284444			
Applicants for Police Officer exam 2,060 1,895 2,000 New officers trained:	0 2,000		
• Academy 28 44 44			
• Field Training 28 44 45	5 25		

** - Not Available

Year-To-Year Comp	oarison					
	<u>2016-17</u>	<u>2017-18</u>	Change			
Budget	16,853,100	15,463,500	-1,389,600			
Employee Years	142.9	132.5	-10.4			
Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation Cha	rgebacks	<u>Allowance</u> <u>M</u> i	iscellaneous	Major Change	<u>Total</u>
55,400	68,300	-379,800	-55,100	0	-1,078,400	-1,389,600

Major Change

Reduce from two recruit classes to one per staffing plan	-625,900
Three Police Officers transfer to the Office of the Chief to reflect actual assignment	-257,100
A Police Lieutenant transfers from Patrol to reflect actual assignment	110,000
An Information Systems Analyst I transfers to the Office of the Chief	-82,900
A Crime Research Specialist transfers to the Office of the Chief	-76,100
Reductions in supplies and services to reflect actual need	-50,800
Project Safe Neighborhood grant ends	-41,900
A vacant part time Assistant Crime Research Specialist is abolished as an efficiency measure	-24,900
A vacant part time Clerk III with Typing is abolished as an efficiency measure	-17,800
Net change in NYS grants for overtime	-12,500
Supplies and services expense transfers from the Office of the Chief	5,000
Explosive Detection K-9 grant ends	-4,700
Net change in Gun Involved Violence Elimination (GIVE) grant	3,000
Net change in Bomb Squad Initiative grant	-1,800

POLICE DEPARTMENT ADMINISTRATION EXPENDITURE SUMMARY

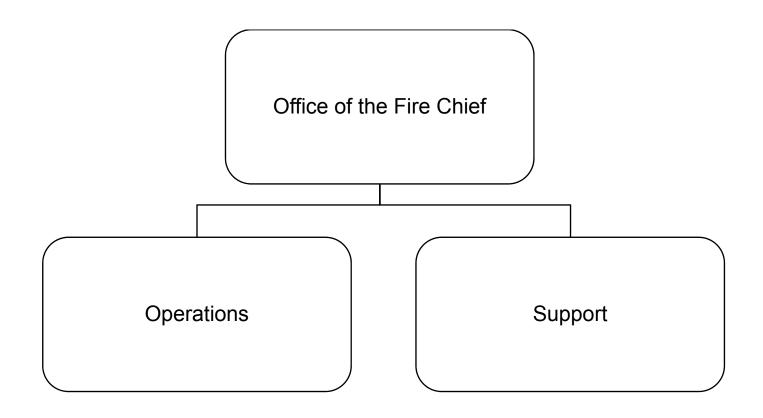
	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	2016-17	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	9,890,732	11,614,100	9,470,100	8,451,400
Materials & Supplies	730,715	715,500	828,800	811,300
Services	5,596,744	5,440,900	6,531,100	6,200,800
Other	13,905	10,000	23,100	0
Total	16,232,096	17,780,500	16,853,100	15,463,500
Appropriation by Activity				
Professional Development	3,081,937	4,564,200	3,286,300	2,568,500
Technical Services	10,551,122	10,296,700	10,105,400	9,541,300
Personnel	1,036,268	1,196,800	1,213,300	1,262,500
Budget	586,554	588,700	706,200	682,500
Research & Evaluation	976,215	1,134,100	1,541,900	1,408,700
Total	16,232,096	17,780,500	16,853,100	15,463,500
Employee Years by Activity				
Professional Development	37.1	61.4	44.7	35.1
Technical Services	88.3	86.5	82.3	78.7
Personnel	3.5	3.9	3.4	3.3
Budget	2.9	3.1	2.9	2.9
Research & Evaluation	8.1	10.0	9.6	12.5
Total	139.9	164.9	142.9	132.5

POLICE DEPARTMENT ADMINISTRATION PERSONNEL SUMMARY

	FULL TIME POSITIONS			Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
		Budaet I	Proposed					
Br.	Title	2016-17	2017-18					
95	Police Captain	2	2		1			1
94	Police Lieutenant	2	3	1	1			1
92	Police Sergeant	9	9	3	5			1
90	Police Officer	22	19	6	11			2
26	Associate Administrative Analyst	1	1				1	
26	Information Services Analyst I	1	0					
26	Manager of Police Property	1	1		1			
25	Technology Application Coordinator	1	1					1
24	Crime Research Specialist	1	0					
24	Digital Media Specialist	1	1					1
24	Police Program Grants Specialist	1	1					1
23	Personnel Management Supervisor	1	1			1		
16	Fleet Maintenance Technician	1	1		1			
16	Personnel Management Assistant	1	1			1		
16	Senior Police Identification Technician	1	1		1			
16	Senior Property Clerk	2	2		2			
14	Police Paralegal	2	2		2			
14	Police Paralegal Bilingual	1	1		1			
13	Administrative Secretary	1	1	1				
11	Clerk I	1	1		1			
11	Lead Police Information Clerk	3	3		3 3			
11	Police Identification Technician Trick	3	3		3			
	Senior Account Clerk	1	0					
	Clerk II	4	6		5		1	
	Clerk II with Typing	4	4	1	1	1	1	
	Lot Attendant	5	5		5			
_	Police Information Clerk	15	15		15			
	Property Clerk	4	4		4			
	Clerk III	0	1		1			
7	Clerk III with Typing	6	4		4			
EM	I PLOYEE YEARS							
	Time	98.0	94.0	12.0	68.0	3.0	3.0	8.0
	ertime	6.2	10.0	2.3	3.1	0.1	0.0	4.5
	t Time, Temporary, Seasonal	44.4	34.1	20.9	12.9	0.3		0.0
	s: Vacancy Allowance	5.7	5.6	0.1	5.3	0.1	0.1	0.0
То	•	142.9	132.5	35.1	78.7	3.3		12.5

Mission Statement

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



Vital Customers

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

Critical Processes

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

Department Highlights

The proposed budget includes funding for a planned recruit class of 26 to begin January 2018. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel. The department will begin the fiscal year with fewer vacancies than the start of the prior fiscal year and as a result overtime is reduced to reflect the appropriate funding level needed.

A portion of the 2015 State Homeland Security Program (SHSP) grant is complete. Hazmat training and advanced rope training will be administered during 2017-18 with the remaining 2015 SHSP funds. Rope rescue training will be administered using 2016 SHSP funds.

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

Highlights	Priorities Supported	Projected Completion
Office of the Fire Chief:		
Conduct feasibility study for the use of semi-rugged tablet computers for mobile data terminals (MDT's) on RFD line apparatus	Safer and More Vibrant Neighborhoods	Second Quarter
Conduct candidate vetting process and hire firefighter recruits	More Jobs	Fourth Quarter
Continue accreditation process	Safer and More Vibrant Neighborhoods	Fourth Quarter
Operations:		
Review City Emergency Management Plan (CEMP) and update Hazmat appendix	Safer and More Vibrant Neighborhoods	Fourth Quarter
Support:		
Implement an upgrade of the existing stock of Self- Contained Breathing Apparatus (SCBA) air packs to extend warranty life	Safer and More Vibrant Neighborhoods	Second Quarter

FIRE DEPARTMENT

Highlights			Priorities Su	oported	Projected Completion		
Conduct Building Safety Inspector and Train the Trainer certification training		Safer and Mo Neighborhood		Fourth Quarte	er		
Year-To-Year Comparison							
			Budge	•		Percent	
Bureaus			<u>2016-1</u>	<u>7</u> <u>2017-</u> 1	18 Change	<u>Change</u>	
Office of the Fire Chief	f		2,448,500	2,273,10	0 -175,400	-7.2%	
Operations			44,210,800	44,069,80	0 -141,000	-0.3%	
Support			3,773,200	3,873,00	0 99,800	2.6%	
Total			50,432,500	50,215,90	0 -216,600	-0.4%	
Employee Years			532.6	520.8	8 -11.8	-2.2%	
Change Detail Salary & Wage	General		Va	cancy			
Adjustment 624,800	<u>Inflation</u> 13,300	Chargebac -83,5		<u>vance</u> <u>Miscel</u> 5,500		<u>Change</u> 685,700	<u>Total</u> -216,600

Major Change Highlights

Net decrease in overtime as a result of beginning the fiscal year with fewer vacancies and to reflect actual need	-599,700
Increase in professional services to properly reflect the amount of tuition and fees likely to be incurred as a result of enrollment tied to the training contract with Monroe Community College	295,000
Firefighter recruit class is reduced from 38 to 26 to reflect staffing needs	-291,300
Reductions in supplies and services reflect actual need	-101,300
Increased Apparatus repair and maintenance of vehicles coming off warranty and for maintenance of vehicles with new emission systems	56,000
2014 State Homeland Security Program is complete	-26,100
A portion of the 2015 State Homeland Security Program is complete	-18,300

FIRE DEPARTMENT

2006-07 to 2017-18									
Office of the Chief & Support				Op	perations		Depa	artment To	otal
Year	<u>Uniform</u>	Civilian	Total	Uniform	Civilian	Total	<u>Uniform</u>	<u>Civilian</u>	Total
2017-18	38	19	57	443	2	445	481	21	502
2016-17	38	19	57	443	2	445	481	21	502
2015-16	38	19	57	443	2	445	481	21	502
2014-15	38	19	57	443	2	445	481	21	502
2013-14	36	20	56	445	2	447	481	22	503
2012-13	35	21	56	441	2	443	476	23	499
2011-12	35	21	56	441	2	443	476	23	499
2010-11	41	21	62	447	2	449	488	23	511
2009-10	41	20	61	454	2	456	495	22	517
2008-09	41	23	64	454	2	456	495	25	520
2007-08	40	24	64	471	2	473	511	26	537
2006-07	42	24	66	473	2	475	515	26	541

Assignment of Authorized Positions

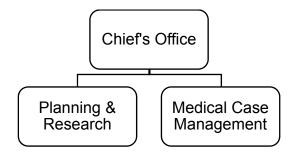
FIRE DEPARTMENT EXPENDITURE SUMMARY

	Actual 2015-16	Estimated 2016-17	Amended 2016-17	Proposed 2017-18
Appropriation by Major Object				
Personnel Expenses	44,451,402	45,915,500	47,023,000	46,641,200
Materials & Supplies	579,640	563,000	662,700	644,800
Services	2,381,055	2,771,300	2,708,900	2,905,500
Other	19,611	16,000	37,900	24,400
Total	47,431,708	49,265,800	50,432,500	50,215,900
Appropriation by Activity				
Office of the Fire Chief	2,550,377	2,246,800	2,448,500	2,273,100
Operations	41,259,384	43,125,500	44,210,800	44,069,800
Support	3,621,947	3,893,500	3,773,200	3,873,000
Total	47,431,708	49,265,800	50,432,500	50,215,900
Employee Years by Activity				
Office of the Fire Chief	25.4	20.9	22.0	21.0
Operations	455.1	461.5	469.9	458.6
Support	38.6	41.3	40.7	41.2
Total	519.1	523.7	532.6	520.8

Mission Statement

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

Organization



Critical Processes

- □ Manages personnel and establishes personnel standards, policies and work schedules
- Coordinates department's annual budget request
- Controls general fiscal matters
- Oversees department's contract administration, including Emergency Medical Service (EMS) and Medical Director services
- Oversees administration of the Protectives contract
- Coordinates department's facilities maintenance and acts as liaison with Department of Environmental Services/Architectural Services for building renovations
- Oversees Fire Code records management
- Administers and coordinates grants
- □ Analyzes operations and reporting systems
- Evaluates programs and develops recommendations for modifying procedures
- □ Assists in implementing new operating procedures, methods and techniques
- Oversees information systems
- Acts as liaison with City's Information Technology Department, Emergency Communications Department, Monroe County Public Safety Communications, Rochester Police Department, and Neighborhood & Business Development
- □ Maintains Rochester's radio fire alarm system
- Oversees Case Management of all duty related injuries/illnesses and claims for on duty injury coverage

Dularitian Cumpanted

2017-18 Strategic Goals & Objectives Objective

Objective	Priorities Supported	Projected Completion
Conduct feasibility study for the use of semi-rugged tablet computers for mobile data terminals (MDT's) on RFD line apparatus		Second Quarter
Conduct candidate vetting process and hire and train recruit class	More Jobs	Fourth Quarter
Continue accreditation process	Safer and More Vibrant Neighborhoods	Fourth Quarter

FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF

Year-To-Year Comp	arison							
		<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>				
Budget		2,448,500	2,273,100	-175,400				
Employee Years		22.0	21.0	-1.0				
Change Detail Salary & Wage	•							
Adjustment	Inflation	Chargebac		-	aneous	Major Change	Total	
20,300	3,100	-6,0		,500	0	-107,300	-175,400	
Major Change Reductions in supplies and services reflect actual need -62,900							-62,900	
2014 State Homeland Security Program is complete						-26,100		
A portion of the 2015 State Homeland Security Program is complete						-18,300		

FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF EXPENDITURE SUMMARY

	Actual 2015-16	Estimated 2016-17	Amended 2016-17	Proposed 2017-18
Appropriation by Major Object		<u></u>	<u></u>	
Personnel Expenses	2,219,059	1,926,900	2,016,700	1,921,400
Materials & Supplies	19,279	16,300	39,400	33,000
Services	295,667	290,500	357,400	298,100
Other	16,372	13,100	35,000	20,600
Total	2,550,377	2,246,800	2,448,500	2,273,100
Appropriation by Activity				
Chief's Office	1,270,033	1,128,500	1,325,700	1,219,800
Planning and Research	482,029	556,000	601,200	518,100
Medical Case Management	798,315	562,300	521,600	535,200
Total	2,550,377	2,246,800	2,448,500	2,273,100
Employee Years by Activity				
Chief's Office	10.9	9.4	10.9	10.9
Planning and Research	4.8	5.0	5.1	4.1
Medical Case Management	9.7	6.5	6.0	6.0
Total	25.4	20.9	22.0	21.0

FIRE DEPARTMENT OFFICE OF THE FIRE CHIEF PERSONNEL SUMMARY

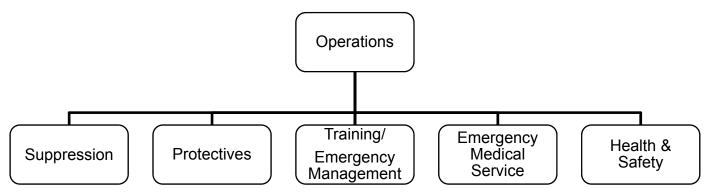
	FULL TIME POSITIONS			Chief's Office	Planning & Research	Medical Case Management
	T :41-	-	Proposed			
	Title	2016-17	2017-18			
	Fire Chief	1	1	1		
	Executive Deputy Fire Chief	1	1	1		
	Battalion Chief	1	1		1	
	Fire Captain	2	2	1	1	
	Fire Lieutenant	2	2			2
	Firefighter	6	6	1	1	4
	Fire Communications Technician	1	1	4	1	
	Principal Staff Assistant	1	1	1		
	Case Manager		1	1		
	Administrative Analyst	1	1	I	4	
	Executive Assistant	1	1	1	- -	
	Secretary to the Chief Clerk II	1	2	1		
9		2	2	2		
EMF	PLOYEE YEARS					
Full	Time	21.0	21.0	10.0	5.0	6.0
Ove	rtime	0.3	0.3	0.2	0.1	0.0
Part	Time, Temporary, Seasonal	0.7	0.7	0.7	0.0	0.0
Les	s: Vacancy Allowance	0.0	1.0	<u>0.0</u>	<u>1.0</u>	<u>0.0</u>
To	al	22.0	21.0	10.9	4.1	6.0

FIRE DEPARTMENT OPERATIONS

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Operations Bureau fights fires, provides emergency medical services, and responds to other emergency and non-emergency incidents. The Bureau remains prepared for this mission 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
- Conducts code enforcement inspections
- □ Attends community events as requested

Protectives

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

Training/Emergency Management

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

Emergency Medical Service

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

Health & Safety

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

2017-18 Strategic Goals & Objectives

Objective	Priorities Supported		Projected Completion	
Review City Emergency Management Plan (CEMP) and update Hazmat appendix	Safer and Mo Neighborhooc		Fourth Quarter	r
Key Performance Indicators				
	Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget <u>2017-18</u>
INTERNAL OPERATIONS Emergency Medical Service:	2013-10	2010-17	2010-11	2017-10
Cardiopulmonary Resuscitation (CPR) certifications completed	65	498	507	80
Emergency Medical Technician (EMT) re-certifications Health & Safety:	113	201	181	158
Firefighter injury reviews	48	70	80	80
Incident responses by line safety officer-Car 99	1,183	1,300	1,300	1,300
CUSTOMER PERSPECTIVE Suppression: Incidents:				
Structure fire	666	650	700	700
Outside fire	744	705	700	700
Overpressure, rupture	574	517	700	700
Rescue & EMSHazardous condition	18,369 3,098	18,209 3,129	18,000 3,200	18,000 3,200
Service call	2,250	2,213	2,400	2,400
Good intent call	3,058	2,939	3,000	3,000
False alarm & false call	4,058	4,366	4,200	4,200
Severe weather	6	70	20	20

FIRE DEPARTMENT OPERATIONS

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Other	1,849	1,788	1,800	1,800
Total incidents	34,672	34,586	34,720	34,720
Vacant structure fires	21	37	40	40
Unit responses by fire station and unit:				
 272 Allen Street (Engine 13, Truck 10) 	4,230	4,082	4,600	4,600
• 185 N. Chestnut St (Engine 17, Rescue 11)	4,370	4,318	4,200	4,200
• 1207 N. Clinton Ave (Engine 2)	3,347	3,547	3,300	3,500
• 1477 Dewey Ave (Engine 10, Truck 2)	3,987	3,825	4,000	4,000
• 1051 Emerson St (Engine 3)	1,659	1,495	1,600	1,600
• 57 Gardiner Ave (Truck 5)	2,383	2,702	2,300	2,300
• 873 Genesee St (Engine 7)	2,807	2,929	2,600	2,600
• 740 N Goodman St (Engine 9)	2,866	2,771	2,900	2,900
• 704 Hudson Ave (Engine 16, Truck 6)	5,033	5,083	4,800	4,800
• 4090 Lake Ave (Engine 19)	964	994	1,000	1,000
• 450 Lyell Ave (Engine 5)	3,072	3,179	3,200	3,200
• 315 Monroe Ave (Engine 1)	2,805	2,895	2,800	2,800
• 1281 South Ave (Truck 3)	1,861	1,836	1,600	1,600
• 977 University Ave (Truck 4)	1,288	1,612	1,600	1,600
• 160 Wisconsin St (Èngine 12)	1,745	1,540	1,800	1,800
• 2695 West Henrietta Rd (W. Brighton Engine 8)	1,118	1,054	1,100	1,100
Battalion 1	1,171	1,184	1,200	1,200
Battalion 2	1,577	1,511	1,600	1,600
 Total responses 	46,283	46,557	46,200	46,400
Smoke detector installation	1,112	1,019	900	1,000
CO detector installations	832	608	800	800
LEARNING & INNOVATION				
Training/Emergency Management:				
Recruits trained	7	34	38	26
Uniformed personnel training hours	103,484	102,000	102,000	106,000
Special Operations drills held	552	600	700	650

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	44,210,800	44,069,800	-141,000
Employee Years	469.9	458.6	-11.3

Change Detail

Salary & Wage	General		Vacancy			
<u>Adjustment</u>	Inflation	Chargebacks	Allowance	<u>Miscellaneous</u>	Major Change	Total
584,900	7,000	-74,200	0	0	-658,700	-141,000

Major Change

Net decrease in overtime as a result of beginning the fiscal year with fewer vacancies and to reflect actual need	-653,600
Increase in professional services to properly reflect the amount of tuition and fees likely to be incurred as a result of enrollment tied to the training contract with Monroe Community College	295,000
Firefighter recruit class is reduced from 38 to 26 to reflect staffing needs	-291,300
Reductions in miscellaneous supplies and services reflect actual need	-8,800

Program Change

A recruit class of 26 is planned to begin January 2018.

Each Suppression division 2017-18 indicator is based upon a five year average.

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

FIRE DEPARTMENT OPERATIONS EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	2017-18
Appropriation by Major Object				
Personnel Expenses	39,043,409	40,531,100	41,656,900	41,296,900
Materials & Supplies	244,177	189,800	277,300	282,100
Services	1,968,559	2,401,700	2,273,700	2,487,000
Other	3,239	2,900	2,900	3,800
Total	41,259,384	43,125,500	44,210,800	44,069,800
Appropriation by Activity				
Suppression	38,730,419	40,028,100	41,709,300	41,244,300
Protectives	61,344	53,300	58,600	54,000
Training/Emergency Management	1,628,978	2,186,600	1,541,300	1,883,500
Emergency Medical Service	207,211	209,900	223,200	225,700
Health & Safety	631,432	647,600	678,400	662,300
Total	41,259,384	43,125,500	44,210,800	44,069,800
Employee Years by Activity				
Suppression	436.1	439.8	451.2	439.9
Training/Emergency Management	10.6	13.0	10.0	10.0
Emergency Medical Service	2.0	2.1	2.1	2.1
Health & Safety	6.4	6.6	6.6	6.6
Total	455.1	461.5	469.9	458.6

FIRE DEPARTMENT OPERATIONS PERSONNEL SUMMARY

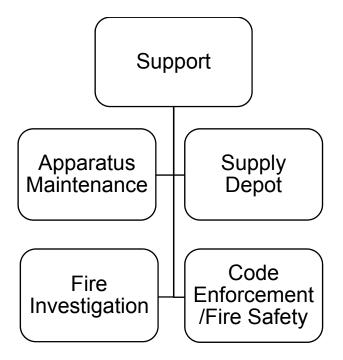
FULL TIME POSITIONS					Training/ Emergency Management	Emergency Medical Service	Health & Safety
		-	Proposed				
Br.	Title	2016-17	2017-18				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	11	11	9	1		1
84	Fire Captain	36	36	29	2	1	4
82	Fire Lieutenant	68	68	66	2		
80	Firefighter	323	323	322		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPL	EMPLOYEE YEARS						
Full Time		445.0	445.0	430.0	7.0	2.0	6.0
Overtime		28.9	13.1	11.9	0.5	0.1	0.6
Part Time, Temporary, Seasonal		14.0	9.5	7.0	2.5	0.0	0.0
Less	Vacancy Allowance	<u>18.0</u>	<u>9.0</u>	<u>9.0</u>	<u>0.0</u>	<u>0.0</u>	0.0
Tota	al	469.9	458.6	439.9	10.0	2.1	6.6

FIRE DEPARTMENT SUPPORT

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles,* Support maintains fire apparatus and equipment, investigates all structure and other fires, and conducts code enforcement.

Organization



Critical Processes

Apparatus Maintenance

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

Supply Depot

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

Fire Investigation

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

Code Enforcement/Fire Safety

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

2017-18 Strategic Goals & Objectives

Objective	Priorities S	upported	Projecteo Completi		
Implement an upgrade of the existing stock of Self- Contained Breathing Apparatus (SCBA) air packs to extend warranty life			Second Quarter		
Conduct Building Safety Inspector and Train the Trainer certification training	Safer and M Neighborhoo		Fourth Qu	Fourth Quarter	
Key Performance Indicators Apparatus Maintenance: Apparatus maintenance and repairs	Actual <u>2015-16</u> 1,921	Estimated <u>2016-17</u> 2,020	Budget <u>2016-17</u> 2,000	Budget <u>2017-18</u> 2,100	
Supply Depot: Breathing apparatus repair and testing Turnout Gear repairs	1,321 4,932	1,350 5,000	1,300 5,000	2,300 5,000	
Fire Investigation: Initial fire investigation responses Arson or incendiary fires (adult & juvenile) Fires with undetermined cause Juvenile fire-setter incidents Fire investigations closed Juvenile contacts Arrests: • Adult • Juvenile Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	797 187 64 95 513 135 78 36 95	830 202 52 91 573 125 62 28 91	750 200 50 85 525 200 75 25 80	845 210 55 90 545 150 70 30 90	
Code Enforcement: Permits issued Property inspections conducted Violations cited Fire Safety complaints	4,276 8,549 2,097 82	4,250 7,900 2,150 76	4,250 8,600 2,000 80	4,250 8,050 2,100 80	

10–18

FIRE DEPARTMENT SUPPORT

		Actu <u>2015-</u>			Budget 2016-17	Budget 2017-18		
Fire Safety: Community Risk Reduction presentations Community Risk Reduction events			96 65	200 350	200 350	200 350		
Year-To-Year Comparison								
	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>					
Budget	3,773,200	3,873,000	99,800					
Employee Years	40.7	41.2	0.5					
Change Detail Salary & Wage General Adjustment Inflation	Chargebacks	Vacancy	Minanlanan		or Change	Total		
Adjustment Inflation 3,200	Chargebacks -3,300	<u>Allowance</u> 0	<u>Miscellaneou</u>	0	<u>or Change</u> 80,300	<u>Total</u> 99,800		
Major Change Increased Apparatus repair and maintenance of vehicles coming off warranty and for maintenance of vehicles with new emission systems								
Overtime increases to reflect actual experience								
Reductions in supplies and services reflect actual need								

Program Change A one-time upgrade to the existing stock of Self-Contained Breathing Apparatus (SCBA) air packs causes an increase in breathing apparatus repair and testing.

FIRE DEPARTMENT SUPPORT EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	3,188,934	3,457,500	3,349,400	3,422,900
Materials & Supplies	316,184	356,900	346,000	329,700
Services	116,829	79,100	77,800	120,400
Other	0	0	0	0
Total	3,621,947	3,893,500	3,773,200	3,873,000
Appropriation by Activity				
Apparatus Maintenance	832,907	774,400	866,700	895,400
Supply Depot	379,303	466,900	431,800	421,000
Fire Investigation	1,142,427	1,247,200	1,114,900	1,181,200
Code Enforcement/Fire Safety	1,267,310	1,405,000	1,359,800	1,375,400
Total	3,621,947	3,893,500	3,773,200	3,873,000
Employee Years by Activity				
Apparatus Maintenance	7.9	7.8	8.7	8.7
Supply Depot	3.1	3.9	3.6	3.6
Fire Investigation	12.9	13.5	12.7	13.1
Code Enforcement/Fire Safety	14.7	16.1	15.7	15.8
Total	38.6	41.3	40.7	41.2

10–20

FIRE DEPARTMENT SUPPORT PERSONNEL SUMMARY

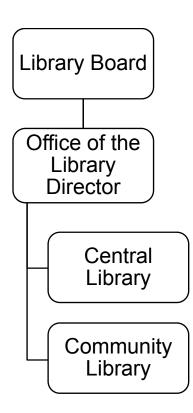
FU	JLL TIME POSITIONS			Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
			Proposed				
Br. Titl		2016-17	2017-18				
	eputy Fire Chief	1	1				1
	re Captain	1	1				1
	re Lieutenant	4	4		2	1	1
	refighter	19	19		1	9	9
	e Equipment Maint. Supervisor	1	1	1			
	e Apparatus Body Repairer	1	1	1			
	enior Fire Equipment Mechanic	5	5	5			
	ipt. Fire Equipment Maintenance	1	1	1			4
		1	1			1	1
906	erk II with Typing	2	2			I	I
EMPLC	DYEE YEARS						
Full Tim	ne	36.0	36.0	8.0	3.0	11.0	14.0
Overtim	ne	3.7	4.2	0.7	0.1	2.1	1.3
Part Tir	me, Temporary, Seasonal	1.0	1.0	0.0	0.5	0.0	0.5
Less: V	/acancy Allowance	0.0	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	0.0
Total		40.7	41.2	8.7	3.6	13.1	15.8

Mission Statement

- □ To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by enriching the quality of life in Rochester and Monroe County by providing educational, recreational, aesthetic, and informational materials, services, and programs to help people follow their own lines of inquiry and enlightenment.
- The mission of the Rochester Public Library is to engage the community in life-long learning for all through equal access to information, technology, gathering spaces and expert staff. Their vision is that community members live rich and fulfilling lives through their relationships with the Library. The values that the Library supports are: Community; Learning & Knowledge; Imagination & Innovation; Diversity & Inclusiveness; and Engagement & Collaboration.
- □ In all its endeavors, the Library maintains and promotes the principles of intellectual freedom and equality of access.

Organization

The Library consists of the Central Library, which includes Monroe County Library System support services, and Community Services, which includes the branch libraries. In accordance with New York State Education Law, the Library is governed by an eleven-member Board of Trustees. The Mayor appoints trustees, with the approval of City Council, for five-year terms.



Vital Customers

□ External: All users of library products, services, facilities; special populations; institutions/agencies/organizations; funding bodies; businesses; other libraries.

Critical Processes

- Our valued and culturally diverse staff provides convenient and reliable services and dynamic collections that anticipate the needs of our community.
- Our attractive and inviting facilities enable us to meet the specific library service needs of neighborhoods.
- We play a leadership role in facilitating independent learning in order to help people lead more productive and fulfilling lives.

Departmental Highlights

The proposed budget for the Central Library continues to assume a flat level of funding from Monroe County. Increases in retirement contributions and medical expenses in addition to an allowance for a wage adjustment for outstanding AFSCME and CSEA agreements has necessitated ongoing expense and service reductions. The Library continues to evaluate opportunities to consolidate areas of operation to minimize the impact on services to the public. Additional resources will be needed in the future to staff and operate the Technology Center that is part of the Master Space Plan Phase 4.

The proposed budget for the Branch Libraries recommends revisions to staffing, hours of operation and materials expenses that limit the impact to public operations. The book distribution operation will continue but will be reduced as a result of budget constraints. The Literacy Aide program supported by RCSD continues in 2017-18 although at a reduced level that more accurately reflects the availability of students to participate in the program. The revised fine policy implemented in 2016-17 that eliminates overdue fines for children's and young adult's books will continue in 2017-18.

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

Highlights	Priorities Supported	Projected Completion
Central & Community:		
Expand RPL's community presence through implementation of integrated marketing plan including new branding, website and release of Annual Report	Safer and More Vibrant Neighborhoods	Third Quarter
Evaluate, revise and expand key performance indicators to better address evolving library mission and role in Rochester community	Better Schools and Educational Opportunities	Third Quarter
Central:		
Complete design and begin renovation and construction of Master Space Plan 4 including Central Library Technology Center	More Jobs	Fourth Quarter
Identify hiring, promotional and training priorities to support library technology services, including full staffing at new Central Technology Center	Better Schools and Educational Opportunities	Fourth Quarter

PUBLIC LIBRARY

Highlights	Prior	Priorities Supported			
Community:					
Develop and finalize Branch Facilities and Operations Master Plan to use in developing 2018-19 Capital Improvement Plan request	Safer Neigh	Second Quarter			
Year-To-Year Comparison					
	Budget	Budget		Percent	
Bureau	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>	<u>Change</u>	
Central Library	7,463,400	7,344,600	-118,800	-1.6%	
Community Library	4,568,300	4,448,900	<u>-119,400</u>	-2.6%	
Total	12,031,700	11,793,500	-238,200	-2.0%	
Employee Years	139.5	133.4	-6.1	-4.4%	

PUBLIC LIBRARY

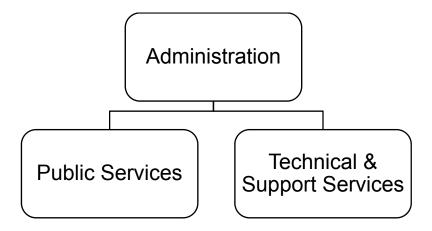
Change Detail								
Salary & Wage	General		Vacancy					
<u>Adjustment</u>	Inflation	Chargebacks	<u>Allowance</u>	<u>Miscellaneous</u>	Major Change	<u>Total</u>		
243,400	24,800	-6,800	0	1,100	-500,700	-238,200		
Major Change Highlights Net reduction in part time wages as a result of the elimination of 7 positions at Central Library -159 due to budget constraints necessitated by flat County funding								
One time bullet aid	from NYS c	loes not recur				-80,000		
Interfund credit add	ded to accou	int for leased spa	ice by DRYS i	in Rundel		-43,000		
Professional services for marketing efforts eliminated and shifted to staff support						-30,000		
One time Sands grant for Literacy Labs and evening literacy programs does not recur						-25,000		
Library material purchases reduced due to budget constraints and shift towards MCLS E- Material purchases								
Two vacant part time computer support positions in the Branch libraries eliminated due to budget constraints								
Efficiencies implemented reduces allocation for heat, light and power at Central Library								
Support for part time Literacy Aides from RCSD declines from 30 to 20 positions								
MCLS cost shares for the Branch Libraries reduced in accordance with memorandum of agreement								
Productivity improv	Productivity improvements result in savings							

PUBLIC LIBRARY EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	8,722,024	8,745,700	8,747,400	8,710,400
Materials & Supplies	815,404	1,326,300	1,358,967	1,289,400
Services	1,717,423	1,653,900	1,873,100	1,698,700
Other	0	0	52,233	95,000
Total	11,254,851	11,725,900	12,031,700	11,793,500
Appropriation by Activity				
Central Library	7,374,965	7,225,000	7,463,400	7,344,600
Community Library	3,879,886	4,500,900	4,568,300	4,448,900
Total	11,254,851	11,725,900	12,031,700	11,793,500
Employee Years by Activity				
Central Library	93.9	94.8	95.3	91.2
Community Library	<u>42.1</u>	<u>43.9</u>	<u>44.2</u>	42.2
Total	136.0	138.7	139.5	133.4

PUBLIC LIBRARY CENTRAL LIBRARY





Critical Processes

- Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- Provide support and outreach services to members of the Monroe County Library System
- Provide Internet service to libraries county-wide, the City of Rochester, and the County of Monroe

2017-18 Strategic Goals & Objectives

Objective	Priorities Su	oported	Projecte Complet		
Expand RPL's community presence through implementation of integrated marketing plan including new branding, website and release of Annual Report	Safer and Mo Neighborhood		Third Quarter		
Evaluate, revise and expand key performance indicators to better address evolving library mission and role in Rochester community	Better Schools Opportunities	s and Educational	I Third Quarter		
Develop and promote comprehensive education plan for library support priorities including early childhood, summer learning, digital media, adult continuing education, and financial literacy	Better Schools Opportunities	s and Educational	Third Quarter		
Complete design and begin renovation and construction of Master Space Plan including Central Library Technology Center	More Jobs		Fourth Q	uarter	
Identify hiring, promotional and training priorities to support library technology services, including full staffing at new Central Technology Center	Better Schools Opportunities	s and Educational	Fourth Q	uarter	
Key Performance Indicators					
-	Actual 2015-16	Estimated 2016-17	Budget 2016-17	Budget <u>2017-18</u>	
CUSTOMER PERSPECTIVE Total users Total service hours Total reference questions Programs presented	496,002 2,504 160,733 1,657	461,700 2,572 153,800 1,786	600,000 2,590 168,000 1,400	550,000 2,780 162,000 1,650	

PUBLIC LIBRARY CENTRAL LIBRARY

	Actua 2015-16	<u>2016-17</u>	Budget 2016-17	Budget 2017-18
Total program attendance Total internet sessions	41,803 100,298		42,000 115,000	46,000 105,000
Average monthly wireless network usage	3,010	,	6,800	4,800
(Mpbs)				
EFFICIENCY				
Circulation per service hour Users per service hour	236 198		229 215	212 198
Reference assistance per service hour	64		66	58
Internet sessions per service hour	40) 36	44	38
RESULTS				
Total circulation RPL E-Materials circulation	591,243		590,000	590,000
MCLS E-Materials circulation (system-wide)	64,969 421,409		61,000 380,000	75,000 410,000
N/A - not available	,		,	,
Year-To-Year Comparison	Change			
<u>2016-17</u> <u>2017-18</u> Budget 7,463,400 7,344,600	<u>Change</u> -118,800			
Employee Years 95.3 91.2	-4.1			
Change Detail				
Salary & Wage General	Vacancy			
Adjustment Inflation Chargebacks	Allowance	Miscellaneous	Major Change	Total
190,400 12,500 -8,600	0	1,100	-314,200	-118,800
Major Change				
Net reduction in part time wages as a result of the constraints necessitated by flat County funding	e elimination (of 7 positions du	e to budget	-159,800
Shift in Librarian IV duties results in 0.6 less FTE				-45,600
Interfund credit added to account for leased space	e by DRYS ir	n Rundel		-43,000
Professional services for marketing efforts elimina	ated and shift	ed to staff suppo	ort	-30,000
Efficiencies implemented reduces allocation for he	eat, light and	power		-20,000
Page hours in Personnel are eliminated as DRYS	staff assume	es responsibility	for reception area	-9,800
Postage is reduced to reflect actual expense				-7,000
Net increase in professional fees for software lice	nses			5,600
One time bullet aid from NYS does not recur				-5,000
Productivity improvements result in savings				-3,700
Increased cost of copier and production equipment	nt leases			2,100
Net increase in equipment maintenance				2,000

PUBLIC LIBRARY CENTRAL LIBRARY

Program Change

Total service hours and programming increase as a result of first full fiscal year with extended evening hours on two week nights. Internet sessions were lower than expected due to renovations and relocation of computers. E-materials consist of electronic books, audio books, magazines, music and video. Circulation of E-materials increased due to addition of new streaming subscription.

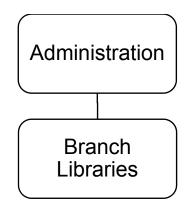
PUBLIC LIBRARY CENTRAL LIBRARY EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	2015-16	<u>2016-17</u>	<u>2016-17</u>	2017-18
Appropriation by Major Object				
Personnel Expenses	5,773,845	5,661,300	5,677,100	5,638,500
Materials & Supplies	653,561	660,400	676,267	663,000
Services	947,559	903,300	1,077,800	968,100
Other	0	0	32,233	75,000
Total	7,374,965	7,225,000	7,463,400	7,344,600
Appropriation by Activity				
Administration	2,130,268	2,109,200	2,279,500	2,185,700
Public Services	3,651,507	3,528,300	3,599,900	3,595,500
Technical & Support Services	1,593,190	1,587,500	1,584,000	1,563,400
Total	7,374,965	7,225,000	7,463,400	7,344,600
Employee Years by Activity				
Administration	22.0	23.5	23.7	23.5
Public Services	47.0	46.0	46.3	44.2
Technical & Support Services	24.9	25.3	25.3	23.5
Total	93.9	94.8	95.3	91.2

PUBLIC LIBRARY CENTRAL LIBRARY PERSONNEL SUMMARY

FULL TIME POSITIONS Administration	Technical & Support Services	
Budget Proposed		
Br. Title 2016-17 2017-18 36 Library Director 1.0 1.0 1.0		
31 Assistant Library Director III1.01.01.031 March 2010.4	5 1.0	
31 Manager of Library Finance1.01.01.0	1.0	
28 Computer Operations Supervisor 1.0 1.0	1.0	
26 Human Resources Coordinator 0.0 1.0 1.0	1.0	
24 Children's Services Consultant 1.0 1.0 1.0		
24 Historical Services Consultant 1.0 1.0 1.0		
24 Librarian IV 2.3 1.7 0.1		
24Senior Administrative Analyst1.01.0		
23 Supervisor Library Buildings 1.0 1.0 1.0		
21 Computer Communications Technician 2.0 2.0	2.0	
21 Human Resource Consultant II / Bilingual 1.0 0.0		
21 Library Automation Specialist 3.0 3.0	3.0	
21Senior Graphic Designer1.01.0		
20 Circulation Supervisor 1.0 1.0 1.0		
20 Librarian II 10.0 11.0 10.0		
20 Supervising Library Materials Handler 1.0 1.0	1.0	
20 Supervisor Audio Visual Services1.01.01.01.01.0		
20 Youth Services Coordinator0.50.50.10.50.5		
18 Historical Researcher1.01.01.01.01.0		
18 Librarian I 13.0 12.0 10.0		
18 Librarian I Bilingual 0.0 1.0 1.0 18 Librarian I Bilingual 0.0 1.0 1.0		
18 Secretary to Library Director 1.0 1.0 1.0 10 Surger failer 1.0 1.0 1.0		
16 Supervising Security Guard 1.0 1.0 1.0 14 Graphic Accietant 1.0 1.0 1.0		
14 Graphic Assistant 1.0 1.0 1.0 14 Junior Accountant 1.0 1.0 1.0		
14 1.0 1.0 1.0 1.0 14 Library Assistant 1.0 2.0 1.0) 1.0	
13 Administrative Secretary 1.5 1.5 1.0 0.4		
13 Building Maintenance Foreman2.02.02.0	'	
11Assistant to Circulation Supervisor1.01.01.0		
9 Library Catalog Clerk II 2.0 2.0	2.0	
8 Truck Driver 3.0 3.0	3.0	
7 Clerk III with Typing 3.0 2.0 1.0 1.0		
7 Maintenance Worker - Library 2.0 2.0 2.0		
3 Materials Processor 1.0 1.0 0.8	5 0.5	
2 Senior Library Page 4.0 3.0 2.0		
1 Cleaner 2.0 2.0 2.0		
52 Security Guard 3.0 3.0 3.0		
EMPLOYEE YEARS		
Full Time 74.8 74.2 21.0 33.7	19.5	
Overtime 0.8 0.8 0.3 0.1	0.4	
Part Time, Temporary, Seasonal 22.1 18.6 2.5 12.0	4.1	
Less: Vacancy Allowance <u>2.4</u> <u>2.4</u> <u>0.3</u> <u>1.6</u>		
Total 95.3 91.2 23.5 44.2	23.5	

Organization



Critical Processes

- □ Acquire materials, schedule and deploy personnel to branch libraries
- □ Maintain and repair branch libraries
- □ Provide convenient access to library services through:
 - Loans of printed materials, audio recordings, compact discs, dvds, and electronic materials
 - Collections of popular interest for area residents
 - Reference services with access to the resources of the Monroe County Library System
 - Programs such as story hours, lectures, artistic performances, English language learning, and school tutoring
 - Referral services to community agencies
 - Facilities for meetings and programs sponsored by non-library groups
 - Access to the Internet and personal computing needs

2017-18 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Develop and finalize Branch Facilities and Operations Master Plan to use in developing 2018-19 Capital Improvement Plan request	Safer and More Vibrant Neighborhoods	Second Quarter
Expand RPL's community presence through implementation of integrated marketing plan including new branding, website and release of Annual Report	Safer and More Vibrant Neighborhoods	Third Quarter
Evaluate, revise and expand key performance indicators to better address evolving library mission and role in Rochester community	Better Schools and Educational Opportunities	Third Quarter
Implement enhanced staff training to enable new programs and service offerings between branches, Central and MCLS members	Better Schools and Educational Opportunities	Fourth Quarter

Key Performance Indicators				
	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Arnett Service hours	2,009	2,027	2,010	2,010
Internet sessions	31,287	31,040	34,200	33,000
Reference questions	39,133	36,388	28,000	36,000
Reference assistance per service hour	19	18	14	18
Average attendance per program	51	46	46	48
Circulation per service hour	24	21	31	24
Programs	435	428	500	435
Program attendance	22,111	19,883	23,000	21,000
Library materials circulated	49,164	43,397	63,000	48,000
Door count	120,917	113,520	117,000	115,000
Library card registrations	607	616	700	675
Charlotte				
Service hours	2,006	1,992	2,010	2,010
Internet sessions	11,980	11,158	12,000	12,000
Reference questions	16,088	15,610	16,500	16,000
Reference assistance per service hour Average attendance per program	8 23	8 15	8 29	8 22
Circulation per service hour	41	36	46	43
Programs	436	560	450	500
Program attendance	9,812	8,200	13,000	11,000
Library materials circulated	82,737	72,311	93,000	86,900
Door count	71,503	66,690	83,000	75,000
Library card registrations	223	249	350	235
Douglass				
Service hours	1,338	1,800	1,810	1,810
Internet sessions	5,268	7,122	10,000	9,200
Reference questions	4,451	5,213	6,000	5,800
Reference assistance per service hour	3 28	3 21	3 21	3 24
Average attendance per program Circulation per service hour	30	29	38	31
Programs	287	428	500	420
Program attendance	8,019	9,140	10,500	9,900
Library materials circulated	40,170	52,465	68,000	56,000
Door count	38,387	53,663	62,000	59,000
Library card registrations	144	190	200	200
Lincoln				
Service hours	2,008	2,024	2,012	2,020
Internet sessions	26,638	25,176	31,000	28,000
Reference questions	12,383	13,738	12,000	14,000
Reference assistance per service hour	6	7	6	7
Average attendance per program	24	22 29	21	24
Circulation per service hour Programs	29 698	29 769	34 920	29 710
Program attendance	16,471	16,452	19,000	17,000
Library materials circulated	57,731	58,188	69,000	58,000
Door count	121,481	122,320	128,000	126,000

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Library card registrations	1,044	929	1,100	1,100
Lyell				
Service hours	1,799	1,785	1,810	1,810
Internet sessions	16,976	15,773	19,000	17,000
Reference questions	17,592	19,633	17,500	19,000
Reference assistance per service hour	10	11	10	10
Average attendance per program	15	14	19	15
Circulation per service hour	34	31	41	34
Programs	544	513	450	550
Program attendance	8,056	7,200	8,500	8,200
Library materials circulated	60,682	56,000	73,500	62,000
Door count	82,581	81,429	86,000	83,000
Library card registrations	448	396	550	450
Maplewood	0.005	0.047	0.040	0.040
Service hours	2,005	2,017	2,010	2,010
Internet sessions	29,997	30,941	36,000	32,000
Reference questions	18,603	22,873	18,500	20,000
Reference assistance per service hour	9	11	9	10
Average attendance per program	28 28	30 29	31 39	28 33
Circulation per service hour Programs	826	880	950	870
Program attendance	22,745	26,174	29,000	24,000
Library materials circulated	57,125	58,000	78,000	67,000
Door count	178,660	170,000	215,000	200,000
Library card registrations	573	545	650	625
Monroe				
Service hours	2,0004	1,963	2,010	2,010
Internet sessions	13,417	12,936	13,500	13,000
Reference questions	13,344	13,158	11,500	12,500
Reference assistance per service hour	7	7	6	6
Average attendance per program	11	9	11	10
Circulation per service hour	43	42	45	40
Programs	335	345	290	345
Program attendance	3,726	3,162	3,300	3,329
Library materials circulated	86,273	81,477	90,000	81,000
Door count	74,047	71,435	72,000	72,000
Library card registrations	343	325	370	350
Sully				
Service hours	2,003	1,996	2,010	2,010
Internet sessions	21,821	20,970	24,000	22,000
Reference questions	34,911	42,048	19,000	30,000
Reference assistance per service hour	17	21	9	15
Average attendance per program	51	49	40	52
Circulation per service hour	30	30	33	31
Programs	972	1,280	700	1,000
Program attendance	49,559	62,331 50 744	28,000	52,000
Library materials circulated	59,977	59,744	66,000	62,000

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	2016-17	<u>2016-17</u>	2017-18
Door count	137,129	137,950	135,000	138,000
Library card registrations	496	427	750	500
Wheatley				
Service hours	2,007	1,989	2,010	2,010
Internet sessions	26,642	23,917	27,000	25,000
Reference questions	19,580	19,008	17,500	19,000
Reference assistance per service hour	10,000	10	9	9
Average attendance per program	41	30	50	44
Circulation per service hour	17	18	19	19
	458	516	350	400
Programs Program ettendence				
Program attendance	18,567	15,597	17,500	17,500
Library materials circulated	35,024	35,802	39,000	38,000
Door count	99,449	91,990	94,000	94,000
Library card registrations	376	379	425	390
Minton				
Winton	0.004	0.014	0.040	0.040
Service hours	2,001	2,014	2,010	2,010
Internet sessions	13,414	13,202	14,900	14,000
Reference questions	10,835	10,472	12,500	11,000
Reference assistance per service hour	5	5	6	5
Average attendance per program	10	9	13	11
Circulation per service hour	59	56	61	56
Programs	175	179	175	185
Program attendance	1,777	1,668	2,300	2,100
Library materials circulated	118,227	112,193	122,000	112,000
Door count	97,420	98,022	92,000	97,500
Library card registrations	387	337	430	350
Total All Branches				
Service hours	19,180	19,606	19,702	19,710
Internet sessions	197,440	192,235	221,600	205,200
Reference questions	186,920	198,501	159,000	183,300
Reference assistance per service hour	97	101	81	93
Average attendance per program	31	29	29	31
Circulation per service hour	337	321	387	340
Programs	5,166	5,898	5,285	5,415
Program attendance	160,843	169,897	154,100	166,029
Library materials circulated	647,100	629,577	761,500	670,900
Door count	1,021,574	1,007,019	1,084,000	1,059,500
Library card registrations	4,641	4,393	5,525	4,875
Year-To-Year Comparison				
<u>2016-17</u> <u>2017-18</u>	Change			
Budget 4,568,300 4,448,900	-119,400			
Employee Years 44.2 42.2	-2.0			
	-			

Change Detail						
Salary & Wage	General		Vacancy			
Adjustment	Inflation	Chargebacks	Allowance	Miscellaneous	Major Change	Total
53,000	12,300	1,800	0	0	-186,500	-119,400
Major Change						
One time bullet aid	from NYS c	loes not recur				-75,000
One time Sands gr	ant for Litera	acy Labs and eve	ening literacy p	programs does n	ot recur	-25,000
Library material pu Material purchases		uced due to budg	get constraints	and shift toward	s MCLS E-	-24,000
Two vacant part time computer support positions eliminated due to budget constraints				-21,200		
Support for part time Literacy Aides from RCSD declines from 30 to 20 positions				-16,300		
MCLS cost shares reduced in accordance with memorandum of agreement					-14,900	
Reduction of 0.4 FTE of Librarian IV duties is partially offset by the addition of a part time Library Assistant to support a reduced book distribution program					-10,300	
Motor equipment a	nd mileage	allowance to sup	port book dist	ribution and outre	each projects	9,400
Productivity improvements results in savings				-7,600		
Net reduction of 550 hours for Library Pages due to budget constraints					-5,900	
Additional programming funds provided to branch libraries				5,000		
Fees paid to collec	tion agency	are reduced due	to new fine p	olicy		-3,000
Additional hours fo	r cleaning at	Lyell Branch				2,300

Program Change

Total number of book distribution sites is reduced as a portion of staff duties are reallocated to the Central Library. Additional funds provided for programming will increase number of programs in 2017-18. Door count at Maplewood may have been impacted during renovation of HVAC system. Change in method of tracking reference assistance at Sully Library shows higher number of questions answered.

PUBLIC LIBRARY COMMUNITY LIBRARY EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	2,948,179	3,084,400	3,070,300	3,071,900
Materials & Supplies	161,843	665,900	682,700	626,400
Services	769,864	750,600	795,300	730,600
Other	0	0	20,000	20,000
Total	3,879,886	4,500,900	4,568,300	4,448,900
Appropriation by Activity				
Administration	1,149,772	1,648,000	1,689,200	1,087,300
Branch Libraries	2,730,114	2,852,900	2,879,100	3,361,600
Total	3,879,886	4,500,900	4,568,300	4,448,900
Employee Years by Activity				
Administration	4.3	6.7	6.8	6.0
Branch Libraries	37.8	37.2	37.4	36.2
Total	42.1	43.9	44.2	42.2

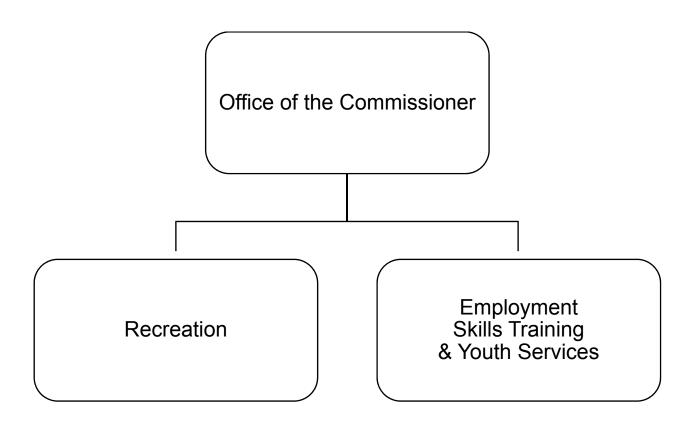
PUBLIC LIBRARY COMMUNITY LIBRARY PERSONNEL SUMMARY

FUL	L TIME POSITIONS			Administration	Branch Libraries
			Proposed		
Br. Title		2016-17			
	sistant Library Director III	0.5	0.5	0.5	
	ary Area Coordinator	2.0	2.0		
	arian IV	0.7	0.3		
20 Libra		10.0			10.0
	th Services Coordinator	0.5			
18 Libra		4.0		1.0	3.0
	arian I/Bilingual	1.0			1.0
	ninistrative Secretary	0.5			
	Maintenance Mechanic Buildings	1.0		1.0	
7 You	th Services Assistant	1.0	1.0		1.0
EMPLO	YEE YEARS				
Full Time	e	21.2	20.8	5.8	15.0
Overtime	e	0.3	0.3	0.0	0.3
Part Tim	ne, Temporary, Seasonal	23.1	21.5	0.3	21.2
Less: Va	acancy Allowance	<u>0.4</u>	0.4	<u>0.1</u>	<u>0.3</u>
Total		44.2	42.2	6.0	36.2

Mission Statement

The Department of Recreation and Youth Services (DRYS) supports the City of Rochester's *Vision Statement and its Values and Guiding Principles* through the administration of programs, social activities, and support services. These activities are carried out with a focus on providing first-rate services to our citizens.

DRYS nurtures and inspires the inner potential of all citizens of Rochester through recreational, educational, creative arts and employment readiness programs, thereby supporting the development of a healthy, educated and self-sustaining community. We recognize that the youth of our community are in particular need of support during their formative years, and as such, we have a special focus on youth programming.



Department Highlights

The department will continue to provide free, high-quality structured programming at R-Centers, including the implementation of magnet programming with a focus on STEM, the arts, literacy, and health-focused activities.

Construction will continue on Campbell R-Center improvements. The department will provide oversight on the completion of gym renovations and the start of play apparatus and outside courts improvements

The Public Market renovations will be completed in time for the 2017 summer season and will result in almost 25% more market space as well as additional special events and hours of operation for vendors.

Pathways to Peace will continue its formal partnership with the Rochester City School District with a goal of school violence reduction through implementation of prevention and intervention strategies.

Operation Transformation Rochester will utilize a new database to track adult employment services, participation, and outcomes as participants progress through the newly implemented mobility mentoring program model.

Glossary of Acronyms

,	5
<u>Acronym</u>	Description
CAPP	Comprehensive Adolescent Pregnancy Prevention
GVP	Genesee Valley Park
OYOVP	Office of Youth Outreach and Violence Prevention
OTR	Operation Transformation Rochester
PLTI	Parent Leadership Training Institute
PTP	Pathways to Peace
RASA	Rochester After School Academy
RCSD	Rochester City School District
RISE	Reach Inside, Strive for Excellence
ROTM	Rec on the Move
RYVP	Rochester Youth Violence Partnerships
SOAR	Sexuality Outreach, Advocacy and Resources
SOOP	Summer of Opportunity Program
STEAM	Science, Technology, Engineering, Arts, and Mathematics
THRIVE	Teens Helping to Reinvent Identity, Values, and Empowerment
TPP	Teenage Pregnancy Prevention
YET	Youth Employment Training
YVOV	Youth Voice, One Vision

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

DEPARTMENT OF RECREATION & YOUTH SERVICES

Highlights	Priorities Supported	Projected Completion			
Commissioner's Office:					
Expand professional development and specialized training opportunities to grow the capacity of team members for the delivery of quality programming to meet outcomes and key performance indicators	Innovation and Efficiency	Ongoing			
Continue delivery of violence prevention services fo RCSD through school-based PTP team	r Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities	Ongoing			
Public Market: Complete nutrition education center and establish programming	Better Schools and Educational Opportunities	First Quarter			
Recreation:					
Campbell R-Center improvements - Complete gym renovations and initiate play apparatus and outside courts improvements	renovations and initiate play apparatus and outside Neighborhoods				
Expand community-based educational and workforce development opportunities through youth development programs such as STEAM Engine, Ro Paint Division, Jr. Rec Leader, and Biz Kid\$	Ongoing				
BEST & YS:					
Utilize comprehensive customer relationship management (CRM) database to track program participation and follow-up services for Operation Transformation Rochester participants	Innovation and Efficiency	Ongoing			
Provide youth development workshops and training in the areas of health, employment readiness and leadership development	s More Jobs	Ongoing			
Year-To-Year Comparison					
Office of the Commissioner2,1Recreation7,8BEST & YS1,8Total11,8	BudgetBudget2016-172017-18206,7002,164,10097,5007,845,100-52,40026,5001,813,6007,10010,70011,822,800	Percent <u>Change</u> 2.7% -0.7% <u>0.4%</u> 0.1%			
Change Detail	N/				
Salary & Wage General <u>Adjustment</u> <u>Inflation</u> <u>Chargebacks</u> <u>A</u> 194,200 37,700 -72,500	Vacancy <u>Ilowance</u> <u>Miscellaneous</u> <u>Major Cha</u> 0 0 -147				

Major Change Highlights	
Part time and seasonal staffing efficiencies in the Bureau of Recreation	-156,300
Net change in Summer of Opportunity Program funding	100,000
Reduction in clerical and administrative part time and seasonal positions in BEST&YS	-84,400
Rochester After School Academy (RASA) grant funding does not recur (\$68,700 in state grant funding and \$14,000 in CDBG funding)	-82,700
Lease expense for Rundel library space is added	43,000
One full-time position for youth development programming is added	35,700

DEPARTMENT OF RECREATION & YOUTH SERVICES EXPENDITURE SUMMARY

	Astesl		A	Durante
	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	7,601,402	7,796,700	8,121,800	8,107,000
Materials & Supplies	331,910	300,400	333,800	305,700
Services	3,361,147	3,055,500	3,347,300	3,410,100
Other	0	0	7,800	0
Total	11,294,459	11,152,600	11,810,700	11,822,800
Appropriation by Activity				
Office of the Commissioner	2,003,639	1,926,300	2,106,700	2,164,100
Recreation	7,387,410	7,566,500	7,897,500	7,845,100
BEST & YS	1,903,410	1,659,800	1,806,500	1,813,600
Total	11,294,459	11,152,600	11,810,700	11,822,800
Employee Years by Activity				
Office of the Commissioner	21.1	19.2	20.2	25.0
Recreation	155.9	164.1	166.8	162.5
BEST & YS	21.0	22.5	24.3	22.3
Total	198.0	205.8	211.3	209.8

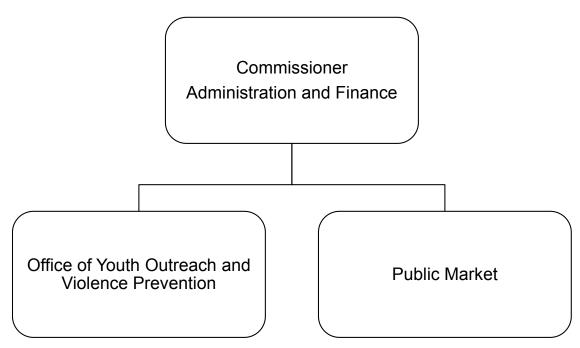
Mission Statement

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

The Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace, operates a team of outreach workers to prevent violence, channeling city residents likely to be involved in serious violence, as either a victim or offender, toward an array of community resources. This highly motivated team establishes essential linkages among service providers, participating youth, and their families. This office also monitors the young participants' progress to ensure that they do not re-engage in violent behavior.

The Bureau also manages and operates the Rochester Public Market in a manner that ensures its financial viability, fosters local economic development, promotes and sustains farmers and vendors, and provides consumers with access to a fresh, nutritious, and affordable food source.

Organization



Vital Customers

Administration and Finance

- Internal staff
- City Council

Office of Youth Outreach and Violence Prevention

- □ Youth and young adults at risk of or involved in serious violent incidents
- □ Families of violent youth or in a crisis involving youth
- □ Community service providers
- Community at large

Public Market

- Residents and visitors of all ages
- □ Vendors and customers at the Public Market

Critical Processes

Administration and Finance

- Coordinate and manage the Department's annual budget, grant operations, and capital planning processes
- Maintain fiscal operations and payroll matters
- □ Manage the Department's City Council submission process
- □ Collaborate with other youth serving organizations to share data and analyze trends to better understand youth usage of services and related outcomes

Office of Youth Outreach and Violence Prevention

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

Public Market

Operate a year-round Public Market which provides access to healthy food, opportunities for entrepreneurs, and a venue for community special events

2017-18 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Administration and Finance:		
Develop formal data-sharing framework with City-County youth service providers to better understand youth usage of services and related outcomes	Innovation and Efficiency	Second Quarter
Utilize RCSD Community Dashboard for program design to meet the needs of youth programming (ex: comparison of youth athletic participation in and out of school)	Innovation and Efficiency	Fourth Quarter
Expand professional development and specialized training opportunities to grow the capacity of team members for the delivery of quality programming to meet outcomes and key performance indicators	Innovation and Efficiency	Ongoing
Office of Youth Outreach and Violence Prevention:		
Conduct quadrant-based targeted outreach and interventions	Safer and More Vibrant Neighborhoods	Ongoing
Deliver multi-session programming interventions for at- risk youth	Safer and More Vibrant Neighborhoods, Better Schools and Educational Opportunities	Ongoing

DEPARTMENT OF RECREATION & YOUTH SERVICES COMMISSIONER'S OFFICE

Continue delivery of violence prevention services for RCSD through school-based PTP team	Neig Sch	er and More Vib ghborhoods, Be ools and Educa portunities	tter	Ongoing		
Public Market:						
Complete nutrition education center and establish programming		er Schools and cational Opport		st Quarter		
Coordinate vendor build-outs in new winter shed and recruit vendors for D Shed	Mor	e Jobs	Firs	First Quarter		
Develop and implement expanded operating hours		er Schools and cational Opport		Second Quarter		
Key Performance Indicators						
Public Market	Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Budget <u>2016-17</u>	Budget <u>2017-18</u>		
Market days held Special event days Occupancy Rate (%):	156 54	155 57	156 56	156 65		
Shed A	96	91	100	90		
Shed B (Winter Shed)Shed C	100 94	92 90	90 100	100 100		
 Shed D Public market fees revenue (\$) 	N/A 773,281	N/A 730,000	N/A 748,900	80 850,000		
Office of Youth Outreach and Violence Prevention: Pathways to Peace (PTP)						
Outreach contacts	8,305	6,750	7,500	7,500		
Of outreach contacts, number for violent incidents & crisis	N/A	1,750	1,750	1,750		
Mediations of youth conflicts	N/A	260	250	250		
Referrals made to PTP services	140	570	625	625		
Participants engaged in interventions – gang related	N/A	170	125	125		
Participants engaged in interventions – not						
gang related	N/A	140	100	100		
Participants in multi-session curricula Referred to external community	N/A	60	50	50		
resources/service providers (non-eligible for PTP crisis response intervention)	356	260	400	200		
Referrals made to PTP by Rochester Youth Violence Partnership	N/A	90	65	75		
Recidivism – RYVP client returned to hospital for penetrating injury within 1 year of initial						
injury	1	1	2	2		

DEPARTMENT OF RECREATION & YOUTH SERVICES COMMISSIONER'S OFFICE

	Actual		Budget	Budget
Recidivism – client arrested for a violent	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
offense	1	1	1	1
RCSD-based PTP Team				
Outreach contacts	N/A		N/A	1,500
Referrals receivedMediations of youth conflicts	N/A N/A		N/A N/A	360 360
 Students involved in mediations 	N/A		N/A	720
Summer Food Program				
Breakfast sites	32		30	30
Lunch sites	36		35	35
Breakfasts served Lunches served	37,810 48,302		52,000 59,900	42,000 56,000
Lunches served	40,302	52,244	59,900	50,000
Department-wide average number of training hours per employee	25	25	25	25
N/A – Not Applicable				
Year-To-Year Comparison				
<u>2016-17</u> <u>2017-18</u>	Change			
Budget 2,106,700 2,164,100	57,400			
Employee Years20.225.0	4.8			
Change Detail				
Salary & Wage General	Vacancy			
Adjustment Inflation Chargebacks		Miscellaneous	Major Change	<u>Total</u>
17,900 10,300 -11,500	0	0	40,700	57,400
Major Change Summer Food grant funding reflects historical ex	penditures			-31,700
Portion of full time Assistant Manager of Parks ar	•	transfers from F	Recreation to	29,100
increase focus on Public Market activity				23,100
Two part time positions are eliminated and two temporary full time positions are added to enhance the staffing at the newly renovated Public Market				
Increase in professional services funds for youth development programming; partially restores prior year reductions				
Department-wide training funds transfer from Red	creation Burea	au		11,000
Department of Justice grant for Pathways to Pea	ce overtime de	oes not recur		-8,000

Program Change

Major construction on the Public Market will be completed by summer of 2017 and will result in almost 25% more market space as well as additional special events and hours of operation for vendors. This will require additional supervision and staffing as reflected in the addition of two full-time positions in the Public Market, which are partially offset by the elimination of two part-time positions and supported by additional revenue.

DEPARTMENT OF RECREATION & YOUTH SERVICES COMMISSIONER'S OFFICE EXPENDITURE SUMMARY

Actual	Estimated	Amended	Proposed
<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
,157,473	1,119,900	1,204,000	1,262,300
15,112	9,800	14,600	15,000
831,054	796,600	888,100	886,800
0	0	0	0
2,003,639	1,926,300	2,106,700	2,164,100
826,026	715,600	832,000	834,400
396,945	461,700	497,100	501,100
780,668	749,000	777,600	828,600
2,003,639	1,926,300	2,106,700	2,164,100
8.9	7.0	7.9	8.9
6.9	6.9	7.0	9.5
5.3	5.3	5.3	6.6
21.1	19.2	20.2	25.0
	2015-16 ,157,473 15,112 831,054 0 2,003,639 826,026 396,945 780,668 2,003,639 8.9 8.9 6.9 5.3	$\begin{array}{c ccccc} \underline{2015-16} & \underline{2016-17} \\ \underline{2015-16} & \underline{2016-17} \\ 1,157,473 & 1,119,900 \\ 15,112 & 9,800 \\ 331,054 & 796,600 \\ 0 & 0 \\ 0 \\ 2,003,639 & 1,926,300 \\ \hline & & & & \\ 826,026 & 715,600 \\ \hline & & & & & \\ 826,026 & 715,600 \\ \hline & & & & & \\ 396,945 & 461,700 \\ \hline & & & & & \\ 780,668 & 749,000 \\ \hline & & & & & \\ 2,003,639 & 1,926,300 \\ \hline & & & & \\ 8.9 & 7.0 \\ \hline & & & & \\ 8.9 & 7.0 \\ \hline & & & & \\ 8.9 & 7.0 \\ \hline & & & & \\ 8.9 & 5.3 & 5.3 \\ \hline \end{array}$	$\begin{array}{c ccccccccccccccccccccccccccccccccccc$

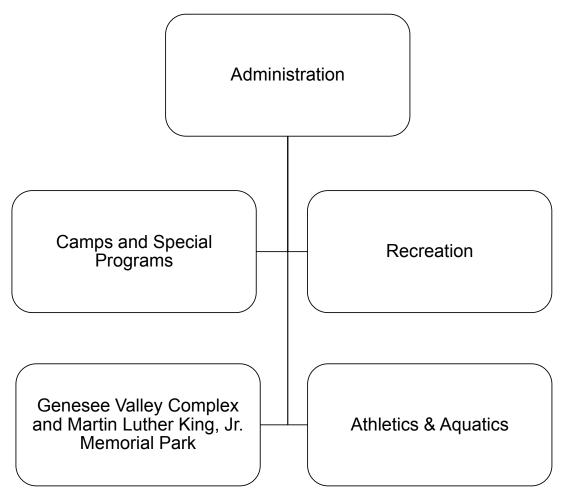
DEPARTMENT OF RECREATION & YOUTH SERVICES COMMISSIONER'S OFFICE PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration and Finance	Office of Youth Outreach and Violence Prevention	Public Market
Br.	Title	Budget 2016-17	Proposed 2017-18			
	Commissioner of Recreation and Youth Services	1.0	1.0	1.0		
	Assistant Manager of Parks & Recreation	0.3	0.6	1.0		0.6
	Manager of Youth Outreach and Violence Prevention	1.0	1.0		1.0	0.0
	Program Development Specialist	1.0	1.0	1.0	1.0	
	Personnel Management Supervisor	1.0	0.0			
	Human Resource Consultant II, Bilingual	0.0	1.0	1.0		
	Professional Development Specialist	0.0	1.0	1.0		
	Secretary to Commissioner	1.0	1.0	1.0		
18	Supervisor of Markets	1.0	1.0			1.0
18	Youth Intervention Specialist	3.0	3.0		3.0	
18	Youth Intervention Specialist Bilingual	1.0	1.0		1.0	
16	Assistant Supervisor of Markets	1.0	1.0			1.0
41	Parks Operations Worker	1.0	1.0			1.0
EMPL	OYEE YEARS					
Full T	ime	12.3	13.6	5.0	5.0	3.6
Overt	ime	1.3	1.3	0.1	0.7	0.5
Part 7	Time, Temporary, Seasonal	6.7	10.2	3.8	3.8	2.6
	Vacancy Allowance	<u>0.1</u>	<u>0.1</u>	<u>0.0</u>		
Tota	1	20.2	25.0	8.9	9.5	6.6

Mission Statement

The Bureau of Recreation supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by providing opportunities for the community to learn, socialize, exercise, and play, while promoting healthy behaviors and with an emphasis on youth. This is accomplished by using a positive youth development philosophy with a focus on competence, usefulness, belonging, and power of influence. The Bureau acts as a steward and champion of our city's R-Centers, parks, playgrounds, aquatics, green spaces, and other facilities.

Organization



Vital Customers

- □ City youth and their families
- □ Residents and visitors of all ages
- Parks patrons
- □ Rochester City School District
- Community partners and collaborators

Critical Processes

- Conduct structured after-school programming to support out-of-school educational opportunities
- Develop and implement initiatives to provide enhanced youth development programming with youth and families to increase asset attainment in students
- □ Organize a variety of community special events to promote youth development and social skills
- □ Conduct programs, events, and workshops focused on horticulture, the environment, and community wellness in R-Centers and parks
- Conduct programs, events, and workshops focused on arts, culture, and individual expression
- Conduct community recreation and youth development at 12 school year R-Centers, 3 schoolbased recreation programs, 13 summer R-Centers, and 3 fee-based summer camps
- □ Conduct community aquatics programs at 7 pools and Durand Eastman Beach
- □ Use a program management system to provide quality management of existing and new programs, which includes marketing, staff development, and community input

2017-18 Strategic Goals & Objectives

Objective	Priorities S		Projected Completion			
Campbell R-Center improvements - complete gym renovations and initiate play apparatus and outside courts improvements		More Jobs, Safer and More Vibrant Neighborhoods				
Adams Street R Center improvements - locker rooms, kitchen, parking lot, playground, lighting, pool (deck & pool)	More Jobs, S Neighborhoo	Safer and More ods	Vibrant	Ongoing		
Expand community-based educational and workforce development opportunities through youth development programs such as STEAM Engine, Roc Paint Division, Jr. Rec Leader, and Biz Kid\$	Better Schoo Opportunitie	onal	Ongoing			
Expand adult athletic leagues to include other athletic offerings and meet community demand		Safer and More Vibrant Neighborhoods				
Key Performance Indicators						
Recreation Registrations:	Actual <u>2015-16</u>	Estimated 2016-17	Budge 2016-17	U		
 Adams Avenue D Campbell Carter Edgerton/Pierpont/LaGrange Flint/St. Monica's David F. Gantt Humboldt Roxie A. Sinkler Frederick Douglass (formerly South) Thomas P. Ryan #17 School. 	2,700 1,500 650 1,175 1,325 900 6,095 440 550 1,575 2,165 250	$\begin{array}{c} 2,400\\ 1,100\\ 550\\ 1,100\\ 1,100\\ 1,000\\ 4,500\\ 400\\ 750\\ 1,500\\ 1,500\\ 1,900\\ 600\end{array}$	3,000 1,500 1,200 1,400 1,000 6,000 500 600 1,700 2,200 200	$\begin{array}{cccccccccccccccccccccccccccccccccccc$		

DEPARTMENT OF RECREATION, & YOUTH SERVICES BUREAU OF RECREATION

	Actual	Estimated	Budget	Budget
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
• #35 School	50	50	50	50
• #42 School	475	520	400	60
• #46 School/Ryan St	<u>60</u>	<u>70</u>	<u>60</u>	<u>60</u>
Total registrations	19,910	17,540	20,310	17,670
Attendance per year:				
Adams	51,956	55,000	55,000	50,000
Avenue D	41,795	38,000	38,000	38,000
Campbell	14,650	9,000	10,000	9,000
Carter	57,663	42,000	42,500	42,500
 Edgerton/Pierpont/LaGrange 	59,689	55,000	55,000	55,000
 Flint/St. Monica's 	45,503	45,000	45,000	35,000
 David F. Gantt 	88,389	85,000	85,000	85,000
Humboldt	24,247	19,000	19,000	20,000
Roxie A. Sinkler	14,168	19,000	19,000	20,000
 Frederick Douglass (formerly South) 	37,917	30,000	25,000	30,000
Thomas P. Ryan	121,468	95,000	95,000	95,000
• #17 School	12,284	9,000	9,000	9,000
• #35 School	4,515	4,000	4,000	4,000
• #42 School	20,114	12,000	12,000	12,000
• #46 School	5,904	5,000	5,000	5,000
Rec On The Move	<u>4,259</u>	<u>4,300</u>	<u>6,000</u>	<u>4,500</u>
Total attendance	604,521	526,300	524,500	514,000
Genesee Valley Park Complex:				
Attendance per year: • GVP Ice Rink	50 920	55 000	40.000	50 000
• GVP Pool	50,829 18,037	55,000 18,751	40,000 15,000	50,000 16,000
Martin Luther King, Jr. Memorial Park Ice Rink	11,982	12,420	17,000	15,000
	11,902	12,420	17,000	13,000
Athletics:	000	000	000	N1/A
Adult softball games held	600	620	620	N/A
Participants in adult sport leagues	N/A	N/A	N/A	2,500
Water Spray Park attendance	71,932	80,085	65,000	75,000
Beach attendance per year:				
Durand Beach – total visitors	165,384	148,222	122,000	145,000
 Durand Beach – bathers 	26,076	33,044	23,500	30,000
High School Pool attendance per year: (pools used	per year base		• •	
• Douglass	1,292	1,300	1,300	1,300
• East	3,602	3,000	3,600	3,600
• Freddie Thomas Learning Center/Winter Swim	386	150	600	0
Jefferson	2,665	<u>5,000</u>	<u>2,700</u>	<u>2,700</u>
 Wilson Academy/formerly known as Madison 	<u>3,645</u>	N/A	N/A	N/A
Total H.S. Pool attendance	11,590	9,450	8,200	7,600
Rochester After-School Academy (RASA)				
Participants	34	31	50	N/A
Math/English Language Arts increase	N/A	25	25	N/A
School attendance rate increase	N/A	14	15	N/A
N/A – Not Applicable				

Year-To-Year Com	parison					
Budget Employee Years	<u>2016-17</u> 7,897,500 166.8	<u>2017-18</u> 7,845,100 162.5	-52,400			
Change Detail						
Salary & Wage <u>Adjustment</u> 185,400	General <u>Inflation</u> <u>Cha</u> 25,700	r <u>gebacks</u> -48,500	Vacancy <u>Allowance</u> <u>Miscellaneo</u> 0	ous 0	<u>Major Change</u> -215,000	<u>Total</u> -52,400

Major Change

Part-time and seasonal staffing efficiencies	-156,300
Rochester After School Academy (RASA) grant funding does not recur (\$68,700 in state grant funding and \$14,000 in CDBG funding)	-82,700
One full-time position for youth development programming is added	35,700
Adjustment to allocation for AmeriCorps to reflect additional supplies and services covered by grant funding	29,900
Portion of full-time Assistant Manager of Parks and Recreation transfers to Commissioner's Office to increase focus on Public Market activity	-29,100
Portion of CDBG funding for STEAM/ROTM shifts from professional service agreement to full year staffing	15,500
Community Foundation grant for Youth Voice One Vision does not recur (partial year)	-14,800
Department-wide training funds are transferred to the Commissioner's Office	-11,000
Reduction in anticipated County Youth Bureau funding	-8,200
Net increase in funding from RCSD for Literacy Aide program	7,900
Efficiencies in materials and supplies lines	-6,800
CDBG funding for Mural Arts program increases	4,900

Service Level Change

After-school program at 42 School will operate from 2:30-6:30pm instead of 2:30-9:30pm due to low usage after 6:30p.m. Evening hours will still be available for permits and youth and adult sports leagues.

Winter swim program at Freddie Thomas is eliminated due to low usage.

Program Change

Jr. Rec Leader program will be enhanced into a continuum of employment that will move youth through a recreation career path.

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

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	5,071,279	5,401,900	5,504,500	5,512,800
Materials & Supplies	294,996	271,500	295,700	275,200
Services	2,021,135	1,893,100	2,089,500	2,057,100
Other	0	0	7,800	0
Total	7,387,410	7,566,500	7,897,500	7,845,100
Appropriation by Activity				
Administration	1,665,705	1,477,600	1,709,700	1,751,100
Camps and Special Programs	1,089,086	1,233,500	1,407,200	1,341,000
Recreation	3,384,164	3,419,300	3,476,700	3,449,000
Genesee Valley & Martin Luther King Jr.				
Memorial Park	521,788	0	0	0
Athletics and Aquatics	726,667	1,436,100	1,303,900	1,304,000
Total	7,387,410	7,566,500	7,897,500	7,845,100
Employee Year by Activity				
Administration	10.2	9.5	10.2	9.9
Camps and Special Programs	20.9	21.6	22.6	23.1
Recreation	95.5	101.0	102.2	98.2
Genesee Valley & Martin Luther King Jr.				
Memorial Park	15.0	0.0	0.0	0.0
Athletics and Aquatics	14.3	32.0	<u>31.8</u>	<u>31.3</u>
Total	155.9	164.1	166.8	162.5

DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF RECREATION PERSONNEL SUMMARY

				Administration	Camps and Special Programs	Recreation	Athletics & Aquatics
	FULL TIME POSITIONS			4			
		Budget	Proposed				
	Title	2016-17	2017-18				
32	Deputy Commissioner	1.0	1.0	1.0			
30	Asst. Mgr. of Parks & Recreation	0.7	0.4	0.4			
26	Coordinator, Athletics & Aquatics	1.0	1.0	0.5			0.5
26	Program Development Specialist	1.0	1.0		1.0		
	Area Coordinator	4.0	4.0		4.0		
23	Coordinator, Horticultural and	1.0	1.0		1.0		
	Environmental Programming						
21	Assistant Program Development Specialist	1.0	1.0	1.0			
	Recreation Center Director	10.0	10.0			10.0	
20	Administrative Analyst	0.0	1.0		1.0		
18	Management Trainee	1.0	0.0		0.0		
18	Senior Recreation Supervisor	1.0	2.0				2.0
16	Administrative Assistant	1.0	1.0	1.0			
15	Recreation Supervisor	9.0	9.0			9.0	
15	Recreation Supervisor - Bilingual	1.0	1.0			1.0	
15	Youth Camp Supervisor	1.0	1.0		0.5	0.5	
13	Grant Support Associate	2.0	2.0		2.0		
11	Youth Services Associate	0.0	1.0		1.0		
	Secretary to the Deputy Commissioner	1.0	1.0	1.0			
	Recreation Leader	18.0	17.0		1.0	16.0	
	Recreation Leader Bilingual	2.0	2.0			2.0	
9	Clerk II with Typing	1.0	1.0	1.0			
	OYEE YEARS						
Full T		57.7	58.4	5.9	11.5	38.5	2.5
Over	-	0.8	0.8	0.2	0.0	0.1	0.5
	Fime, Temporary, Seasonal	113.7	108.7	4.0	11.6		28.5
	Vacancy Allowance	<u>5.4</u>	<u>5.4</u>	$\frac{0.2}{0.2}$	0.0	<u>5.0</u>	0.2
Tota	l	166.8	162.5	9.9	23.1	98.2	31.3

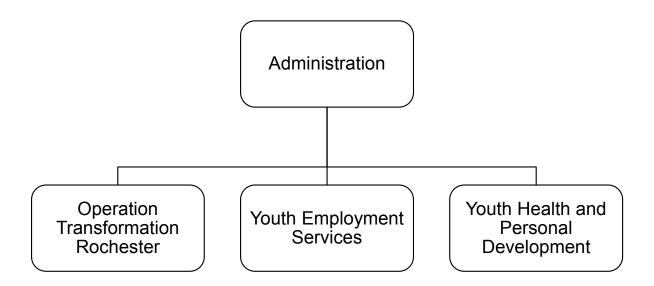
DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT SKILLS TRAINING & YOUTH SERVICES

Mission Statement

We will effectively impact the city, transform the face of poverty, and improve educational and employment opportunities by working with collaborative partners to:

- transform Rochester into a city of thriving, healthy, and productive youth and adults
- deliver creative services, relevant employment training, and skill development to youth and adults
- create a pipeline from education to employment placement for youth and adults

Organization



Vital Customers

Operation Transformation Rochester

- □ Employers
- Under-employed and unemployed adults
- Vocational and educational institutions

Youth Employment Services

- Youth
- Parents and families of youth
- Rochester City School District
- Youth-focused agencies and local businesses

Youth Health & Personal Development

- Youth
- Parents and families of youth
- □ Rochester City School District
- Youth-focused local health and community agencies

Critical Processes

Operation Transformation Rochester (OTR)

- Conduct intake and assessment for all potential OTR program participants
- Connect participants to mentors
- Provide participants with access to resources
- □ Provide employment readiness training for adults
- Provide outreach and recruitment for employment
- Provide leadership, professional development, and life enrichment opportunities
- Provide pre-employment services (i.e. resume development, interviewing, job search)

Youth Employment Services

- Provide employment readiness training for youth
- □ Provide outreach and recruitment for employment
- Provide pre-employment services (i.e. resume development, interviewing, job search)
- □ Provide leadership, professional development, and life enrichment opportunities
- Conduct interviews and assessments for potential Summer of Opportunity (SOOP) program participants
- □ Provide employment placement for SOOP program participants

Youth Health and Personal Development

- Provide participants with educational tools and resources
- □ Provide referrals to community and health resources
- □ Provide leadership development opportunities
- □ Provide youth development workshops and training on health and personal development

2017-18 Strategic Goals & Objectives

Objective	Priorities Supported	Projected Completion
Utilize comprehensive CRM database to track program participation and follow-up services for OTR participants	Innovation and Efficiency	Ongoing
Establish workforce development partnerships with private sector industry	More Jobs	Ongoing
Actively seek grant funding and collaborations	Innovation and Efficiency	Ongoing
Deliver employment readiness training designed to increase specialized and soft skills	More Jobs	Ongoing
Recruit community members to serve as mentors for participants	More Jobs	Ongoing
Provide youth development workshops and trainings in the areas of health, employment readiness and leadership development	More Jobs	Ongoing
Implement new cycle of THRIVE and CAPP Pregnancy Prevention Programs	Better Schools and Educational Opportunities	Ongoing

12–20

DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT SKILLS TRAINING & YOUTH SERVICES

Key Performance Indicators				
	Actual	Estimated	Pudaat	Rudaat
	<u>2015-16</u>	<u>2016-17</u>	Budget <u>2016-17</u>	Budget <u>2017-18</u>
Youth Health and Personal Development	2010-10	2010-11	<u>2010-11</u>	2017-10
Parent/Adult workshops (PLTI)	20	20	20	N/A
Parent/Adult workshop participants (PLTI)	24	20	20	N/A
Comprehensive Adolescent Pregnancy				
Prevention (CAPP)	o (-			
Participants	345	600	600	900
Parent/Adult workshop participants in CAPP	00	00	00	200
Family Talk series	90	90	90	200
Teenage Pregnancy Prevention (TPP)				
Participants (THRIVE program)	382	N/A	N/A	N/A
Participants (THRIVE 2 program)	N/A	423	1,875	1,875
			.,	.,
Youth Employment Services				
Youth Employment Training				
Participants graduated	85	114	120	100
Graduates employed	23	77	100	75
Participants who received a portfolio	61	106	120	N/A
Employers participating	9	12	20	N/A
New employment partnerships developed	2	10	10	N/A
Summer of Opportunity Program (SOOP)				
Applicants with completed applications	1,078	1,255	900	900
Applicants employed through the City	358	300	300	300
Applicants employed through Rochester Works	458	375	375	375
Parent orientation attendees	731	1,180	600	600
Employers participating	16	15	15	N/A
School year: youth applicants employed	N/A	50	50	50
Employers participating in youth employment	N1/A	N1/A	N1/A	20
services – SOOP and other programs	N/A	N/A	N/A	20
OTR: Adult Employment Services				
Applications received	N/A	500	N/A	500
Applicants assessed	N/A	300	500	400
Applicants referred to external agencies (not				
enrolled in OTR)	N/A	25	N/A	50
Participants enrolled	N/A	275	350	350
Participants receiving mentorship	N/A	100	150	150
Participants classified as "Job Ready" who				
were not Job Ready at intake	188	175	175	175
Participants employed	184	100	80	100
Participants retaining employment after six	N1/A	00	40	40
months	N/A	20	40	40
N/A – Not Applicable				

DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT SKILLS TRAINING & YOUTH SERVICES

Year-To-Year Comp	arison					
Budget Employee Years	<u>2016-17</u> 1,806,500 22.5	<u>2017-18</u> 1,813,600 22.3	<u>Change</u> 7,10 -0.	00		
Change Detail						
Salary & Wage <u>Adjustment</u> -9,100	General <u>Inflation</u> <u>Cha</u> 1,700	argebacks -12,500	Vacancy <u>Allowance</u> 0	<u>Miscellaneous</u> 0	<u>Major Change</u> 27,000	<u>Total</u> 7,100
Major Change						
Net change in Summ	er of Opportur	nity Program	funding			100,000
Reduction in clerical	and administra	ative part-time	e and seasor	nal positions		-84,400
Lease expense for Rundel library space is added						43,000
Supplies and services lines reduced as a budget efficiency -34						
Net adjustments to pregnancy prevention grants 27						

Reorganization of titles due to program changes

Program Change

BEST&YS activities were restructured to better reflect the services provided, program participants, and key outcomes.

In previous years the number of employers participating in SOOP and in other youth employment services programs were reported separately. Beginning in FY 2017-18 the number of employers participating in all youth employment service programs are reported in a single KPI.

City funding for PLTI was committed for five years via CDBG; FY 2016-17 was the final year.

-25,100

DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	1,372,650	1,274,900	1,413,300	1,331,900
Materials & Supplies	21,802	19,100	23,500	15,500
Services	508,958	365,800	369,700	466,200
Other	0	0	0	0
Total	1,903,410	1,659,800	1,806,500	1,813,600
Appropriation by Activity				
OTR - Youth and Adult Employment	1,525,764	1,268,500	1,367,400	0
Administration	0	0	0	267,000
Operation Trasformation Rochester	0	0	0	290,500
Youth Employment Services	0	0	0	823,900
Youth Health and Personal Development	377,646	391,300	439,100	432,200
	1,903,410	1,659,800	1,806,500	1,813,600
Employee Years by Activity				
OTR - Youth and Adult Employment	15.0	15.0	16.8	0
Administration	0	0	0	2.0
Operation Trasformation Rochester	0	0	0	7.8
Youth Employment Services	0	0	0	3.0
Youth Health and Personal Development	6.0	7.5	7.5	9.5
	21.0	22.5	24.3	22.3

12–22

DEPARTMENT OF RECREATION & YOUTH SERVICES BUREAU OF EMPLOYMENT, SKILLS TRAINING & YOUTH SERVICES PERSONNEL SUMMARY

	FULL TIME POSITIONS			Administration	Operation Transformation Rochester	Youth Employment Services	Youth Health and Personal Development
Br.	Title	Budget 2016-17	Proposed 2017-18				
26 26 23 20 20 18 18 16 13 13	Director of Employment, Skills Training, & Youth Svs Manager of Employment Services Supervisor of Administrative Services Sr. Professional Development Specialist Grant Support Specialist/Bilingual CAPP Program Supervisor Professional Development Specialist Professional Development Specialist/Bilingual Program Coordinator Grant Support Associate Pregnancy Prevention Trainers Project Assistant/Bilingual	1.0 2.0 1.0 2.0 0.0 3.0 1.0 3.0 3.0 1.0	1.0 2.0 0.0 1.0 1.0 5.0 0.0 0.0 1.0 6.0 1.0	1.0	1.0 3.0	1.0	1.0 1.0 1.0 6.0
	PLOYEE YEARS Time	18.0	18.0	2.0	4.0	3.0	9.0
-	rtime	0.0	0.0	2.0 0.0			
	Time, Temporary, Seasonal	6.3	4.3	0.0			
Les To	s: Vacancy Allowance tal	<u>0.0</u> 24.3	<u>0.0</u> 22.3	<u>0.0</u> 2.0		<u>0.0</u> 3.0	

Purpose

The Undistributed Expenses budget records allocations associated with, but not included in, departmental budgets or those that cannot reasonably be distributed to departmental budgets. This budget includes costs for both current and non-current (including retiree) employee benefits, general risk management, payments to other agencies, and other miscellaneous expenditures.

Year-To-Year Comparison

· · · · · · · · · · · · · · · · · · ·	Budget	Budget		Percent
Main Functions	2016-17	2017-18	Change	<u>Change</u>
Employee Benefits - Current	107,535,100	110,756,400	3,221,300	3.0%
Employee Benefits - Non-Current	27,913,400	29,933,500	2,020,100	7.2%
General Risk Management	1,004,900	938,200	-66,700	-6.6%
Other	1,822,400	1,834,300	11,900	0.7%
	138,275,800	143,462,400	5,186,600	3.8%
Interfund Credit*	-258,000	-248,000	10,000	-3.9%
Intrafund Credit*	-151,200	-155,700	-4,500	3.0%
Total	137,866,600	143,058,700	5,192,100	3.8%

*Reflects chargeback for Worker's Compensation costs.

Major Change Highlights

Employee Benefits – Current:

Higher wage base for civilians and fire (police wages were flat due to contract expiration) and 2,270,100 increase in statewide graded contribution rate for police and fire retirement system

Current employee medical is budgeted under the terms of the Memorandum of Agreement 1,077,600 with the Labor/Management Health Care Committee

Employee Benefits – Non-Current:

Hospital and medical costs for retirees assume average inflationary increase of 8.6% 2,063,000

UNDISTRIBUTED EXPENSES EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	2015-16	2016-17	2016-17	2017-18
Appropriation by Major Object				
Personnel Expenses	103,446,260	106,267,300	107,535,100	110,756,400
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	27,661,057	28,795,300	30,740,700	32,706,000
	131,107,317	135,062,600	138,275,800	143,462,400
Interfund Credit*	-285,429	-172,200	-258,000	-248,000
Intrafund Credit*	-172,159	-165,700	-151,200	-155,700
Total	130,649,729	134,724,700	137,866,600	143,058,700
Appropriation by Activity				
Employee Benefits - Current	103,446,260	106,267,300	107,535,100	110,756,400
Employee Benefits - Non-Current	25,690,964	27,274,200	27,913,400	29,933,500
General Risk Management	465,542	630,300	1,004,900	938,200
Other	1,504,551	890,800	1,822,400	1,834,300
	131,107,317	135,062,600	138,275,800	143,462,400
Interfund Credit*	-285,429	-172,200	-258,000	-248,000
Intrafund Credit*	-172,159	-165,700	-151,200	-155,700
Total	130,649,729	134,724,700	137,866,600	143,058,700

*Reflects chargeback for Worker's Compensation costs.

UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – CURRENT

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in multiple programs, based on an employee's date of hire. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

Tier <u>Hire Date (by any qualified public employer)</u>

	Non-Uniformed Employees Employee Retirement System	Uniformed Employees Police/Fire Retirement System
1	Before July 1973	Before July 1973
2	July 1973 to July 1976	After July 1973 to December 2009
3	July 1976 to August 1983	July 2009 to January 2010
4	September 1983 to December 2009	Does not apply
5	January 2010 to March 2012	January 2010 to March 2012
6	After April 1, 2012	After April 1, 2012

The amount of the City's pension payment to the state for fiscal year 2017-18 is the product of the estimated 2016-17 wage base times the contribution rate for each tier. The 2016-17 wage base is calculated by the Comptroller based upon wages and salaries earned during the period April 1, 2016 to March 31, 2017. The Comptroller sets the contribution rates which vary from year to year.

The retirement bill also includes the annual repayment amount of prior amortizations. The City amortized in fiscal year 2013-14 and the repayment amount is \$1,359,100 annually through fiscal year 2023-24. As a result of amortizing, the City is subject to a statewide graded rate, which can lead to a higher payment than the city would otherwise experience. Any additional graded payment will be used to pay the amortization balance off earlier than currently scheduled. The 2016-17 non-uniformed Employee Retirement System (ERS) bill was affected by a graded payment. The City anticipates both the ERS and the Police/Fire Retirement System (PFRS) bills could be affected in FY 2017-18 and the budget reflects that anticipated cost increase.

A Voluntary Defined Contribution (VDC) option instead of joining the New York State Retirement System is available to all unrepresented employees hired on or after July 1, 2013 who earn more than \$75,000. The plan is administered by the State University of New York (SUNY). Fewer than ten City of Rochester employees are currently enrolled in the VDC.

Year-To-Year Comparison

	2016-17	2017-18	Change
Budget	40,864,100	43,134,200	2,270,100

Major Change

Higher wage base for civilians and fire (police wages were flat due to contract expiration) and 2,270,100 increase in statewide graded contribution rate for police and fire retirement system

UNDISTRIBUTED EMPLOYEE BENEFITS – CURRENT

SOCIAL SECURITY: under the provision of Federal law, the City contributes to the Social Security Trust Fund 7.65 percent of the first \$118,500, then 1.45 percent after that for salaries and wages earned by each eligible employee. Certain earnings and deductions are not subject to these rates, such as flexible spending and payments to disabled employees.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	17,457,100	17,128,700	-328,400

Major Change

Decrease due to reduction in head count and lack of cost of living adjustments due to several -328,400 expired labor contracts

HOSPITAL & MEDICAL INSURANCE: the City provides hospitalization and medical benefits. Agreements with the different labor unions determine specific coverage and the amount contributed by the City. In 2012, the City reached agreement with its unions to establish a self-funded health insurance program. The new program started January 1, 2013 and also covers Administrative, Professional, and Technical employees and Confidential employees. In addition, the agreements created a joint Labor/Management Health Care Committee to address future cost increases. An updated three year Memorandum of Agreement was negotiated effective January 1, 2016.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	41,769,100	42,846,700	1,077,600

Major Change

Current employee medical is budgeted under the terms of the Memorandum of Agreement 1,077,600 with the Labor/Management Health Care Committee

WORKER'S COMPENSATION: under a self-insurance program, the City directly finances the costs of medical and compensation payments to civilian employees injured on the job. A private insurance firm that is responsible for investigating claims, making payments, and estimating future reserve requirements administers the program.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	5,024,500	5,194,200	169,700
Interfund Credit*	-258,000	-248,000	10,000
Intrafund Credit*	-151,200	-155,700	-4,500
	4,615,300	4,790,500	175,200

UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – CURRENT

Major Change			
	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Current Year Claims	409,200	403,700	-5,500
Administrative Charge	59,100	59,100	0
State Assessments	265,200	286,400	21,200
Prior Years' Claims	4,291,000	4,445,000	154,000
Total	5,024,500	5,194,200	169,700
Interfund Credit	-258,000	-248,000	10,000
Intrafund Credit	-151,200	-155,700	-4,500
	4,615,300	4,790,500	175,200

Chargebacks for Current Year Claims

Department/Bureau	<u>2016-17</u>	<u>2017-18</u>	Department/Bureau	<u>2016-17</u>	<u>2017-18</u>
NEIGHBORHOOD & BUSINESS DEVELOPMENT	5,600	3,100	RECREATION & YOUTH SERVICES	22,000	20,000
ENVIRONMENTAL SERVICES	327,200	328,200	FINANCE	2,000	2,000
EMERGENCY COMMUNICATIONS	3,400	3,400	LIBRARY	10,000	9,000
POLICE	28,000	27,000	UNDISTRIBUTED	9,000	9,000
FIRE	2,000	2,000	Total Interfund Total Intrafund CITY TOTAL	258,000 <u>151,200</u> 409,200	225,000 <u>178,700</u> 403,700

DENTAL INSURANCE: In 2017 the City reached agreement with its unions to establish a self-funded dental insurance program, similar to the existing health insurance program. The new dental program started January 1, 2017 and also covers Administrative, Professional, and Technical employees and Confidential employees.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	1,878,700	1,931,900	53,200

Major Change

Current employee dental is budgeted under the terms of the Memorandum of Agreement with 53,200 the Labor/Management Health Care Committee

UNDISTRIBUTED **EMPLOYEE BENEFITS – CURRENT**

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

Year-To-Year Comparison			
	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	84,000	63,100	-20,900

Major Change

Allocation is reduced based on historical experience

-20,900

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

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	56,600	56,600	0

Major Change

Allocation is unchanged

AMERICORPS: The Flower City AmeriCorps state grant provides stipends for 28 full-time and 8 part-time program members. The program began in October 2015.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	Change
Budget	401,000	401,000	0

Major Change Grant allocation is unchanged

UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – CURRENT EXPENDITURE SUMMARY

	XI LINDITORE 3			
	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	2016-17	<u>2016-17</u>	<u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	103,446,260	106,267,300	107,535,100	110,756,400
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	103,446,260	106,267,300	107,535,100	110,756,400
Interfund Credit*	-285,429	-172,200	-258,000	-248,000
Intrafund Credit*	-172,159	-165,700	-151,200	-155,700
Total	102,988,672	105,929,400	107,125,900	110,352,700
Appropriation by Activity				
New York State Retirement	42,000,710	41,207,700	40,864,100	43,134,200
Social Security	16,041,517	16,528,700	17,457,100	17,128,700
Hospital and Medical	38,450,361	41,371,600	41,769,100	42,846,700
Worker's Compensation	4,828,021	4,952,800	5,024,500	5,194,200
Dental Insurance	1,830,278	1,805,500	1,878,700	1,931,900
Life Insurance	27,720	70,300	84,000	63,100
Disability Insurance	50,997	50,700	56,600	56,600
AmeriCorps	216,656	280,000	401,000	401,000
	103,446,260	106,267,300	107,535,100	110,756,400
Interfund Credit*	-285,429	-172,200	-258,000	-248,000
Intrafund Credit*	-172,159	-165,700	-151,200	-155,700
Total	102,988,672	105,929,400	107,125,900	110,352,700

*Reflects chargeback for Worker's Compensation costs.

UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – NON-CURRENT

DISABLED FIREFIGHTERS/OLD PENSION: this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for the sole surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

-	2016-17	<u>2017-18</u>	<u>Change</u>
Budget	2,623,200	2,675,700	52,500

Major Change

Budget for small increase in number of disabled retired firefighters, plus increase in wages 52,500 under contract obligation

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

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	24,066,100	26,129,100	2,063,000

Major Change

An average inflationary adjustment of 8.6% is assumed based on prior year experience 2,063,000

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	150,300	150,300	0

Major Change

No change in allocation is made

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

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	74,700	78,400	3,700

Major Change

Allocation increased based on projected need

UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – NON-CURRENT

UNEMPLOYMENT COMPENSATION: individuals terminated from City employment under qualifying circumstances are eligible for unemployment benefits according to Federal guidelines. Quarterly payments are made to New York State based on actual claim experience.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	999,100	900,000	-99,100

Major Change

Allocation reduced to reflect historical experience

-99,100

UNDISTRIBUTED EXPENSES EMPLOYEE BENEFITS – NON-CURRENT EXPENDITURE SUMMARY

=

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	2017-18
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	25,690,964	27,274,200	27,913,400	29,933,500
Total	25,690,964	27,274,200	27,913,400	29,933,500
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,547,946	2,502,500	2,623,200	2,675,700
Hospital and Medical - Retirees	22,388,317	24,073,200	24,066,100	26,129,100
Dental Insurance - Retirees	131,014	130,500	150,300	150,300
Life Insurance - Retirees	74,317	65,000	74,700	78,400
Unemployment Compensation	549,370	503,000	999,100	900,000
Total	25,690,964	27,274,200	27,913,400	29,933,500

UNDISTRIBUTED EXPENSES GENERAL RISK MANAGEMENT

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

Year-To-Year Comparison

<u>2016-17</u> 904,900	<u>2017-18</u> 838,200	<u>Change</u> -66,700
2016-17	2017-18	Change
110,600	110,600	0
714,000	664,000	-50,000
80,300	63,600	-16,700
904,900	838,200	-66,700
	904,900 <u>2016-17</u> 110,600 714,000 80,300	904,900 838,200 2016-17 2017-18 110,600 110,600 714,000 664,000 80,300 63,600

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

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	100,000	100,000	0

UNDISTRIBUTED EXPENSES GENERAL RISK MANAGEMENT EXPENDITURE SUMMARY

	Actual 2015-16	Estimated 2016-17	Amended 2016-17	Proposed 2017-18
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	465,542	630,300	1,004,900	938,200
Total	465,542	630,300	1,004,900	938,200
Appropriation by Activity				
General Insurance	446,542	590,300	904,900	838,200
Judgments and Claims	19,000	40,000	100,000	100,000
Total	465,542	630,300	1,004,900	938,200

UNDISTRIBUTED EXPENSES OTHER

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the County and other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by State law. Payments are also made to Monroe County for services provided to City Court facilities.

Year-To-Year Comparison			
	2016-17	<u>2017-18</u>	<u>Change</u>
Budget	1,205,100	1,208,000	2,900
Major Change An inflationary adjustment is made			2,900
EMPLOYEE DEVELOPMENT: this activity p training programs and tuition reimbursement		levelopment of Ci	ty employees through various
Year-To-Year Comparison			
	<u>2016-17</u>	<u>2017-18</u>	Change
Budget	279,700	279,700	0
Major Change No change is made to allocation			
CITY CHANNEL 12 OPERATION: this activi	ity includes an a	areement with W/X	(XI-TV) to operate City 12 as

CITY CHANNEL 12 OPERATION: this activity includes an agreement with WXXI-TV to operate City 12 as the government access channel providing programming to inform and entertain City residents.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	216,000	227,800	11,800

Major Change

An inflationary adjustment is made

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison			
	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	250,000	250,000	0

Major Change No change is made to allocation

UNDISTRIBUTED EXPENSES OTHER

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	425,000	425,000	0

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Bureau of Equipment Services. These costs are allocated to this Bureau so that these costs are part of the operational expense of the unit and the full costs can be recovered by the motor equipment chargeback.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	-2,250,000	-2,250,000	0

MISCELLANEOUS: this activity reserves funds for various expenditures that do not pertain to a specific department, such as the employee bus pass subsidy, flexible spending, employee assistance program, occupational medical services, the Employer Assisted Housing Incentive (EAHI) to qualified City employees purchasing a City home, and International Sister Cities.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	1,696,600	1,693,800	-2,800

Major Change

Reduce allocation for Employer Assisted Housing Initiative (EAHI) based on historical expenses	-25,000
Police and Fire occupational medicine and pre-hire screenings increased to reflect actual experience	20,000
Increase funding for Mayor's Events to reflect increased citizen input expenses for telephone town hall and additional sponsorships	9,000
Miscellaneous adjustments are made based on historical experience	-6,800

UNDISTRIBUTED EXPENSES OTHER EXPENDITURE SUMMARY

	Actual	Estimated	Amended	Proposed
	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	2017-18
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	1,504,551	890,800	1,822,400	1,834,300
Total	1,504,551	890,800	1,822,400	1,834,300
Appropriation by Activity				
Payments to Other Governments	870,053	1,020,400	1,205,100	1,208,000
Employee Development	278,579	239,700	279,700	279,700
Clty Channel 12 Operation	221,385	219,300	216,000	227,800
Time Bank Accrual	13,508	0	0	0
Title Reports	254,050	250,000	250,000	250,000
Efficiency & Effectiveness Initiatives	236,540	165,000	425,000	425,000
Motor Equipment Benefits Credit	-2,250,000	-2,250,000	-2,250,000	-2,250,000
Miscellaneous	1,880,436	1,246,400	1,696,600	1,693,800
Total	1,504,551	890,800	1,822,400	1,834,300

CONTINGENCY

Contingency provides funds for difficult to project or otherwise unforeseen expenditures. The City Council specifically authorizes each expenditure through a budget transfer to the department incurring the expense.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	Change	Change
Budget	4,477,700	7,548,500	3,070,800	68.6%

Major Change

Allocation is made for difficult to project or unforeseen expenditures, including the cost of 6,879,300 pending labor agreements

Percent

CONTINGENCY EXPENDITURE SUMMARY

	Actual 2015-16	Estimated 2016-17	Amended 2016-17	Proposed 2017-18
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	4,477,700	4,477,700	7,548,500
Total	0	4,477,700	4,477,700	7,548,500
Appropriation by Activity General Contingency*	0	4,477,700	4,477,700	7,548,500

*Reflects remaining contingency after amendments. The original 2016-17 Contingency was 6,054,800. the original 2015-16 Contingency was \$1,706,300.

CAPITAL EXPENSE EXPENDITURE SUMMARY

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of "capital object or purpose" included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called "debt service." Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan. Major changes reflect the difference between the amended 16-17 budget and the proposed 17-18 budget.

Year-To-Year Comparison

	Budget	Budget		Percent
Category	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>	<u>Change</u>
Cash Capital	28,576,000	31,933,000	3,357,000	11.7%
Debt Service	35,808,300	37,622,300	1,814,000	5.1%
Total	64,384,300	69,555,300	5,171,000	8.0%

Major Change Highlights

CASH CAPITAL	
New Projects:	
Downtown Development	500,000
Pont-De-Rennes Bridge Rehabilitation	475,000
CO Detection Systems	460,000
Edgerton Recreation Center	250,000
IT Roadmap/Legacy Replacement	250,000
Information Security	250,000
Animal Services Roof	243,000
Highland Upper Gatehouse	242,000
Paystations	200,000
Adams Street R-Center	150,000
RushStorage	150,000
Records Archives Fire Suppression System	127,000
Fire House Security	120,000
City Hall Building Historic Window Replacement	100,000
Data Center Expansion	100,000

CAPITAL EXPENSE EXPENDITURE SUMMARY

Main Street Streetscape & Pedestrian Wayfinding	84,000
Asbestos Management	84,000
Campbell Street Roof	81,000
Felix Street HVAC	75,000
Mainframe Hardware Outsourcing	75,000
Network Expansion/Refresh	70,000
Mount Hope Avenue Phase II	61,000
Thomas P. Ryan R-Center	60,000
Garage Revenue Control Equipment	59,000
Police Patrol Rifles	55,000
Bausch & Lomb HVAC Upgrades	54,000
Bridge Underpass	50,000
Erie Harbor Enhancement Phase II	50,000
Fire House Equipment	50,000
Audio/Web Conferencing & Collaboration	50,000
Cemeteries Small Equipment	40,000
Recreation and Youth Services Small Equipment	31,000
Eastman Trail	30,000
Comprehensive Access and Mobility Plan	25,000
External Filesharing	25,000
Bicycle Enhancements	23,000
East Main Street	20,000
Water Bureau Office Equipment	18,000
Graphic Proof Printer	10,000
Projects or Project Elements that will not recur:	
One time allocation for Central Library Upgrades	-70,000
Purchasing Power Parity Increments:	
Filtration Plant Small Equipment Replacement	5,000
Water Security	3,000
Downtown Streetscape	2,000
Roof Repair	2,000
Blue Cross Arena at Rochester War Memorial Office Equipment	2,000
Heat Pump Replacement	1,000
DEBT SERVICE	.,
Expenditures increase in accordance with debt repayment schedules	1,514,000
	.,,

CAPITAL EXPENSE EXPENDITURE SUMMARY

	Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Amended <u>2016-17</u>	Proposed <u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	66,829,554	64,344,900	64,344,900	69,515,900
Total	66,868,954	64,384,300	64,384,300	69,555,300
Appropriation by Activity				
Cash Capital	29,276,700	28,576,000	28,576,000	31,933,000
Debt Service	37,592,254	35,808,300	35,808,300	37,622,300
Total	66,868,954	64,384,300	64,384,300	69,555,300

TRANSPORTATION & INFRASTRUCTURE

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	2,863,000	5,742,000	2,879,000

Major Change

New Projects:	
Pont-De-Rennes Bridge Rehabilitation	475,000
Mount Hope Avenue Phase II	61,000
Bridge Underpass	50,000
Comprehensive Access and Mobility Plan	25,000
East Main Street	20,000

Changes in Existing Projects from 2016-17:

Funding increases for Hazardous Sidewalk Remediation, as planned	2,813,000
Funding increases for Street Treatment, as planned	985,000
Funding decreases for Residential Street Rehabilitation	-298,000
Funding decreases Bausch Street/Upper Falls, as planned	-274,000
Funding decreases for South Avenue, as planned	-263,000
Funding decreases for Asphalt Milling, Resurfacing and Curb Replacement	-207,000
Funding decreases for Bridge Maintenance Program	-203,000
Funding decreases for Traffic Control program	-190,000
Funding decreases for Scottsville Road & Elmwood Avenue, as planned	-58,000
Funding decreases for Project Uplift	-38,000
Funding decreases for City wide Pavement Preventative Program, as planned	-19,000

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	90,000	140,000	50,000

New Projects:

Erie Harbor Enhancement Phase II

50,000

WATER SYSTEM

The Water System category encompasses both the supply and distribution systems, which provide safe and reliable sources of water to the City. Improvements funded in this category include the cleaning and lining of water mains; replacement of hydrants, valves and meters; and conduit and watershed improvements.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	3,745,000	3,998,000	253,000

Major Change

Changes in Existing Projects from 2016-17:	
Funding increases for Distribution System Water Main Renewal	86,000
Funding increases for Holly Station Related Renovation	80,000
Funding increases for Water Meter Replacement Program	23,000
Funding increases for Hydrant and Valve Replacement Program	16,000
Funding increases for Filtration Plant and Related Renovation	20,000
Funding increases for Conduit Valve & Vault Rehabilitation	10,000
Funding increases for Upland Structures	10,000
Purchasing Power Parity Increments:	
Filtration Plant Small Equipment Replacement	5,000
Water Security	3,000

PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Comparison

	2016-17	<u>2017-18</u>	Change
Budget	1,415,000	2,785,000	1,370,000

Major Change

New Projects:	
Police Patrol Rifles	55,000
Fire House Equipment	50,000
Changes in Existing Projects from 2016-17:	
Funding increases for Police Vehicles	1,000,000
Funding increases for SCBA equipment	280,000
Funding decreases for Cars, Vans and Utility Vehicles in the Fire Department	-124,000
Funding increases for Police Equipment	50,000
Funding increases for Police Tasers, as planned	48,000
Funding increases for Emergency Communications Vehicles	35,000
Funding decreases for Animal Services Equipment, as planned	-25,000
Funding decreases for Small Equipment in the Fire Department	-19,000
Funding increases for Communications Equipment in Fire Department	10,000
Funding increases for Turnout Gear	10,000

PARKS & OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Comparison

Pudgot	<u>2016-17</u>	<u>2017-18</u>	Change
Budget	2,187,000	1,659,000	-528,000
Malan Ohamma			

Major Change

New Projects:	
Eastman Trail	30,000
Bicycle Enhancements	23,000

Changes in Existing Projects from 2016-17:	
Funding increases for Recreation Building Security Enhancements	200,000
Funding decreases for Forestry Tree Program	-200,000
Funding decreases for Cemetery Development	-200,000
Funding decreases for Genesee Riverway Rehabilitation	-191,000
Funding decreases for Cemeteries Site Development	-140,000
Funding decreases for Skate Park, as planned	-100,000
Funding increases for Cemeteries Facilities	30,000

Major Change

Funding increases for Ash Tree Program	10,000
Funding increases for Cemeteries Memorialization	10,000

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	4,679,000	3,027,000	-1,652,000

Major Change

New Projects:	
Downtown Development	500,000
Main Street Streetscape & Pedestrian Wayfinding	84,000

Changes in Existing Projects from 2016-17:

Funding decreases for Bull's Head as Cash Capital is reassigned to debt	-1,100,000
Funding decreases for Acquisition	-500,000
Funding increases for Roofing Program	500,000
Funding decreases for Home Ownership Program	-460,000
Funding decreases for Hazardous Waste Remediation	-293,000
Funding Increases for Focused Investment	250,000
Funding increases for Demolition	250,000
Funding decreases for Affordable Housing Acquisition and Support	-250,000
Funding decreases for Beechwood/EMMA Neighborhood Improvements, as planned	-200,000
Funding decreases for La Marketa, as planned	-130,000
Funding decreases for Investigation & Remediation at Reynolds Street, as planned	-100,000
Funding decreases for Investigation & Remediation at East Main Street, as planned	-100,000
Funding decreases for Marketview Heights URDP	-80,000
Funding decreases for Lyell Lake State Street BOA & Josana Master Plan	-25,000

Purchasing Power Parity Increments:

Downtown Streetscape

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

2,000

Year-To-Year Co	omparison			
	<u>2016-17</u>	<u>2017-18</u>	Change	
Budget	0	0	0	
PUBLIC FACILITIES The Public Facilities category includes improvements to entities managed by City partnered operators.				
Year-To-Year Co	mparison			
	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>	
Budget	1,074,000	430,000	-644,000	
Major Change				
New Projects:				
CO Detection Sys	tem for Blue Cross	Arena at Roche	ester War Memorial	100,000
Changes in Existi	ng Projects from 201	6-17:		
Funding decrease	es for Roof Recoating	g and Restorati	on	-750,000
Funding increases	s for Port of Rochest	er		50,000

-44,000

Funding decreases for High Falls District

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

Budget	<u>2016-17</u> 4,322,000	<u>2017-18</u> 5,252,000	<u>Change</u> 930,000	
Major Change	.,==,===	0,202,000	,•••	
New Projects:				
CO Detection S	vstems			460,000
Edgerton Recre	•			250,000
Animal Services	s Roof			243,000
Highland Upper	Gatehouse			242,000
Paystations				200,000
Adams Street R	-Center			150,000
Rush Storage				150,000
Records Archive	es Fire Suppression	System		127,000
City Hall Buildin	g Historic Window R	eplacement		100,000
Asbestos Manag	gement			84,000
Campbell Street	t Roof			81,000
Felix Street HVA	ΥC			75,000
Thomas P. Rya	n R-Center			60,000
Garage Revenu	e Control Equipment	I		59,000
Bausch & Lomb	HVAC Upgrades			54,000
Changes in Exis	sting Projects from 20	016-17:		
Funding increas	ses for Garage Eleva	tor Program		1,300,000
Funding decrea	ses for CVMF Buildir	ng 300 Roof		-787,000

Funding decreases for City Hall Sidewalk Replacement	-500,000
Funding decreases for CVMF Building 100 Roof	-346,000
Funding decreases for Garage Program	-314,000
Funding decreases for Animal Services Interior	-251,000
Funding increases for Westside Garage	240,000
Funding decreases for CVMF Building 103 CNG Fuel Station Roof	-210,000
Funding decreases for Public Safety Building Generator	-200,000
Funding decreases for Public Safety Building repairs	-150,000

Major Change

Funding increases for General Rehabilitation of non-public safety facilities	100,000
Funding decreases for Central Library Master Space Renovations	-100,000
Funding decreases for Animal Services Building Improvements	-60,000
Funding decreases for City Hall	-48,000
Funding decreases for the standard maintenance allocation for the Department of Environmental Services on Mt. Read Boulevard	-33,000
Funding increases for Central Library	24,000
Funding decreases for Branch Libraries Facilities	-22,000
Funding increases for CVMF Lift Replacement	20,000
Funding decreases for Police Facilities	-1,000
Projects or Project Elements that will not recur: One time allocation for Central Library Upgrades	-70,000
Purchasing Power Parity Increments:	
Roof Repair	2,000
Heat Pump Replacement	1,000

BUSINESS EQUIPMENT

The Business Equipment category consists of the ongoing replacement programs for general office equipment, non-motorized field equipment, and information processing systems.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	1,810,000	1,861,000	51,000

Major Change

New Projects:	
IT Roadmap/Legacy Replacement	250,000
Information Security	250,000
Data Center Expansion	100,000
Fire House Security	120,000
Mainframe Hardware Outsourcing	75,000
Network Expansion/Refresh	70,000
Audio/Web Conferencing & Collaboration	50,000
Cemeteries Small Equipment	40,000
Recreation and Youth Services Small Equipment	31,000
External Filesharing	25,000

Major Change	
Water Bureau Office Equipment	18,000
Graphic Proof Printer	10,000
Changes in Existing Projects from 2016-17:	
Funding decreases for Police Fingerprint File	-250,000
Funding decreases for MS Office 2013	-190,000
Funding decreases for Lagan Upgrade	-150,000
Funding decreases for Security Remediation	-150,000
Funding increases for Client Services	110,000
Funding decreases for Street Pavement Management System	-90,000
Funding decreases for Printer Consolidation	-80,000
Funding increases for Video Surveillance Camera Network	70,000
Funding decreases for Production Mainframe Printer	-70,000
Funding increases for Payroll System	50,000
Funding increases for Future Technology Initiatives and Planning	50,000
Funding decreases for Electronic Processing Payment	-50,000
Funding decreases for Migrate Cold Fusion Web Applications	-50,000
Funding decreases for Disaster Recovery Assessment	-50,000
Funding decreases for Telephony Expansion	-50,000
Funding decreases for Branch Libraries Technology	-35,000
Funding decreases for Street Tablets	-25,000
Funding decreases for Branch Libraries Office Equipment	-20,000
Funding increases for Small Equipment in the Department of Environmental Services	10,000
Funding decreases for Environmental Services Office Furnishing	-10,000
Funding decreases for Environmental Services Commissioner's Office Furnishing	-10,000
Purchasing Power Parity Increments:	

Blue Cross Arena at Rochester War Memorial Office Equipment	2,000
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Non-Public Safety Fleet

The Non-Public Safety Fleet category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood and Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

Year-To-Year Comparison

	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Budget	6,391,000	7,039,000	648,000

Major Change

Changes in Existing Projects from 2016-17:

Funding Increases for Motor Equipment in the Solid Waste Collections Division, as planned	3,784,000
Funding decreases for Motor Equipment in Department of Environmental Services (other), as planned	-2,348,000
Funding decreases for Motor Equipment in Buildings and Parks	-936,000
Funding increases for Motor Equipment in Water Bureau	593,000
Funding decreases for Motor Equipment in Cemetery	-220,000
Funding decreases for Motor Equipment in Department of Recreation and Youth Services	-65,000
Funding decreases for Motor Equipment at Parking	-64,000
Funding decreases for Motor Equipment in Neighborhood and Business Development	-62,000
Funding increases in Equipment Services	37,000
Funding decreases for Motor Equipment in Bureau of Architecture and Engineering	-23,000
Funding decreases for Motor Equipment in Treasury	-32,000
Funding decreases for Motor Equipment in Information Technology	-16,000

CAPITAL EXPENSE CASH CAPITAL EXPENDITURE SUMMARY

	Actual <u>2015-16</u>	Estimated <u>2016-17</u>	Amended <u>2016-17</u>	Proposed <u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	29,276,700	28,576,000	28,576,000	31,933,000
Total	29,276,700	28,576,000	28,576,000	31,933,000
Appropriation by Activity				
Transportation & Infrastructure	3,290,600	2,863,000	2,863,000	5,742,000
Public Waterfront	352,000	90,000	90,000	140,000
Water System	4,191,000	3,745,000	3,745,000	3,998,000
Public Safety	1,440,300	1,415,000	1,415,000	2,785,000
Parks & Open Space	1,781,000	2,187,000	2,187,000	1,659,000
Economic Development	3,602,000	4,679,000	4,679,000	3,027,000
Arts & Culture	527,000	0	0	0
Public Facilities	433,000	1,074,000	1,074,000	430,000
Municipal Facilities	5,810,000	4,322,000	4,322,000	5,252,000
Business Equipment	1,071,000	1,810,000	1,810,000	1,861,000
Non-Public Safety Fleet	6,778,800	6,391,000	6,391,000	7,039,000
Total	29,276,700	28,576,000	28,576,000	31,933,000

CAPITAL EXPENSE DEBT SERVICE

Principal payments consist of annual installment payments on long-term borrowing (Serial Bonds) and short-term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget	Budget	
	<u>2016-17</u>	<u>2017-18</u>	Change
Serial Bonds	25,515,000	23,411,300	-2,103,700
Bond Anticipation Notes	2,270,000	6,810,000	4,540,000
Total	27,785,000	30,221,300	2,436,300

Interest Payment consists of annual payments of interest on long-term borrowing (Serial Bonds) and short-term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget	Budget	
	<u>2016-17</u>	<u>2017-18</u>	Change
Serial Bonds	7,128,100	5,984,600	-1,143,500
Bond Anticipation Notes	895,200	1,416,400	521,200
Total	8,023,300	7,401,000	-622,300

The following table illustrates the actual rates on borrowing contracted by the City during 2017-18. Rates vary with the type of borrowing, size of the issue, and general market conditions.

<u>Date</u>	Type of Issue	Interest Rate
Aug. 2016	BAN	2.00
Mar 2017	BAN	2.25
	Statement of Indebtedness -	June 30, 2017

Category	Bonds	<u>Notes</u>	<u>Total</u>
General	98,980,799	53,505,550	152,486,349
Sewer*	352,453	0	352,453
Water	44,376,347	12,247,450	56,623,797
School	118,020,401	31,566,000	149,586,401
School - RJSCB	<u>0</u>	32,000,000	32,000,000
	261,730,000	129,319,000	391,049,000

Less: Items not subject to Constitutional Limit:	
-Sewer (partial)	0
-Water	56,623,797
-School RJSCB	32,000,000
Constitutional Debt	<u>302,425,203</u>
Constitutional Debt Limit	571,280,015
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	268,854,812

CAPITAL EXPENSE DEBT SERVICE

Bond Debt to Maturities (Principal, All funds) As of June 30, 2017

Fiscal Year	City	<u>School</u>	Total
2017-18	23,411,201	18,983,799	42,395,000
2018-19	21,759,104	17,835,896	39,595,000
2019-20	18,144,294	17,130,706	35,275,000
2020-21	15,995,000	15,700,000	31,695,000
2021-22	13,110,000	11,715,000	24,825,000
2022-23	12,190,000	10,050,000	22,240,000
2023-24	11,440,000	7,290,000	18,730,000
2024-25	10,345,000	5,390,000	15,735,000
2025-26	5,675,000	3,815,000	9,490,000
2026-27	4,810,000	2,975,000	7,785,000
2027-28	3,020,000	2,825,000	5,845,000
2028-29	2,115,000	2,030,000	4,145,000
2029-30	985,000	1,230,000	2,215,000
2030-31	575,000	1,050,000	1,625,000
2031-32	135,000		135,000
Total	\$143,709,599	\$118,020,401	\$261,730,000

CAPITAL EXPENSE DEBT SERVICE EXPENDITURE SUMMARY

	Actual 2015-16	Estimated <u>2016-17</u>	Amended <u>2016-17</u>	Proposed <u>2017-18</u>
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	39,400	39,400	39,400	39,400
Other	37,552,854	35,768,900	35,768,900	37,582,900
Total	37,592,254	35,808,300	35,808,300	37,622,300
Appropriation by Activity				
Principal Payment	28,514,627	27,785,000	27,785,000	30,221,300
Interest Payment	9,077,627	8,023,300	8,023,300	7,401,000
Total	37,592,254	35,808,300	35,808,300	37,622,300

CAPITAL EXPENSE CIP DOCUMENT NOTES

This CIP Document Notes section shows two things. First, an errata and addendum section makes corrections to the document published May 1, 2017. 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 2017-18 levels throughout the five-year period. The May 1, 2017 version of the CIP concludes this section of the budget.

ERRATA & ADDENDUM

Errata & Addendum that follow are changes and corrections should be made to the May 1, 2017 version of the CIP: all amounts (000s):

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
Highland Reservoir L	T2 Compliance	<u>e</u>				
Water Debt	0	0	0	300	7,800	8,100
Home Ownership						
General Cash	0	400	400	400	400	1,600
Focused Investment						
CDBG	500	0	0	0	0	500
Police Body Worn Ca	ameras					
General Cash	0	0	236	296	296	828
Frederick Douglass (Community_Lib	rary				
Library Cash	0	0	0	0	0	0

CAPITAL EXPENSE TAX RATES

	TAX R	ATES FOR DEB	ST SERVICE			
- (Acco)	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	2020-21	<u>2021-22</u>	<u>Total</u>
Expense (\$000)						
Existing Debt	37,622.3	40,040.1	39,725.7	41,748.9	42,888.6	202,025.6
New Program		<u>1,482.8</u>	<u>5,830.8</u>	10,865.8	16,136.8	<u>34,316.2</u>
	37,622.3	41,522.9	45,556.5	52,614.7	59,025.4	236,341.8
Revenue (\$000)						
Premium and Interest Fund	3,500.0	3,500.0	3,500.0	3,500.0	3,500.0	17,500.0
Federal Interest Subsidy	74.9					74.9
CHIPS	4,319.2	3,784.2	3,784.2	3,784.2	3,784.2	19,456.0
Fed. Transportation Reimb.	25.0	25.0	25.0	25.0	25.0	125.0
Enterprise Funds	14,148.3	16,169.3	16,674.7	17,341.1	17,685.8	82,019.2
	22,067.4	23,478.5	23,983.9	24,650.3	24,995.0	119,175.1
ax Revenue Required (\$000)	15,554.9	18,044.4	21,572.6	27,964.4	34,030.4	117,166.7
Fax Reserve	733.0	<u>850.3</u>	1,016.5	1,317.7	1,603.5	-32,532.5
Fax Levy Required (\$000)	16,287.9	18,894.7	22,589.1	29,282.1	35,633.9	84,634.2
Fax Rate per \$1,000 Assessed Value						
Homestead	1.71	1.99	2.38	3.08	3.75	
Non-Homestead	3.68	4.27	5.11	6.62	8.06	
	TAX F	RATES FOR CAS	SH CAPITAL			
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	2021-22	Total
Expense (\$000)						
General Cash Capital	13,060.0	29,760.0	28,056.0	26,716.0	21,980.0	119,572.0
Animal Cash Capital	258.0	15.0	15.0	15.0	15.0	318.0
Library Cash Capital	148.0	702.0	226.0	813.0	271.0	2,160.0
Local Works Cash Capital	4,246.0	7,047.0	7,329.0	5,979.0	5,279.0	29,880.0
Water Cash Capital	5,969.0	5,818.0	6,212.0	6,158.0	4,914.0	29,071.0
War Memorial Cash Capital	277.0	140.0	790.0	444.0	140.0	1,791.0
Parking Cash Capital	2,059.0	1,653.0	1,246.0	750.0	750.0	6,458.0
Public Market Cash Capital	46.0	78.0	50.0	52.0	54.0	280.0
Cemetery Cash Capital	370.0	1,212.0	1,234.0	1,319.0	1,175.0	5,310.0
Refuse Cash Capital	5,500.0	2,221.0	1,439.0	1,845.0	6,509.0	17,514.0
	31,933.0	48,646.0	46,597.0	44,091.0	41,087.0	212,354.0
Revenue (\$000)						
CHIPS	706.0	706.0	706.0	706.0	706.0	3,530.0
Traffic Shares	144.0	144.0	144.0	144.0	144.0	720.0
Miscellaneous	271.0	5.0	5.0	5.0	5.0	291.0
Enterprise Funds	17,774.0	16,739.0	16,226.0	14,732.0	17,452.0	82,923.0
	18,895.0	17,594.0	17,081.0	15,587.0	18,307.0	87,464.0
ax Revenue Required (\$000)	13,038.0	31,052.0	29,516.0	28,504.0	22,780.0	124,890.0
Tax Reserve	614.4	1,463.2	1,390.8	1,343.1	1,073.4	5,884.9
Fax Levy Required (\$000)	13,652.4	32,515.2	30,906.8	29,847.1	23,853.4	130,774.9
Fax Rate per \$1,000 Assessed Value						
Homestead	1.44	3.42	3.25	3.14	2.51	
Non-Homestead	3.09	7.35	6.99	6.75	5.40	



Capital Improvement Program

2017-18 City of Rochester, New York May 1, 2017

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large) President

Carolee A. Conklin (At-Large) Matt Haag (At-Large) Adam C. McFadden (South District) Dana Miller (At-Large) Jacklyn Ortiz (At-Large) Molly Clifford (Northwest District) Michael A. Patterson (Northeast District) Elaine M. Spaull (East District)

Mayor Lovely A. Warren

Deputy Mayor Dr. Cedric Alexander

Office of Management & Budget Christopher M. Wagner, Director of Management & Budget

Staff

John Fornof, Management & Budget

TABLE OF CONTENTS

Financial Summary	Section
Introduction Summary by Funding Source Summary by Category Summary by Department	i A B C
Program by Category	
Transportation Public Waterfront	1 2
Water System	3
Public Safety Parks and Open Space	4 5
Economic Development	6
Arts and Culture	7
Public Facilities Municipal Facilities	8 9
Business Equipment	10
Non Public Safety Fleet	11

INTRODUCTION

CAPITAL EXPENDITURES

The Capital Improvement Program (CIP) is a financing plan for the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in the capital program, a project or item must be consistent with the definition of capital object or purpose included in Section 11 of the New York State Local Finance Law.

The financing of capital projects may occur through three means. First, a direct appropriation may be made; this type of appropriation is known as cash capital. Second, funds for projects may be obtained through the issuance of bonds and notes, two forms of debt. The subsequent repayment of this debt and related interest costs is called debt service. Funding for repayment of debt is included in the Debt Service allocation of the annual operating budget. Third, full or partial funding for some projects is obtained from outside agencies.

CIP DOCUMENT

This document represents a five-year capital investment program organized in three parts.

The first part is a financial summary overview of the recommended program. Categories, funding sources and Departments are summarized in this section.

The second part presents the project detail organized by eleven functional program types: Transportation (T), Public Waterfront (O), Water System (W), Public Safety (P), Parks and Open Space (S), Economic Development, Arts (E) and Culture (A), Public Facilities (F), Municipal Facilities (M), Business Equipment (B), and Non-Public Safety Fleet (N). Each of these types is further divided into Categories (e.g. E-1 Downtown Development). Categories may contain one or more projects (e.g. E-1 Center City Beautification, Midtown Redevelopment III).

Each program type is prefaced by a narrative description, a listing of new programs, and program changes.

Each project is described along with its cost and funding source for each year of the plan.

The third part contains appendices listing funding, program and departmental detail.

FY 2018-22	SUMMARY BY FUNDING SOURCE (000s)							
CAPITAL IMPROVEMENT PROGRAM	2017-18	2018-19	2019-20	2020-21	2021-22	Total		
CDBG	1,950	1,255	1,255	1,255	1,255	6,970		
Monroe County Traffic	144	229	195	357	143	1,068		
Federal	6,386	9,563	10,166	7,976	0	34,091		
General Debt	16,792	23,790	22,201	20,554	12,710	96,047		
Library Debt	0	1,391	0	0	1,256	2,647		
Refuse Debt	0	832	3,000	0	0	3,832		
Local Works Debt	0	831	0	0	0	831		
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000		
New York State	622	13,472	10,198	3,000	0	27,292		
Parking Debt	1,185	980	1,775	1,078	6,400	11,418		
Private	0	20	0	0	0	20		
Water Debt	4,656	3,745	5,817	17,686	12,708	44,612		
Animal Control Cash Capital	258	15	15	15	15	318		
General Cash Capital	12,916	29,531	27,861	26,359	21,837	118,504		
Cemetery Cash Capital	370	1,212	1,234	1,319	1,175	5,310		
Library Cash Capital	148	702	226	813	271	2,160		
Local Works Cash Capital	4,246	7,047	7,329	5,979	5,279	29,880		
Parking Cash Capital	2,059	1,653	1,246	750	750	6,458		
Public Market Cash Capital	46	78	50	52	54	280		
Refuse Cash Capital	5,500	2,221	1,439	1,845	6,509	17,514		
Water Cash Capital	5,969	5,818	6,212	6,158	4,914	29,071		
War Memorial Cash Capital	277	140	790	444	140	1,791		
Grand Total	64,524	105,525	102,009	96,640	76,416	445,114		

FY 2018-22		Categor					
CAPITAL IMPROVEMENT PROGRAM		<u>2017-18</u>	•	<u>2019-20</u>	•	<u>2021-22</u>	TOTAL
Arts & Culture							
General Cash Capital		0	150	150	150	150	600
Arts & Culture	Total	0	150	150	150	150	600
Business Equipment							
Cemetery Cash Capital		40	40	40	45	45	210
General Cash Capital		1,412	2,516	2,587	2,885	2,834	12,234
Library Cash Capital		10	120	30	70	65	295
Local Works Cash Capital		20	25	26	26	27	124
Refuse Cash Capital		235	246	252	258	265	1,256
War Memorial Cash Capital		70	70	70	70	70	350
Water Cash Capital		74	115	98	87	89	463
Business Equipment	Total	1,861	3,132	3,103	3,441	3,395	14,932
Economic Development							
CDBG		1,700	1,200	1,200	1,200	1,200	6,500
Federal		174	1,793	0	0	0	1,967
General Cash Capital		3,027	8,391	8,868	7,552	6,309	34,147
General Debt		3,850	4,825	1,150	900	0	10,725
New York State		0	500	0	0	0	500
Private		0	20	0	0	0	20
Economic Development	Total	8,751	16,729	11,218	9,652	7,509	53,859

Category Summary 2018-22 CII	P	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Municipal Facilities							
Animal Control Cash Capital		243	0	0	0	0	243
General Cash Capital		1,878	3,850	3,519	3,479	1,719	14,445
General Debt		3,534	8,401	2,653	3,484	2,337	20,409
Library Cash Capital		138	582	196	743	206	1,865
Library Debt		0	1,391	0	0	1,256	2,647
Local Works Cash Capital		81	185	1,202	499	86	2,053
Local Works Debt		0	831	0	0	0	831
New York State		500	0	698	0	0	1,198
Parking Cash Capital		2,059	1,595	1,150	750	750	6,304
Parking Debt		1,185	980	1,775	1,078	6,400	11,418
Refuse Cash Capital		381	491	990	499	86	2,447
Refuse Debt		0	832	3,000	0	0	3,832
Water Cash Capital		472	43	43	739	5	1,302
Municipal Facilities	Total	10,471	19,181	15,226	11,271	12,845	68,994
Non-Public Safety Fleet							
Cemetery Cash Capital		20	167	154	199	20	560
General Cash Capital		455	2,588	1,299	1,572	612	6,526
Local Works Cash Capital		292	2,393	1,536	768	355	5,344
Parking Cash Capital		0	58	96	0	0	154
Public Market Cash Capital		0	30	0	0	0	30
Refuse Cash Capital		4,884	1,484	197	1,088	6,158	13,811
War Memorial Cash Capital		37	0	0	0	0	37
Water Cash Capital		1,351	757	789	836	124	3,857
Non-Public Safety Fleet	Total	7,039	7,477	4,071	4,463	7,269	30,319

Category Summary 2018-22 CI	P	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Parks and Open Space							
CDBG		200	0	0	0	0	200
Cemetery Cash Capital		310	1,005	1,040	1,075	1,110	4,540
Federal		1,100	0	0	0	0	1,100
General Cash Capital		1,303	2,221	2,599	2,088	2,133	10,344
General Debt		250	0	0	2,400	3,200	5,850
New York State		22	7,106	6,500	0	0	13,628
Public Market Cash Capital		46	48	50	52	54	250
Parks and Open Space	Total	3,231	10,380	10,189	5,615	6,497	35,912
Public Facilities							
General Cash Capital		260	658	260	262	264	1,704
General Debt		1,232	1,368	2,472	870	0	5,942
War Memorial Cash Capital		170	70	720	374	70	1,404
Public Facilities	Total	1,662	2,096	3,452	1,506	334	9,050
Public Safety							
Animal Control Cash Capital		15	15	15	15	15	75
CDBG		50	55	55	55	55	270
General Cash Capital		2,770	6,285	5,721	6,389	4,756	25,921
General Debt		2,600	0	0	0	0	2,600
Public Safety	Total	5,435	6,355	5,791	6,459	4,826	28,866
Public Waterfront							
General Cash Capital		140	165	55	40	512	912
General Debt		0	1,400	5,900	0	0	7,300
New York State		0	1,330	1,700	3,000	0	6,030
Public Waterfront	Total	140	2,895	7,655	3,040	512	14,242

Category Summary 2018-22	СІР	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Transportation & Infrast	ructure						
Federal		5,112	7,770	10,166	7,976	0	31,024
General Cash Capital		1,671	2,707	2,803	1,942	2,548	11,671
General Debt		5,326	7,796	10,026	12,900	7,173	43,221
Local Works Cash Capital		3,853	4,444	4,565	4,686	4,811	22,359
Monroe County		1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic		144	229	195	357	143	1,068
New York State		100	4,536	1,300	0	0	5,936
Water Cash Capital		74	162	276	150	210	872
Water Debt		3,256	1,893	748	5,948	793	12,638
Transportation &	Total	20,536	30,537	31,079	34,959	16,678	133,789
Water System							
Water Cash Capital		3,998	4,741	5,006	4,346	4,486	22,577
Water Debt		1,400	1,852	5,069	11,738	11,915	31,974
Water System	Total	5,398	6,593	10,075	16,084	16,401	54,551
	Grand Total	64,524	105,525	102,009	96,640	76,416	445,114

FY 2018-22 CAPITAL IMPROVEMENT	-	Departr	nent	Sun	ımar	У		
PROGRAM		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL	
Administration								
General Cash Capital		5	155	155	155	155	625	
Parking Cash Capital		2,059	1,395	750	750	750	5,704	
Parking Debt		1,185	980	1,775	1,078	1,500	6,518	
Administration	Total	3,249	2,530	2,680	1,983	2,405	12,847	
Emergency Communications Department								
General Cash Capital		70	70	70	105	70	385	
Emergency Communications	Total	70	70	70	105	70	385	

Department Summary 2018-22 (CIP	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Environmental Services							
Animal Control Cash Capital		243	0	0	0	0	243
Cemetery Cash Capital		370	1,212	1,234	1,319	1,175	5,310
Federal		6,386	9,563	10,166	7,976	0	34,091
General Cash Capital		5,376	12,227	10,565	9,393	8,052	45,613
General Debt		11,192	22,790	21,201	19,554	12,710	87,447
Library Cash Capital		0	392	0	0	0	392
Library Debt		0	1,391	0	0	1,256	2,647
Local Works Cash Capital		4,246	7,047	7,329	5,979	5,279	29,880
Local Works Debt		0	831	0	0	0	831
Monroe County		1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic		144	229	195	357	143	1,068
New York State		122	13,472	10,198	3,000	0	26,792
Parking Cash Capital		0	258	496	0	0	754
Parking Debt		0	0	0	0	4,900	4,900
Private		0	20	0	0	0	20
Public Market Cash Capital		0	30	0	0	0	30
Refuse Cash Capital		5,500	2,221	1,439	1,845	6,509	17,514
Refuse Debt		0	832	3,000	0	0	3,832
War Memorial Cash Capital		277	140	790	444	140	1,791
Water Cash Capital		5,969	5,818	6,212	6,158	4,914	29,071
Water Debt		4,656	3,745	5,817	17,686	12,708	44,612
Environmental Services	Total	45,481	83,218	79,642	74,711	58,786	341,838
Fire							
CDBG		50	55	55	55	55	270
General Cash Capital		1,475	4,123	3,336	4,004	2,249	15,187
General Debt		2,600	0	0	0	0	2,600
Fire	Total	4,125	4,178	3,391	4,059	2,304	18,057
Information Technology							
General Cash Capital		1,090	1,940	1,770	1,970	2,070	8,840
Information Technology	Total	1,090	1,940	1,770	1,970	2,070	8,840

Department Summary 2018-22 CIP		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Library							
Library Cash Capital		148	310	226	813	271	1,768
New York State		500	0	0	0	0	500
Library	Total	648	310	226	813	271	2,268
Neighborhood Business Dev	velopment						
CDBG		1,700	1,200	1,200	1,200	1,200	6,500
General Cash Capital		2,635	7,365	8,165	6,865	5,365	30,395
General Debt		2,000	0	0	0	0	2,000
Neighborhood Business	Total	6,335	8,565	9,365	8,065	6,565	38,895
Police							
Animal Control Cash Capita	1	15	15	15	15	15	75
General Cash Capital		1,484	2,657	2,891	2,951	2,953	12,936
General Debt		1,000	1,000	1,000	1,000	0	4,000
Police	Total	2,499	3,672	3,906	3,966	2,968	17,011
Recreation & Youth Servic	es						
CDBG		200	0	0	0	0	200
General Cash Capital		781	994	909	916	923	4,523
Public Market Cash Capital		46	48	50	52	54	250
Recreation & Youth Service	s Total	1,027	1,042	959	968	977	4,973
	Grand Total	64,524	105,525	102,009	96,640	76,416	445,114

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

New Projects

T-1 Arterial Improvements

Comprehensive Access and Mobility Plan added.

T-6 Street Lighting System

LED Installation and Pole Replacement added.

Project Changes

T-1 Arterial Improvements

- State Street (Basin Street to Inner Loop) delayed to 2018-19 in conjunction with Federal request.
- Waring Road (Culver Road to Norton Street) delayed to FY23 in conjunction with Federal request.

T-7 Bridges and Structures

Dent-de Rennes Rehabilitation shifts to 2018-19 in conjunction with New York State request.

Capital Improvement Program

T-1 Arterial Improvements

131K Broadway (South Union to Goodman St South)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	310	0	0	0	310
General Debt	0	0	0	834	0	834
Monroe County	0	800	1,000	1,000	1,000	3,800
Water Cash Capital	0	19	0	0	0	19
Water Debt	0	0	0	1,424	0	1,424
	0	1,129	1,000	3,258	1,000	6,387

131K Genesee St (Genesee Park Blvd to Brooks Ave)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting. Monroe County 131K Street.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	105	0	105
Water Cash Capital	0	0	54	0	0	54
	0	0	54	105	0	159

131K South Avenue (Elmwood Avenue to Bellvue Drive)

Elmwood Avenue (Mt. Hope Ave. to South Avenue)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	1,761	0	0	0	0	1,761
Monroe County	1,000	200	0	0	0	1,200
Water Debt	2,551	0	0	0	0	2,551
	5,312	200	0	0	0	5,512

Capital Improvement Program

Comprehensive Access and Mobility Plan

Advancing the current comprehensive plan by developing a muti-model transportation component.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	175	0	0	0	0	175
General Cash Capital	25	0	0	0	0	25
	200	0	0	0	0	200

Dewey Avenue

Felix Street to Emerson Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	0	228	926	4,118	0	5,272
General Cash Capital	0	57	232	0	0	289
General Debt	0	0	0	1,030	0	1,030
Water Debt	0	216	0	1,438	0	1,654
	0	501	1,158	6,586	0	8,245

Genesee Park Boulevard

Brooks Avenue to Genesee Street

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	0	678	678
Monroe County Traffic	0	0	0	0	5	5
Water Cash Capital	0	0	0	0	58	58
	0	0	0	0	741	741

Capital Improvement Program

Mt. Hope Avenue Phase II

Raleigh Street to Erie Canal

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	666	4,176	0	0	0	4,842
General Cash Capital	61	0	0	0	0	61
General Debt	0	1,232	0	0	0	1,232
Monroe County Traffic	0	89	0	0	0	89
Water Debt	0	626	0	0	0	626
	727	6,123	0	0	0	6,850

Seneca Avenue

Norton Street to E. Ridge Road

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	414	0	0	414
General Debt	0	0	0	2,757	0	2,757
Monroe County Traffic	0	0	39	223	0	262
Water Cash Capital	0	0	22	0	0	22
Water Debt	0	0	0	145	0	145
	0	0	475	3,125	0	3,600

Street Planning & Design

Staff time for design and construction of street improvement program.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	0	70	77	77	77	301
	200	270	277	277	277	1,301

Capital Improvement Program

State Street

Basin Street to Inner Loop

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	0	170	377	3,858	0	4,405
General Cash Capital	0	56	125	0	0	181
General Debt	0	0	0	1,286	0	1,286
Water Debt	0	325	0	2,171	0	2,496
	0	551	502	7,315	0	8,368

	2
-	1.

Street Rehabilitation

East Main Street

Goodman Street and Culver Road

Reconstruct East Main Street between Goodman Street and Culver Road.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	240	506	4,367	0	0	5,113
General Cash Capital	20	261	227	0	0	508
General Debt	0	0	2,080	0	0	2,080
New York State	100	86	1,300	0	0	1,486
Water Cash Capital	0	0	44	0	0	44
	360	853	8,018	0	0	9,231

Milling & Resurfacing Program

Milling and resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	200	250	250	250	250	1,200
General Debt	2,000	2,655	2,735	2,817	2,901	13,108
Monroe County Traffic	68	70	72	74	76	360
Water Cash Capital	67	69	71	73	75	355
	2,335	3,044	3,128	3,214	3,302	15,023

Capital Improvement Program

Pavement Preventive

Milling and resurfacing pavement depth, spot curb repairs, spot sidewalk repairs inclusive of brick pavers, repair the crosswalks, repair existing receiving basins, and adjust water valves.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	4,031	2,690	4,496	0	0	11,217
General Debt	0	668	1,129	0	0	1,797
Monroe County Traffic	22	14	26	0	0	62
Water Cash Capital	7	4	8	0	0	19
	4,060	3,376	5,659	0	0	13,095

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	200	250	250	250	250	1,200
General Debt	1,300	2,902	2,989	3,079	3,171	13,441
Monroe County Traffic	54	56	58	60	62	290
Water Debt	705	726	748	770	793	3,742
	2,259	3,934	4,045	4,159	4,276	18,673

T-3

Street Surface Treatment

Street Treatment

Rehabilitation of residential, collector, and arterial streets. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	99	102	105	108	414
Local Works Cash Capital	1,040	1,070	1,104	1,137	1,171	5,522
	1,040	1,169	1,206	1,242	1,279	5,936

Capital Improvement Program

 T-4
 Traffic

 Traffic Calming
 Design and construction of features that improve conditions for non-motorized street users such as speed humps, bump-outs, medians, striping, etc.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	207	213	219	226	865
	0	207	213	219	226	865

T-5

Sidewalk Maintenance

Hazardous Sidewalk Remediation Standard Allocation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Local Works Cash Capital	2,500	3,052	3,129	3,208	3,289	15,178
	2,500	3,052	3,129	3,208	3,289	15,178

Sidewalk Ramp Installation

Standard Allocation

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Local Works Cash Capital	313	322	332	341	351	1,659
	313	322	332	341	351	1,659

T-6

Street Lighting System

LED Installation and Pole Replacement

Residential fixtures and poles.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	0	750	750	750	2,250
	0	0	750	750	750	2,250

Capital Improvement Program

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	40	82	84	86	88	380
	40	82	84	86	88	380

Street Lighting

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	200	200	200	200	800
	0	200	200	200	200	800

Street Lighting - Standard Allocation

Replacement, upgrades and improvement of poles and luminaries.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	135	139	143	147	151	715
	135	139	143	147	151	715

Street Lighting Improvements -RGE System Separation

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	130	0	0	0	0	130
	130	0	0	0	0	130

Capital Improvement Program

T-7

Bridges and Structures

Bridge Underpass

General underpass improvements at various locations throughout the City including cleaning, painting, lighting upgrades, vehicular/pedestrian safety improvements, concrete repairs, leakage/drainage improvements and landscaping upgrades.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	50	250	0	0	0	300
	50	250	0	0	0	300

Bridges - Standard Allocation

Repairing, painting and cleaning of selected bridges including design services.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	400	685	706	727	748	3,266
	400	685	706	727	748	3,266

Pont-de Rennes Rehabilitation

Structural improvements to extend the life of bridge.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	475	0	0	0	0	475
New York State	0	4,450	0	0	0	4,450
	475	4,450	0	0	0	4,925

	Summary of Funding by Program: Transportation								
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>		
T-1	Arterial Improvements								
	Federal	841	4,574	1,303	7,976	0	14,694		
	General Cash Capital	286	623	971	305	878	3,063		
	General Debt	1,761	1,232	0	5,907	0	8,900		
	Monroe County	1,000	1,000	1,000	1,000	1,000	5,000		
	Monroe County Traffic	0	89	39	223	5	356		
	Water Cash Capital	0	89	153	77	135	454		
	Water Debt	2,551	1,167	0	5,178	0	8,896		
		6,439	8,774	3,466	20,666	2,018	41,363		
T-2	Street Rehabilitation								
	Federal	4,271	3,196	8,863	0	0	16,330		
	General Cash Capital	420	761	727	500	500	2,908		
	General Debt	3,300	6,225	8,933	5,896	6,072	30,426		
	Monroe County Traffic	144	140	156	134	138	712		
	New York State	100	86	1,300	0	0	1,486		
	Water Cash Capital	74	73	123	73	75	418		
	Water Debt	705	726	748	770	793	3,742		
		9,014	11,207	20,850	7,373	7,578	56,022		
Т-3	Street Surface Treatment								
	General Cash Capital	0	99	102	105	108	414		
	Local Works Cash Cap	1,040	1,070	1,104	1,137	1,171	5,522		
		1,040	1,169	1,206	1,242	1,279	5,936		
T-4	Traffic								
	General Cash Capital	0	207	213	219	226	865		
		0	207	213	219	226	865		

		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
T-5	Sidewalk Maintenance						
	Local Works Cash Cap	2,813	3,374	3,461	3,549	3,640	16,837
		2,813	3,374	3,461	3,549	3,640	16,837
T-6	Street Lighting System						
	General Cash Capital	40	82	84	86	88	380
	General Debt	265	339	1,093	1,097	1,101	3,895
		305	421	1,177	1,183	1,189	4,275
T-7	Bridges and Structures						
	General Cash Capital	925	935	706	727	748	4,041
	New York State	0	4,450	0	0	0	4,450
		925	5,385	706	727	748	8,491

TRANSPORTATION TOTALS

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	<u>2017-18</u>	<u>2018-2019</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
Federal	5,112	7,770	10,166	7,976	0	31,024
General Cash Capital	1,671	2,707	2,803	1,942	2,548	11,671
General Debt	5,326	7,796	10,026	12,900	7,173	43,221
Local Works Cash Capital	3,853	4,444	4,565	4,686	4,811	22,359
Monroe County	1,000	1,000	1,000	1,000	1,000	5,000
Monroe County Traffic	144	229	195	357	143	1,068
New York State	100	4,536	1,300	0	0	5,936
Water Cash Capital	74	162	276	150	210	872
Water Debt	3,256	1,893	748	5,948	793	12,638
	20,536	30,537	31,079	34,959	16,678	133,789

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's waterfronts.

New Projects

O-1 Port of Rochester

- □ Harbor Management Plan added.
- Detten Street Car Top Launch added.

O-3 Genesee River

□ West River Wall Phase III in 2019-20.

Project Changes

O-5 Boat Launch Relocation

□ Riverfront Development III construction is delayed to 2021-22.

O-6 Transient Marina Development

□ Transient Marina Facilities Phase II is delayed to 2021-22.

Capital Improvement Program

PUBLIC WATERFRONT

0-1	Port of Rochester

Harbor Management Plan

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	15	0	0	15
	0	0	15	0	0	15

Petten Street Car Top Launch

Design/construction

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	20	0	0	0	0	20
	20	0	0	0	0	20

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	25	50	25	25	25	150
	25	50	25	25	25	150

River Street Marina

Improvements, repairs, rehabilitation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75
River Street Roadway & Trail Connector						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	550	0	0	0	550
	0	550	0	0	0	550

Capital Improvement Program



Design/construction for reuse.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	30	100	0	0	0	130
	30	100	0	0	0	130

O-2

Lake Ontario

Durand Eastman Beach Improvements

Construction of bathhouse and shelter.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
New York State	0	480	1,700	3,000	0	5,180
	0	480	1,700	3,000	0	5,180

0-3

Erie Harbor Enhancements Phase II

Genesee River

Landscape enhancements, walks, and park amenities, including the restoration of the river railing and spot repair of existing pavements at the East River Wall.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	50	0	0	0	0	50
General Debt	0	850	0	0	0	850
New York State	0	850	0	0	0	850
	50	1,700	0	0	0	1,750

West River Wall Phase III

Ford Stret Bridge to Erie Lakawanna Bridge

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	0	5,900	0	0	5,900
	0	0	5,900	0	0	5,900

2017-18 TO 2021-22 Capital Improvement Program

O-6

Transient Marina Development

Transient Marina Facilities Phase II

Design and construction.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	0	472	472
	0	0	0	0	472	472

Summary of Funding by Program: Public Waterfront							
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
0-1	Port of Rochester						
	General Cash Capital	90	165	55	40	40	390
	General Debt	0	550	0	0	0	550
		90	715	55	40	40	940
0-2	Lake Ontario						
	New York State	0	480	1,700	3,000	0	5,180
		0	480	1,700	3,000	0	5,180
0-3	Genesee River						
	General Cash Capital	50	0	0	0	0	50
	General Debt	0	850	5,900	0	0	6,750
	New York State	0	850	0	0	0	850
		50	1,700	5,900	0	0	7,650
0-6	Transient Marina Development						
	General Cash Capital	0	0	0	0	472	472
		0	0	0	0	472	472
DUDI							
FUB	LIC WATERFRONT TOTALS	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
C	General Cash Capital	140	165	55	40	512	912
C	General Debt	0	1,400	5,900	0	0	7,300
N	New York State	0	1,330	1,700	3,000	0	6,030
		140	2,895	7,655	3,040	512	14,242

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

New Projects

W-1 Distribution System

□ Lead Service Replacement added.

W-2 Water Supply Structures

- Cobbs Hill Reservoir LT2 Compliance added in 2021-22.
- □ Highland Reservoir LT2 Compliance is added in 2020-21.

Project Changes

- A number of items previously aggregated are presented in detail in an effort to emphasize individual projects, particularly with regard to maintenance of structures and major equipment.
- □ The programs for infrastructure support continue at planned levels.
- Water Main Cleaning & Lining & Water Main Extensions Programs combine into Distribution System Water Main Renewal Program.

Capital Improvement Program

WATER SYSTEM

W-1	Distribution System

Bridge and River Crossings

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	0	0	600	0	0	600
	0	0	600	0	0	600

Distribution System Vault Rehabilitation

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	0	450	0	0	0	450
	0	450	0	0	0	450

Distribution System Water Main Renewal

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	1,586	1,602	1,654	1,707	1,762	8,311
Water Debt	0	1,037	2,679	2,765	2,853	9,334
	1,586	2,639	4,333	4,472	4,615	17,645

Holly System

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	125	129	133	137	142	666
	125	129	133	137	142	666

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	526	543	560	578	596	2,803
	526	543	560	578	596	2,803

Lead Service Replacement

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Debt	500	515	530	546	562	2,653
	500	515	530	546	562	2,653

Water Meter Replacement Program

Replacement and modernization of water meters.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	743	767	791	816	842	3,959
	743	767	791	816	842	3,959

Water Security

Securing Water facilities by facility upgrade and access control.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	83	85	88	91	94	441
	83	85	88	91	94	441

W-2 Water Supply Structures

Cobbs Hill Fence Rehabilitation

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	0	0	60	0	0	60
Water Debt	0	0	930	0	0	930
	0	0	990	0	0	990

Cobbs Hill Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005. Design to be initiated in FY 22

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Debt	0	0	0	0	700	700
	0	0	0	0	700	700

Capital Improvement Program

Conduit Modernization

Modernization of City's water supply system.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Debt	900	300	930	8,127	0	10,257
	900	300	930	8,127	0	10,257

Conduit Valve & Vault Rehabilitation

Funding to support the repair and replacement of valves and vaults.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	100	103	106	109	113	531
	100	103	106	109	113	531

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	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL	
Water Cash Capital	420	665	550	500	516	2,651	
	420	665	550	500	516	2,651	

Filtration Plant Small Equipment Replacement

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	75	130	100	125	129	559
	75	130	100	125	129	559

Highland Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005. Design to be initiated in FY 21.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Debt	0	0	0	300	7,800	8,100
	0	0	0	300	7,800	8,100

Capital Improvement Program

Holly Station Related Renovations

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	80	0	90	0	0	170
	80	0	90	0	0	170

Laboratory and SCADA Equipment

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	50	50	50	52	53	255
	50	50	50	52	53	255

Upland Structures

Improvements to the sites, structures and systems.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	210	217	224	231	239	1,121
	210	217	224	231	239	1,121

	Summary of	Funding	g by Pr	ogram	: Wate	er Syst	em
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
W-1	Distribution System						
	Water Cash Capital	3,063	3,576	3,826	3,329	3,436	17,230
	Water Debt	500	1,552	3,209	3,311	3,415	11,987
		3,563	5,128	7,035	6,640	6,851	29,217
W-2	Water Supply Structures						
	Water Cash Capital	935	1,165	1,180	1,017	1,050	5,347
	Water Debt	900	300	1,860	8,427	8,500	19,987
		1,835	1,465	3,040	9,444	9,550	25,334
WAT	ER SYSTEM TOTALS						
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
V	Vater Cash Capital	3,998	4,741	5,006	4,346	4,486	22,577
V	Vater Debt	1,400	1,852	5,069	11,738	11,915	31,974
		5,398	6,593	10,075	16,084	16,401	54,551

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

PUBLIC SAFETY

The Public Safety category contains projects that improve the ability of Fire, Police and Emergency Communications Departments to carry out their mission of protecting the public. Equipment replacement is a major component of this category.

□ The programs for equipment and facilities support continue

New Projects

P-3 Small Equipment

□ Firehouse Equipment added.

Capital Improvement Program

PUBLIC SAFETY

P-1	Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	2,700	2,200	2,840	1,100	8,840
General Debt	2,600	0	0	0	0	2,600
	2,600	2,700	2,200	2,840	1,100	11,440

P-3

Small Equipment

Animal Services Equipment

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Animal Control Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75
Firehouse Equipment						
Repair work to facilities.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Police Equipment

Police small and SWAT equipment also including body armor, surveillance equipment.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	244	414	334	334	314	1,640
	244	414	334	334	314	1,640

Police Patrol Rifles

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	55	8	8	8	8	87
	55	8	8	8	8	87
Police Tasers						
Replace X2 tasers.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	81	81	81	81	81	405
	81	81	81	81	81	405

SCBA Replacement

Firefighter personal protection equipment

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	380	65	67	69	71	652
	380	65	67	69	71	652

Small Equipment - RFD

Scheduled replacement and new purchase of small fire suppression equipment as well as smoke detectors.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
CDBG	50	55	55	55	55	270
General Cash Capital	360	401	413	425	437	2,036
	410	456	468	480	492	2,306

Turnout Gear

An allocation for the provision of fire fighting apparel and related apparatus.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	360	370	382	394	406	1,912
	360	370	382	394	406	1,912

Capital Improvement Program

P-5 Technology

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	50	52	54	56	58	270
	50	52	54	56	58	270

P-6

Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	155	140	50	50	127	522
	155	140	50	50	127	522

P-7 Police Motor Equipment

Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	1,000	1,969	2,047	2,047	2,069	9,132
	1,000	1,969	2,047	2,047	2,069	9,132

P-8

Emergency Communications Motor Equipment

Emergency Communication Vehicles

Scheduled replacement of vehicles.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	35	35	35	35	35	175
	35	35	35	35	35	175

		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
P-1	Apparatus						
	General Cash Capital	0	2,700	2,200	2,840	1,100	8,840
	General Debt	2,600	0	0	0	0	2,600
		2,600	2,700	2,200	2,840	1,100	11,440
P-3	Small Equipment						
	Animal Control Cash Capital	15	15	15	15	15	75
	CDBG	50	55	55	55	55	270
	General Cash Capital	1,530	1,389	1,335	1,361	1,367	6,982
		1,595	1,459	1,405	1,431	1,437	7,327
P-5	Technology						
	General Cash Capital	50	52	54	56	58	270
		50	52	54	56	58	270
P-6	Fire Motor Equipment						
	General Cash Capital	155	140	50	50	127	522
		155	140	50	50	127	522
P-7	Police Motor Equipment						
	General Cash Capital	1,000	1,969	2,047	2,047	2,069	9,132
		1,000	1,969	2,047	2,047	2,069	9,132
P-8	Emergency Communications M	Aotor Equipm	nent				
	General Cash Capital	35	35	35	35	35	175
		35	35	35	35	35	175

PUBLIC SAFETY TOTALS

-

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>	
Animal Control Cash Capital	15	15	15	15	15	75	
CDBG	50	55	55	55	55	270	
General Cash Capital	2,770	6,285	5,721	6,389	4,756	25,921	
General Debt	2,600	0	0	0	0	2,600	
	5,435	6,355	5,791	6,459	4,826	28,866	

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

PARKS and OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

New Projects

S-1 Trail System

Eastman Trail is added.

S-4 Recreation

Recreation Building Security Enhancements is added.

S-6 Cemeteries

□ Mt. Hope Cemetery 1912 Chapel

S-7 Bicycle Enhancement

Bicycle Enhancements is added.

Project Changes

S-4 Recreation

- Charles Carroll Plaza & Genesee Crossroads Parking Garage shifts to 2018-19 in conjunction with New York State request.
- Genesee Valley Park West Improvements delayed to 2020-21.
- □ Martin Luther King Jr. Memorial Park Phase III delayed to 2019-20.

Capital Improvement Program

PARKS OPEN SPACE

S-1	Trail System

Eastman Trail Phase I

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	1,100	0	0	0	0	1,100
General Cash Capital	30	0	0	0	0	30
General Debt	250	0	0	0	0	250
	1,380	0	0	0	0	1,380

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	202	208	214	220	844
	0	202	208	214	220	844

S-2

Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	100	109	270	123	130	732
	100	109	270	123	130	732
Forestry Tree Program						
Planting and upkeep of City trees.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	400	836	861	886	912	3,895
	400	836	861	886	912	3,895

Capital Improvement Program

S-4 Recreation

Charles Carroll Plaza & Genesee Crossroads Parking Garage

Repair/replace of pavers and precast concrete panels, walkway modifications, upgrade landscaping, access ramps, railing and lighting upgrades. Including top slab repair and waterproofing to garage.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
New York State	0	6,500	6,500	0	0	13,000
	0	6,500	6,500	0	0	13,000

DRYS General Rehabilitation

Rehabilitation, renovation, repair and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	350	450	450	450	450	2,150
	350	450	450	450	450	2,150

Genesee Valley Park West Improvements

Design and construction of a new park drive, parking, trail connections, picnic shelters, basketball and tennis courts, and landscape enhancements.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	0	0	400	3,200	3,600
	0	0	0	400	3,200	3,600

Martin Luther King Jr. Memorial Park Phase IV

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main enterance, the amphitheater, the lawn and the berm area.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	400	0	0	400
General Debt	0	0	0	2,000	0	2,000
	0	0	400	2,000	0	2,400

Capital Improvement Program

Play Apparatus

Rehabilitation, renovation, repair, and replacement of recreation and parks facilities play apparatus.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
CDBG	200	0	0	0	0	200
General Cash Capital	200	200	200	200	200	1,000
	400	200	200	200	200	1,200
Recreation Building Securi	ty Enhand	cements				

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	200	0	0	0	0	200
	200	0	0	0	0	200

Statue & Monument Repair

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	107	110	113	116	446
	0	107	110	113	116	446

Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	189	100	102	105	496
	0	189	100	102	105	496

S-5

Public Market

Public Market Standard Allocation

Routine repair, replacement and renovation of facilities, systems, and structures.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Public Market Cash Capital	46	48	50	52	54	250
	46	48	50	52	54	250

Capital Improvement Program

S-6 Cemeteries

Cemeteries - Facilities

Standard allocation for the general upkeep of cemetery buildings.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Cemetery Cash Capital	30	35	40	45	50	200
	30	35	40	45	50	200

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	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Cemetery Cash Capital	130	140	150	160	170	750
	130	140	150	160	170	750

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Cemetery Cash Capital	150	330	350	370	390	1,590
	150	330	350	370	390	1,590

Cemetery Development

Allocation for the design and construction of new interment space.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Cemetery Cash Capital	0	500	500	500	500	2,000
	0	500	500	500	500	2,000

Mount Hope Cemetery 1912 Chapel

Level one priority stabilization of Chapel.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
New York State	0	479	0	0	0	479
	0	479	0	0	0	479

2017-18 TO 2021-22 Capital Improvement Program

S-7 Bicycle Enhancement

Bicycle Enhancements

Bicycle boulevards including the installation of pavement markings, directional signage, and traffic calming features.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	23	128	0	0	0	151
New York State	22	127	0	0	0	149
	45	255	0	0	0	300

S	Summary of Fund	ling by	Progra	am: Pa	rks and	d Oper	n Space
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
S-1	Trail System						
	Federal	1,100	0	0	0	0	1,100
	General Cash Capital	30	202	208	214	220	874
	General Debt	250	0	0	0	0	250
		1,380	202	208	214	220	2,224
S-2	Urban Forest						
	General Cash Capital	500	945	1,131	1,009	1,042	4,627
		500	945	1,131	1,009	1,042	4,627
S-4	Recreation						
	CDBG	200	0	0	0	0	200
	General Cash Capital	750	946	1,260	865	871	4,692
	General Debt	0	0	0	2,400	3,200	5,600
	New York State	0	6,500	6,500	0	0	13,000
		950	7,446	7,760	3,265	4,071	23,492
S-5	Public Market						
	Public Market Cash Capital	46	48	50	52	54	250
		46	48	50	52	54	250
S-6	Cemeteries						
	Cemetery Cash Capital	310	1,005	1,040	1,075	1,110	4,540
	New York State	0	479	0	0	0	479
		310	1,484	1,040	1,075	1,110	5,019

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		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>	
S-7	Bicycle Enhancement							
	General Cash Capital	23	128	0	0	0	151	
	New York State	22	127	0	0	0	149	
		45	255	0	0	0	300	

Summary of Funding by Program: Parks and Open Space

PARKS AND OPEN SPACE TOTALS

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
CDBG	200	0	0	0	0	200
Cemetery Cash Capital	310	1,005	1,040	1,075	1,110	4,540
Federal	1,100	0	0	0	0	1,100
General Cash Capital	1,303	2,221	2,599	2,088	2,133	10,344
General Debt	250	0	0	2,400	3,200	5,850
New York State	22	7,106	6,500	0	0	13,628
Public Market Cash Capital	46	48	50	52	54	250
	3,231	10,380	10,189	5,615	6,497	35,912

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

<u>E-1 Downtown Development</u>
 Downtown Development is added in 2017-18.

E-6 Environmental Compliance & Remediation

□ Funds are included for remediation of Emerson Street Landfill in 2018-19.

Project Changes

- E-1 Downtown Development
 - Main Street Streetscape & Pedestrian Wayfinding is extended to 2017-18 in conjunction with Federal request.

E-6 Environmental Compliance & Remediation

□ Remediation of Reynolds Street is extended to 2017-18.

Capital Improvement Program

E-1	Downtown Development
	Downtown Development

Downtown Development

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	500	750	750	750	750	3,500
	500	750	750	750	750	3,500

Main Street Streetscape & Pedestrian Wayfinding

Design and construction of a revitalized streetscape from St Paul Street/South Ave to State Street/Exchange

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Federal	174	1,793	0	0	0	1,967
General Cash Capital	84	0	0	0	0	84
General Debt	0	900	0	0	0	900
Private	0	20	0	0	0	20
	258	2,713	0	0	0	2,971

E-2

Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	58	60	62	64	66	310
	58	60	62	64	66	310

E-3 Neighborhood Development

Capital Improvement Program

Bull's Head

Land acquisition and commercial development.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	2,000	2,800	1,500	0	6,300
General Debt	2,000	0	0	0	0	2,000
	2,000	2,000	2,800	1,500	0	8,300

La Avenida Streetscape Improvements Phase III

Improvements from Norton Street to East Ridge Road including sidewalk replacement, stone curb replacement and resetting, brick pavement repair, and street tree improvements.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	0	250	250
General Debt	0	0	0	0	0	0
	0	0	0	0	250	250

E-4

Land Acquisition

Acquisition/Economic Development

Purchase land/sites for development or other purposes

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	500	500	500	500	500	2,500
	500	500	500	500	500	2,500

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
CDBG	1,200	1,200	1,200	1,200	1,200	6,000
General Cash Capital	250	750	750	750	750	3,250
	1,450	1,950	1,950	1,950	1,950	9,250

Capital Improvement Program

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 2017-18 2018-19 2019-20 2020-21 2021-22 T

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	250	616	641	623	628	2,758
General Debt	0	0	0	900	0	900
	250	616	641	1,523	628	3,658

Investigation and Remediation - Andrews Street

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	75	150	0	0	225
	0	75	150	0	0	225

Investigation and Remediation - Chili Avenue

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	225	0	0	0	225
	0	225	0	0	0	225

Investigation and Remediation - East Main Street

Subsurface soil and groundwater cleanup.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	50	0	0	0	50
	0	50	0	0	0	50

Investigation and Remediation - Emerson Street Landfill

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	500	1,000	0	0	1,500
	0	500	1,000	0	0	1,500

2017-18 TO 2021-22 Capital Improvement Program

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Debt	700	0	0	0	0	700
	700	0	0	0	0	700
Investigation and Remo	ediation - Rey	molds St	reet			
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAI</u>
General Debt	150	0	0	0	0	150
	150	0	0	0	0	150
Investigation and Remo	ediation - Vac	uum Oil	Refinery	Site		
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAI</u>
General Debt	1,000	1,500	0	0	0	2,500
	1,000	1,500	0	0	0	2,500
Investigation and Remo	ediation - We	bster Ave	enue			
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAI</u>
General Debt	0	225	0	0	0	225
	0	225	0	0	0	225
Vacuum Oil BOA Flin	t Street					
xtension & Landscaping.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAI</u>
General Debt	0	1,400	0	0	0	1,400
		1,400	0	0	0	1,400

2017-18 TO 2021-22 Capital Improvement Program

Vacuum Oil BOA River Trail

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	300	0	0	0	300
New York State	0	500	0	0	0	500
	0	800	0	0	0	800

E-7

Housing

Affordable Housing Acquisition and Support

The support and development of affordable housing city wide.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	250	500	500	500	500	2,250
	250	500	500	500	500	2,250

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	400	400	400	400	1,600
	0	400	400	400	400	1,600

Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	285	285	285	285	285	1,425
	285	285	285	285	285	1,425

Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	500	1,000	1,000	1,000	1,000	4,500
	500	1,000	1,000	1,000	1,000	4,500

E-8

Focused Investment

Neighborhood stabilization and improvement.

Focused Investment

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
CDBG	500	0	0	0	0	500
General Cash Capital	250	1,000	1,000	1,000	1,000	4,250
	750	1,000	1,000	1,000	1,000	4,750

Marketview Heights URDP

Implementation of the Marketview Heights Urban Renewal District Plan, including but not limited to, acquisition and demolition activities for redevelopment purposes.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	100	180	180	180	180	820
	100	180	180	180	180	820

		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>			
E-1	Downtown Development									
	Federal	174	1,793	0	0	0	1,967			
	General Cash Capital	584	750	750	750	750	3,584			
	General Debt	0	900	0	0	0	900			
	Private	0	20	0	0	0	20			
		758	3,463	750	750	750	6,471			
-2	Downtown Enhancement D	istrict								
	General Cash Capital	58	60	62	64	66	310			
		58	60	62	64	66	310			
-3 1	Neighborhood Development									
	General Cash Capital	0	2,000	2,800	1,500	250	6,550			
	General Debt	2,000	0	0	0	0	2,000			
		2,000	2,000	2,800	1,500	250	8,550			
-4	Land Acquisition									
	CDBG	1,200	1,200	1,200	1,200	1,200	6,000			
	General Cash Capital	750	1,250	1,250	1,250	1,250	5,750			
		1,950	2,450	2,450	2,450	2,450	11,750			
-6	Environmental Compliance	and Remediatio	n							
	General Cash Capital	250	966	641	623	628	3,108			
	General Debt	1,850	3,925	1,150	900	0	7,825			
	New York State	0	500	0	0	0	500			
		2,100	5,391	1,791	1,523	628	11,433			

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		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
E-7	Housing						
	General Cash Capital	1,035	2,185	2,185	2,185	2,185	9,775
		1,035	2,185	2,185	2,185	2,185	9,775
E-8	Focused Investment						
	CDBG	500	0	0	0	0	500
	General Cash Capital	350	1,180	1,180	1,180	1,180	5,070
		850	1,180	1,180	1,180	1,180	5,570
EC	ONOMIC DEVELOPMENT TOTALS	5					
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
	CDBG	1,700	1,200	1,200	1,200	1,200	6,500
	Federal	174	1,793	0	0	0	1,967
	General Cash Capital	3,027	8,391	8,868	7,552	6,309	34,147
	General Debt	3,850	4,825	1,150	900	0	10,725
	New York State	0	500	0	0	0	500
	Private	0	20	0	0	0	20
		8,751	16,729	11,218	9,652	7,509	53,859

Summary of Funding by Program: Economic Development

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

ARTS AND CULTURE

The Arts and Culture category includes funds for cultural improvements to the City.

Program Change

A-1 Public Art

□ Funding for Arts Installation and Enhancement is delayed to 2018-19.

Capital Improvement Program

ARTS and CULTURE

A-1 Publ

Public Art

Arts Installation and Enhancements

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	150	150	150	150	600
	0	150	150	150	150	600

Summary of Funding by Program: Arts and Culture										
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>			
A-1	Public Art									
	General Cash Capital	0	150	150	150	150	600			
ARTS	AND CULTURE TOTALS	0	150	150	150	150	600			

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

New Projects

F-1 Blue Cross Arena at Rochester War Memorial

- □ Funds included for CO Detection System in 2017-18.
- □ Funds included for Locker Rooms upgrades in 2020-21.

Project Change

F-1 Blue Cross Arena at Rochester War Memorial

Lobby Floor Replacement is delayed to 2019-20.

F-5 Joseph A. Floreano Riverside Convention Center

- Building Envelop Repairs Phase II is deferred one year to 2018-19.
- Escalator and Elevator Modernization is shifted to 2018-19.

Capital Improvement Program

PUBLIC FACILITIES

F-1 Blue Cross Arena at Rochester War Memorial

CO Detection System

Detection System

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
War Memorial Cash Capital	100	0	0	0	0	100
	100	0	0	0	0	100

Facility Improvements

Improvements, repairs, rehabilitation and renovation of the War Memorial and its building system components.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
War Memorial Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
War Memorial Cash Capital	0	0	650	0	0	650
	0	0	650	0	0	650

Locker Room

Locker room and star dressing room updates.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
War Memorial Cash Capital	0	0	0	304	0	304
	0	0	0	304	0	304

Capital Improvement Program

F-2	High Falls District
·	

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	48	75	77	79	279
	0	48	75	77	79	279

High Falls Museum

Facility and equipment replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	25	25	0	0	0	50
	25	25	0	0	0	50

F-3	Soccer Stadium

Soccer Stadium

Structural and building repairs.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

F-4

Port of Rochester

Marina Facilities

Improvements, repairs, rehabilitation/renovation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Capital Improvement Program

Port of Rochester Terminal Building

General improvements, repairs, rehabilitation/renovation at Port Terminal Building.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	100	50	50	50	50	300
	100	50	50	50	50	300

F-5

Joseph A. Floreano Riverside Convention Center

Building Envelope Repairs Phase II

Masonry, metal panel, concrete and related envelope repairs.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	400	0	0	0	400
	0	400	0	0	0	400

Building Facilities Improvements

Improvements, repairs, and renovation of the Convention Center.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	232	0	1,172	870	0	2,274
	232	0	1,172	870	0	2,274

Escalator and Elevator Modernizations

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	1,368	1,300	0	0	2,668
	0	1,368	1,300	0	0	2,668

Partition Wall Replacement

Replacement

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	1,000	0	0	0	0	1,000
	1,000	0	0	0	0	1,000

		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
		2017-10	2010-17	2017-20	2020-21	2021-22	<u>10tai</u>
F-1	Blue Cross Arena at Rocheste	er War Memor	ial				
	War Memorial Cash Capital	170	70	720	374	70	1,404
		170	70	720	374	70	1,404
F -2	High Falls District						
	General Cash Capital	25	73	75	77	79	329
		25	73	75	77	79	329
F -3	Soccer Stadium						
	General Cash Capital	50	50	50	50	50	250
		50	50	50	50	50	250
F -4	Port of Rochester						
	General Cash Capital	115	65	65	65	65	375
		115	65	65	65	65	375
7-5	Joseph A. Floreano Riverside	Convention C	enter				
	General Cash Capital	70	470	70	70	70	750
	General Debt	1,232	1,368	2,472	870	0	5,942
		1,302	1,838	2,542	940	70	6,692
PUB	LIC FACILITIES TOTALS						
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Tota</u>
C	General Cash Capital	260	658	260	262	264	1,704
(General Debt	1,232	1,368	2,472	870	0	5,942
V	Var Memorial Cash Capital	170	70	720	374	70	1,404
		1,662	2,096	3,452	1,506	334	9,050

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-1 City Hall

- □ Funds included for City Hall Accounting Office in 2018-19.
- □ Funds included for City Hall Atrium in 2020-21.

M-2 Operations Center Complex

□ Funds included for various facilities repairs starting in 2018-19.

M-3 Central Library Facilities

- □ Funding is included for Bausch and Lomb Roof Replacement in 2020-21.
- □ Funding included for Rundel Library Light Well Window Replacement in 2018-19.

M-4 Recreation and Parks Facilities

- □ Funding is included for Adams Street R-Center in 2017-18.
- □ Funding is included for Campbell Street Roof Replacement in 2017-18.

M-5 Water Facilities

□ Funds included for Hemlock Operation Center Building Improvements in 2020-21.

M-6 General Rehabilitation

A number of building improvements are funded in 2017-18, including Animal Services Buildings Assessment, and Westside Garage Replacement.

M-8 Public Safety Facilities

Funding is provided for facilities improvements at Police Facilities, Fire stations, and Emergency Communications Building.

Project Changes

M-8 Chestnut Street Firehouse

Device the public Safety Building Generator is deferred to 2018-19.

Capital Improvement Program

MUNICIPAL FACILITIES

M-1	City Hall

City Hall Accounting Office

Renovations

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	333	0	0	0	333
	0	333	0	0	0	333

City Hall Annual Allocation

Repairs and replacements of building systems and components.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	45	97	100	103	105	450
	45	97	100	103	105	450

City Hall Atrium

Plaster repairs

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	0	0	434	0	434
	0	0	0	434	0	434

City Hall Building Historic Window Replacement

Historic window replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	100	0	0	0	0	100
General Debt	0	0	583	638	1,447	2,668
New York State	0	0	250	0	0	250
	100	0	833	638	1,447	3,018

Capital Improvement Program

M-2

Operations Center Complex

CVMF Building 100 Bulk Fluid

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	551	0	0	0	551
Local Works Debt	0	831	0	0	0	831
Refuse Debt	0	832	0	0	0	832
	0	2,214	0	0	0	2,214

CVMF Building 100 CNG

Repairs

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	345	0	0	345
Local Works Cash Capital	0	0	520	0	0	520
Refuse Cash Capital	0	0	521	0	0	521
	0	0	1,386	0	0	1,386

CVMF Building 100 Restroom

Renovations

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	97	0	97
Local Works Cash Capital	0	0	0	146	0	146
Refuse Cash Capital	0	0	0	146	0	146
	0	0	0	389	0	389

CVMF Building 200

Office restroom

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	111	0	0	111
Local Works Cash Capital	0	0	110	0	0	110
	0	0	221	0	0	221

CVMF Building 200 Redundant Network Frame Room

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	0	174	0	0	174
Local Works Cash Capital	0	0	90	0	0	90
Refuse Cash Capital	0	0	150	0	0	150
	0	0	414	0	0	414

CVMF Building 201 Salt Shed

Structural Wall modifications

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Local Works Cash Capital	0	0	163	0	0	163
	0	0	163	0	0	163

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	214	0	214
Local Works Cash Capital	0	0	0	268	0	268
Refuse Cash Capital	0	0	0	268	0	268
	0	0	0	750	0	750

CVMF Complex Security

Security upgrade for entire complex

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	84	136	0	0	220
Local Works Cash Capital	0	102	0	0	0	102
Refuse Cash Capital	0	408	0	0	0	408
	0	594	136	0	0	730

CVMF Complex Storm & Sanitary Sewer Repairs

System repairs throughout CVMF complex.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	188	0	0	188
Local Works Cash Capital	0	0	234	0	0	234
Refuse Cash Capital	0	0	234	0	0	234
	0	0	656	0	0	656

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	20	20	20	20	20	100
Local Works Cash Capital	20	20	20	20	20	100
Refuse Cash Capital	20	20	20	20	20	100
Water Cash Capital	5	5	5	5	5	25
	65	65	65	65	65	325

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	99	102	109	111	421
Local Works Cash Capital	61	63	65	65	66	320
Refuse Cash Capital	61	63	65	65	66	320
	122	225	232	239	243	1,061

Capital Improvement Program

M-3	Central Librar	y Facilities					
Baus	sch & Lomb HVA	C Upgrades					
Heat pump	replacement.						
-	Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAI</u>
Libı	rary Cash Capital	54	56	58	60	62	290
		54	56	58	60	62	290
Baus	sch & Lomb Roof 1	Replacement					
Roof replac	ement						
	Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAI</u>
Libi	cary Cash Capital	0	0	0	541	0	541
		0	0	0	541	0	541
Cent	tral Library Annual	Allocation					
Standard al	C C						
	Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
	Funding Source ary Cash Capital	<u>2017-18</u> 64	<u>2018-19</u> 86	<u>2019-20</u> 88	<u>2020-21</u> 90	<u>2021-22</u> 92	
							420
Libi		64 64	86	88	90	92	420
Libr	rary Cash Capital	64 64	86	88	90	92	TOTAI 420 420
Libr	rary Cash Capital tral Library Master	64 64	86	88	90	92	420
Libr	rary Cash Capital tral Library Master rior renovation.	64 64 Space Renov	86 86 ations	88	90	92	420 420 TOTAL
Libr	rary Cash Capital tral Library Master rior renovation. Funding Source	64 64 Space Renov <u>2017-18</u>	86 86 rations <u>2018-19</u>	88 88 2019-20	90 90 <u>2020-21</u>	92 92 92 92	420 420 TOTAI 500
Libr	rary Cash Capital tral Library Master rior renovation. Funding Source	64 64 Space Renov 2017-18 500 500	86 86 rations 2018-19 0 0	88 88 2019-20 0 0	<u>90</u> 90 <u>90</u> <u>2020-21</u> 0 <u>0</u>	92 92 92 92 92 92 92 0 0	420 420 TOTAI 500
Libr	rary Cash Capital tral Library Master rior renovation. Funding Source v York State	64 64 Space Renov 2017-18 500 500 Vell Window	86 86 rations 2018-19 0 0	88 88 2019-20 0 0	<u>90</u> 90 <u>90</u> <u>2020-21</u> 0 <u>0</u>	92 92 92 92 92 92 92 0 0	420 420 TOTAI 500
Libr	rary Cash Capital tral Library Master rior renovation. Funding Source v York State del Library Light V	64 64 Space Renov 2017-18 500 500 Vell Window	86 86 rations 2018-19 0 0	88 88 2019-20 0 0	<u>90</u> 90 <u>90</u> <u>2020-21</u> 0 <u>0</u>	92 92 92 92 92 92 92 0 0	420
Libr	rary Cash Capital tral Library Master rior renovation. Funding Source v York State del Library Light V placement & masonry r	64 64 Space Renov 2017-18 500 500 Vell Window repairs.	86 86 rations 2018-19 0 0 0 Replace	88 88 2019-20 0 0 nents & 1	90 90 <u>90</u> <u>90</u> <u>90</u> 90 <u>90</u> <u>90</u> <u>90</u> <u></u>	92 92 92 92 92 92 92 0 0 Repairs	420 420 TOTAI 500 500

2017-18 TO 2021-22 Capital Improvement Program

Winton Library Interior I	Renovations	1				
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Library Debt	0	0	0	0	1,256	1,256
	0	0	0	0	1,256	1,256
M-4 Recreation and P	arks Facili	ties				
Adams Street R-Center						
Building & site renovations						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	150	0	0	0	0	150
	150	0	0	0	0	150
Campbell Street Roof						
Roof replacement.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	81	0	0	0	0	81
	81	0	0	0	0	81
Carter Street R-Center						
Interior upgrades.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	550	0	550
	0	0	0	550	0	550
Carter Street R-Center G	ymnasium					
Roof replacement.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	0	337	0	0	0	337
	0	337	0	0	0	337

Carter Street R-Center Roof

Capital Improvement Program

Roof replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	479	0	479
	0	0	0	479	0	479

Clinton Baden Center

Roof, window and exterior door replacements.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	175	0	0	0	175
	0	175	0	0	0	175

Danforth R-Center

Window replacements, gym stage lighting and ceiling replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	657	0	657
	0	0	0	657	0	657

Edgerton R-Center

Interior and exterior improvements.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	250	0	0	0	0	250
General Debt	0	2,500	0	0	0	2,500
	250	2,500	0	0	0	2,750

GVP Field House Restroom Expansion

Expansion.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	560	0	0	0	0	560
	560	0	0	0	0	560

GVP Ice Rink

Insulation & Lighting replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	422	0	0	0	422
	0	422	0	0	0	422
GVP Marina Building						
Roof replacement.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	0	193	193
	0	0	0	0	193	193
GVP Pool						
Sewage pump station replacement.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	202	0	0	0	0	202
	202	0	0	0	0	202
GVP Pool & Ice Rink Buil	ding					
Exterior repairs.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	0	0	0	565	0	565
	0	0	0	565	0	565
GVP Pool Deck						

Swimming pool concrete deck replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	846	0	0	0	846
	0	846	0	0	0	846

Marketview Lodge

Roof replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	0	141	141
	0	0	0	0	141	141
Norton Village Center						
HVAC and electrical replacements.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	0	0	473	0	0	473
	0	0	473	0	0	473
🖵 Thomas P. Ryan R-Center						
New air conditioning in gymnasium.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	60	0	0	0	0	60
	60	0	0	0	0	60
M-5 Water Facilities						
Felix Street HVAC						
HVAC & plumbing improvements.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Water Cash Capital	75	38	38	234	0	385
	75	38	38	234	0	385
Hemlock Operations Cente	er					
Hemlock Pump house and Operations	storage build	ling improv	vements.			
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL

Water Cash Capital	0	0	0	500	0	500
	0	0	0	500	0	500

Highland Upper Gatehouse

Roof replacement and masonary repairs.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	242	0	0	0	0	242
	242	0	0	0	0	242
Rush Storage						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
Water Cash Capital	150	0	0	0	0	150
	150	0	0	0	0	150
					1	
M-6 General Rehabilitat	tion					
Animal Services Roof						
Roof Restoration.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Animal Control Cash Capital	243	0	0	0	0	243
	243	0	0	0	0	243
Arnett Library						
Lower roof replacement						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Library Cash Capital	0	100	0	0	0	100
	0	100	0	0	0	100
Asbestos Management						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	84	84	87	87	90	432
	84	84	87	87	90	432

2017-18 TO 2021-22 Capital Improvement Program

Branch Facilities

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Library Cash Capital	20	48	50	52	52	222
	20	48	50	52	52	222

CO Detection Systems

Detection system for City buildings.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	460	0	0	0	0	460
	460	0	0	0	0	460

DES Parks Operations Center

Roof replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	573	0	0	0	0	573
	573	0	0	0	0	573

DRYS Kitchen Exhaust Hoods & Fire Suppression Systems

Install code compliant exhaust hoods and fire suppression systems at multiple facilities.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	204	299	0	0	503
	0	204	299	0	0	503

Frederick Douglass Community Library

Green roof.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
New York State	0	0	448	0	0	448
	0	0	448	0	0	448

General Rehabilitation

Renovation, rehabilitation, repair, and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	300	200	200	200	200	1,100
	300	200	200	200	200	1,100

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	42	44	44	46	48	224
	42	44	44	46	48	224

Large Parking Lot Program

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	86	132	0	0	218
	0	86	132	0	0	218

Records Archives Fire Suppression System

Replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	127	0	0	0	0	127
	127	0	0	0	0	127
Roof Repair Allocation						
Annual allocation for roof repairs.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>
General Cash Capital	75	77	80	82	84	398
	75	77	80	82	84	398

Westside Garage

Replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Refuse Cash Capital	300	0	0	0	0	300
Refuse Debt	0	0	3,000	0	0	3,000
	300	0	3,000	0	0	3,300

Winton Library Children's Room

Renovation

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Library Cash Capital	0	292	0	0	0	292
	0	292	0	0	0	292

		-
M-7	Garages	

Broad Street Tunnel

Underground parking

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Parking Cash Capital	0	200	400	0	0	600
Parking Debt	0	0	0	0	4,900	4,900
	0	200	400	0	4,900	5,500

Garage Elevator Program

Comprehensive elevator rehabilitation program.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Parking Cash Capital	1,300	0	0	0	0	1,300
Parking Debt	0	0	750	0	0	750
	1,300	0	750	0	0	2,050

Garage Program

Annual parking garage evaluation and repair program.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Parking Cash Capital	500	758	750	750	750	3,508
Parking Debt	1,185	980	1,025	1,078	1,500	5,768
	1,685	1,738	1,775	1,828	2,250	9,276

Garage Revenue Control Equipment

Replacement

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Parking Cash Capital	59	637	0	0	0	696
	59	637	0	0	0	696

Paystations

Paystations around the Inner Loop.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Parking Cash Capital	200	0	0	0	0	200
	200	0	0	0	0	200

M-8 Public Safety Facilities

Broad & Allen Firehouse

Kitchen Upgrades, exhaust hood, and fire suppression system installation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	225	0	0	0	225
	0	225	0	0	0	225

Broad & Allen Firehouse Truck Bay

Truck Bay alteration.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	218	0	0	0	0	218
	218	0	0	0	0	218

Chestnut Firehouse

Engine 17 kitchen upgrades.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	246	0	0	0	0	246
General Debt	0	0	0	0	310	310
	246	0	0	0	310	556



Chestnut Firehouse Protectives

Kitchen upgrades, exhaust hood and fire suppression installation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	0	350	350
	0	0	0	0	350	350

Clinton Firehouse

Roof restoration.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	125	0	0	0	125
	0	125	0	0	0	125

Emergency Communications Facility

Phased facility improvements.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	30	30	30	30	120
General Debt	0	1,458	896	0	0	2,354
	0	1,488	926	30	30	2,474

Emergency Communications Roof

Roof restoration.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	0	0	0	580	580
	0	0	0	0	580	580

Fire Facilities

General upkeep of buildings

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250
Gardiner Firehouse						
Roof restoration.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	135	0	0	0	0	135
	135	0	0	0	0	135
Gardiner Firehouse Truck	Bay					
Alterations.	·					
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	396	0	0	396
	0	0	396	0	0	396
Genesee Firehouse						
Window replacement and boiler/HVA	C upgrades.					
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	350	0	0	0	350
	0	350	0	0	0	350
Goodman Firehouse						
HVAC, plumbing and electrical impro-	vements, bat	hroom ren	ovations, fl	ooring, ceili	ing and painti	ng.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	0	0	1,412	0	1,412
	0	0	0	1,412	0	1,412

Monroe Avenue Firehouse

Capital Improvement Program

Masonry repairs.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL				
General Cash Capital	0	0	172	0	0	172				
	0	0	172	0	0	172				
Monroe Avenue Firehouse Boiler										
Boiler replacement.										
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL				
General Cash Capital	0	0	369	0	0	369				
	0	0	369	0	0	369				
Police Facilities										
Security improvements.										
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL				
General Cash Capital	34	35	35	35	35	174				
	34	35	35	35	35	174				
Police Section Offices										
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>				
General Debt	1,000	1,000	1,000	1,000	0	4,000				
	1,000	1,000	1,000	1,000	0	4,000				
Public Safety Building										
Generator design and construction.										
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL				
General Debt	0	2,200	0	0	0	2,200				
	0	2,200	0	0	0	2,200				

Public Safety Building Evaporative Condenser

Replacement.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	361	0	0	0	0	361
	361	0	0	0	0	361

Public Safety Building Lobby Perimeter

Security upgrades.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	239	0	0	0	0	239
	239	0	0	0	0	239

Public Safety Building Standard Allocation

Repairs and replacements of building systems and components.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	100	150	155	155	560
	0	100	150	155	155	560

South Avenue Firehouse

Roof restoration.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	177	0	0	0	177
	0	177	0	0	0	177

University Firehouse Truck Bay

Truck bay alteration.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Debt	0	342	0	0	0	342
	0	342	0	0	0	342

Wisconsin Firehouse

Kitchen upgrades, exhaust hood and fire suppression system installation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	0	107	107
	0	0	0	0	107	107

	Summary of Funding by Program: Municipal Facilities								
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>		
M-1	City Hall								
	General Cash Capital	145	430	100	103	105	883		
	General Debt	0	0	583	1,072	1,447	3,102		
	New York State	0	0	250	0	0	250		
		145	430	933	1,175	1,552	4,235		
M-2	Operations Center Complex								
	General Cash Capital	20	203	902	440	131	1,696		
	General Debt	0	551	174	0	0	725		
	Local Works Cash Capital	81	185	1,202	499	86	2,053		
	Local Works Debt	0	831	0	0	0	831		
	Refuse Cash Capital	81	491	990	499	86	2,147		
	Refuse Debt	0	832	0	0	0	832		
	Water Cash Capital	5	5	5	5	5	25		
		187	3,098	3,273	1,443	308	8,309		
M-3	Central Library Facilities								
	Library Cash Capital	118	142	146	691	154	1,251		
	Library Debt	0	1,391	0	0	1,256	2,647		
	New York State	500	0	0	0	0	500		
		618	1,533	146	691	1,410	4,398		
M-4	Recreation and Parks Facilitie	S							
	General Cash Capital	541	1,780	473	2,251	334	5,379		
	General Debt	762	2,500	0	0	0	3,262		
		1,303	4,280	473	2,251	334	8,641		

		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
M-5	Water Facilities						
	Water Cash Capital	467	38	38	734	0	1,277
		467	38	38	734	0	1,277
M-6	General Rehabilitation						
	Animal Control Cash Capital	243	0	0	0	0	243
	General Cash Capital	1,088	695	842	415	422	3,462
	General Debt	573	0	0	0	0	573
	Library Cash Capital	20	440	50	52	52	614
	New York State	0	0	448	0	0	448
	Refuse Cash Capital	300	0	0	0	0	300
	Refuse Debt	0	0	3,000	0	0	3,000
		2,224	1,135	4,340	467	474	8,640
M-7	Garages						
	Parking Cash Capital	2,059	1,595	1,150	750	750	6,304
	Parking Debt	1,185	980	1,775	1,078	6,400	11,418
		3,244	2,575	2,925	1,828	7,150	17,722
M-8	Public Safety Facilities						
	General Cash Capital	84	742	1,202	270	727	3,025
	General Debt	2,199	5,350	1,896	2,412	890	12,747
		2,283	6,092	3,098	2,682	1,617	15,772

Summary of Funding by Program: Municipal Facilities

Summary of Funding by Program: Municipal Facilities

<u>2019-20</u>

<u>2020-21</u>

<u>2021-22</u>

<u>Total</u>

<u>2017-18</u> <u>2018-19</u>

MUNICIPAL FACILITIES TOTALS						
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
Animal Control Cash Capital	243	0	0	0	0	243
General Cash Capital	1,878	3,850	3,519	3,479	1,719	14,445
General Debt	3,534	8,401	2,653	3,484	2,337	20,409
Library Cash Capital	138	582	196	743	206	1,865
Library Debt	0	1,391	0	0	1,256	2,647
Local Works Cash Capital	81	185	1,202	499	86	2,053
Local Works Debt	0	831	0	0	0	831
New York State	500	0	698	0	0	1,198
Parking Cash Capital	2,059	1,595	1,150	750	750	6,304
Parking Debt	1,185	980	1,775	1,078	6,400	11,418
Refuse Cash Capital	381	491	990	499	86	2,447
Refuse Debt	0	832	3,000	0	0	3,832
Water Cash Capital	472	43	43	739	5	1,302
	10,471	19,181	15,226	11,271	12,845	68,994

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-1 Office Equipment

□ Funds are included for Recreation and Youth Services in 2018-19.

B-3 Technology

- □ Funding is provided to extend and improve the performance of our networks, invest in ad hoc initiatives with direct impact on the operating budget.
- □ Funds are included for Firehouse Security in 2017-18.
- □ Funds are included for Mainframe Hardware Outsourcing in 2017-18.

Capital Improvement Program

B-1 Office Equipment

Branch Libraries Equipment

Routine replacement of office and public furnishings.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Library Cash Capital	0	20	20	20	20	80
	0	20	20	20	20	80

Environmental Services

Routine replacement of office furnishings.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Local Works Cash Capital	0	5	5	5	5	20
Refuse Cash Capital	0	5	5	5	5	20
	0	10	10	10	10	40

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	10	10	10	10	40
	0	10	10	10	10	40

Environmental Services/Water Bureau

Routine replacement of office furnishings.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	18	39	19	20	20	116
	18	39	19	20	20	116

Recreation and Youth Services

Routine replacement of office furnishings.

Capital Improvement Program

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	16	16	17	17	66
	0	16	16	17	17	66

B-2

Small Equipment

Blue Cross Arena - Standard Allocation

Routine replacement of furnishings and equipment at War Memorial.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
War Memorial Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Cemetery Cash Capital	40	40	40	45	45	210
	40	40	40	45	45	210

Emergency Communications

Standard allocation for replacement of equipment.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	35	35	35	70	35	210
	35	35	35	70	35	210

Capital Improvement Program

Environmental Services

Standard allocation for replacement of equipment.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	61	62	63	64	65	315
Local Works Cash Capital	20	20	21	21	22	104
Refuse Cash Capital	235	241	247	253	260	1,236
Water Cash Capital	56	58	60	62	64	300
	372	381	391	400	411	1,955

Recreation and Youth Services

Standard allocation for replacement of equipment.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	31	32	33	34	35	165
	31	32	33	34	35	165

B-3

Technology

Branch Libraries Technology

Provision for cyclical replacement of branch IT equipment including computers, servers, UPS systems, network switches and copy/fax print equipment.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Library Cash Capital	10	100	10	50	45	215
	10	100	10	50	45	215

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	0	13	14	0	0	27
	0	13	14	0	0	27

2017-18 TO 2021-22 Capital Improvement Program

Firehouse Security

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	120	120	120	120	0	480
	120	120	120	120	0	480

Future Technology Initiatives and Planning

Staff augmentation for IT roadmap and support/upgrade projects.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	100	200	155	200	200	855
	100	200	155	200	200	855

Mainframe Hardware Outsourcing

Transition/Implementing of mainframe outsourcing.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	75	0	0	0	0	75
	75	0	0	0	0	75

Street Pavement Management System

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	96	99	99	101	395
	0	96	99	99	101	395
Upland PC's						

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	0	5	5	5	5	20
	0	5	5	5	5	20

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Capital Improvement Program

B-4 PSI						
Enterprise Document M	lanagement S	system			-	
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTA</u>
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200
IT Roadmap/Legacy Re	placement					
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTA</u>
General Cash Capital	250	500	500	500	700	2,450
	250	500	500	500	700	2,45
Payroll System						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTA</u>
General Cash Capital	50	50	50	50	50	25
	50	50	50	50	50	25
D 5 Business Equip	mont					
Communications - Vide	eo Equipment	t				
	eo Equipment	t				
Communications - Vide	eo Equipment	t <u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	2021-22	TOTA
Communications - Vide	eo Equipment Time-Warner.		2019-20 5	<u>2020-21</u> 5	<u>2021-22</u> 5	<u>TOTA</u> 2.
Communications - Vide Appropriation of annual grant from <u>Funding Source</u>	eo Equipment Time-Warner. <u>2017-18</u>	<u>2018-19</u>				2
Communications - Vide Appropriation of annual grant from <u>Funding Source</u>	eo Equipment Time-Warner. 2017-18 5	2018-19 5	5	5	5	
Communications - Vide Appropriation of annual grant from <u>Funding Source</u> General Cash Capital	eo Equipment Time-Warner. 2017-18 5	2018-19 5 5 5	5	5	5	2
Communications - Vide Appropriation of annual grant from <u>Funding Source</u> General Cash Capital Graphic Proof Printer	eo Equipment Time-Warner. 2017-18 5 5	2018-19 5 5 5	5	5	55	2

Capital Improvement Program

B-94 Client Technology Solution Support

Audio/Web Conferencing & Collaboration

Remote conferencing and collaboration tools.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	320	320	320	320	1,280
	0	320	320	320	320	1,280

Client Services Licenses

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	110	20	20	20	20	190
	110	20	20	20	20	190

External Filesharing

Standard, secure solution for external filesharing.

Funding Source General Cash Capital	2017-18 25 25	<u>2018-19</u> 0 0	2019-20 0 0	<u>2020-21</u> 0 0	<u>2021-22</u> 0 0	<u>TOTAL</u> 25 <u>25</u>
MS Office						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	200	200	200	0	600
	0	200	200	200	0	600

Printer Consolidation

Capital Improvement Program

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	250	125	250	200	825
	0	250	125	250	200	825

B-96

Network Telecommunications & Security

Data Center Expansion

<u>Funding Source</u> General Cash Capital	2017-18 100 100	2018-19 100 100	2019-20 100 100	2020-21 100 100	2021-22 100 100	TOTAL 500
Disaster Recovery						
<u>Funding Source</u> General Cash Capital	2017-18 0	2018-19 50	2019-20 50	2020-21 50	<u>2021-22</u> 50	<u>TOTAL</u> 200
	0	50	50	50	50	200

Information Security

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	250	100	100	100	100	650
	250	100	100	100	100	650

Network Expansion/Refresh

Telecom hardware to expand capacity and support technology changes.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	70	100	100	100	100	470
	70	100	100	100	100	470

Telephony Expansion

Capital Improvement Program

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

B-97

Security & Surveillance

Body Camera Infrastructure

Expand video storage.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	30	180	210
	0	0	0	30	180	210

Police Body Worn Cameras

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	236	296	296	828
	0	0	236	296	296	828

Video Surveillance

Blue light cameras.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Video Surveillance Camera Network

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	70	100	100	100	100	470
	70	100	100	100	100	470

	Summary of Fun	ding by	y Prog	ram: B	usines	s Equi	pment
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
B-1	Office Equipment						
	General Cash Capital	0	26	26	27	27	106
	Library Cash Capital	0	20	20	20	20	80
	Local Works Cash Capital	0	5	5	5	5	20
	Refuse Cash Capital	0	5	5	5	5	20
	Water Cash Capital	18	39	19	20	20	116
		18	95	75	77	77	342
B-2	Small Equipment						
	Cemetery Cash Capital	40	40	40	45	45	210
	General Cash Capital	127	129	131	168	135	690
	Local Works Cash Capital	20	20	21	21	22	104
	Refuse Cash Capital	235	241	247	253	260	1,236
	War Memorial Cash Capital	70	70	70	70	70	350
	Water Cash Capital	56	58	60	62	64	300
		548	558	569	619	596	2,890
B-3	Technology						
	General Cash Capital	295	416	374	419	301	1,805
	Library Cash Capital	10	100	10	50	45	215
	Water Cash Capital	0	18	19	5	5	47
		305	534	403	474	351	2,067
B-4	PSI						
	General Cash Capital	300	600	600	600	800	2,900
		300	600	600	600	800	2,900

	Summary of I un	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
B-5	Business Equipment						
	General Cash Capital	15	5	5	5	5	35
		15	5	5	5	5	35
B-94	Client Technology Solution Su	pport					
	General Cash Capital	185	790	665	790	540	2,970
		185	790	665	790	540	2,970
B-96	Network Telecommunications	& Security					
	General Cash Capital	420	400	400	400	400	2,020
		420	400	400	400	400	2,020
B-97	Security & Surveillance						
	General Cash Capital	70	150	386	476	626	1,708
		70	150	386	476	626	1,708
DUG							
BUSI	NESS EQUIPMENT TOTALS	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
C	emetery Cash Capital	40	40	40	45	45	210
G	General Cash Capital	1,412	2,516	2,587	2,885	2,834	12,234
L	ibrary Cash Capital	10	120	30	70	65	295
L	ocal Works Cash Capital	20	25	26	26	27	124
R	efuse Cash Capital	235	246	252	258	265	1,256
V	Var Memorial Cash Capital	70	70	70	70	70	350
V	Vater Cash Capital	74	115	98	87	89	463
		1,861	3,132	3,103	3,441	3,395	14,932

Summary of Funding by Program: Business Equipment

2017-18 TO 2021-22 CAPITAL IMPROVEMENT PROGRAM

NON-PUBLIC SAFETY FLEET

The Non-Public Safety category provides for the replacement of the City's vehicles.

New Projects

N-1 Motor Equipment

□ Funding is provided for Bureau of Architecture & Engineering pool vehicles in 2020-21.

Capital Improvement Program

NON-PUBLIC SAFETY FLEET

Motor Equipment N-1

Buildings & Parks

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	200	948	938	732	446	3,264
War Memorial Cash Capit	37	0	0	0	0	37
	237	948	938	732	446	3,301

Bureau of Architecture and Engineering

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	0	24	24	48
	0	0	0	24	24	48

Communications

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	0	22	0	0	22
	0	0	22	0	0	22

Department of Recreation and Youth Services

Standard allocation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	80	56	76	69	0	281
	80	56	76	69	0	281
DES Commissioner						
Standard allocation.						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
General Cash Capital	0	20	21	22	22	85
	0	20	21	22	22	85

Capital Improvement Program

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL		
General Cash Capital	90	1,364	198	617	37	2,306		
Local Works Cash Capital	292	2,393	1,536	768	355	5,344		
	382	3,757	1,734	1,385	392	7,650		
Equipment Services								
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL		
General Cash Capital	85	138	0	108	83	414		
	85	138	0	108	83	414		
Mayor's Office								
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>		
General Cash Capital	0	39	0	0	0	39		
	0	39	0	0	0	39		
Motor Equipment - Cemete	ery							
Standard allocation used for the replace	ement of mo	tor equipm	ent.					
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>TOTAL</u>		
Cemetery Cash Capital	20	167	154	199	20	560		
	20	167	154	199	20	560		
Neighborhood & Business Development								
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL		
General Cash Capital	0	0	22	0	0	22		
	0	0	22	0	0	22		

OPI

<u>Funding Source</u> General Cash Capital	<u>2017-18</u> 0	<u>2018-19</u> 23	<u>2019-20</u> 22	<u>2020-21</u> 0	<u>2021-22</u> 0	<u>TOTAL</u> 45
	0	23	22	0	0	45
Parking						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Parking Cash Capital	0	58	96	0	0	154
	0	58	96	0	0	154
Public Market						
Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Public Market Cash Capit	0	30	0	0	0	30
	0	30	0	0	0	30

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Refuse Cash Capital	4,884	1,484	197	1,088	6,158	13,811
	4,884	1,484	197	1,088	6,158	13,811

Water Bureau

Standard allocation.

Funding Source	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	TOTAL
Water Cash Capital	1,351	757	789	836	124	3,857
	1,351	757	789	836	124	3,857

Sı	Summary of Funding by Program: Non Public Safety Fleet								
		<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>		
N-1	Motor Equipment								
	Cemetery Cash Capital	20	167	154	199	20	560		
	General Cash Capital	455	2,588	1,299	1,572	612	6,526		
	Local Works Cash Capital	292	2,393	1,536	768	355	5,344		
	Parking Cash Capital	0	58	96	0	0	154		
	Public Market Cash Capital	0	30	0	0	0	30		
	Refuse Cash Capital	4,884	1,484	197	1,088	6,158	13,811		
	War Memorial Cash Capital	37	0	0	0	0	37		
	Water Cash Capital	1,351	757	789	836	124	3,857		
		7,039	7,477	4,071	4,463	7,269	30,319		

NON PUBLIC SAFETY FLEET TOTALS

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>Total</u>
Cemetery Cash Capital	20	167	154	199	20	560
General Cash Capital	455	2,588	1,299	1,572	612	6,526
Local Works Cash Capital	292	2,393	1,536	768	355	5,344
Parking Cash Capital	0	58	96	0	0	154
Public Market Cash Capital	0	30	0	0	0	30
Refuse Cash Capital	4,884	1,484	197	1,088	6,158	13,811
War Memorial Cash Capital	37	0	0	0	0	37
Water Cash Capital	1,351	757	789	836	124	3,857
	7,039	7,477	4,071	4,463	7,269	30,319

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The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for fewer than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These "other than full time" positions are aggregated in some Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, defined as the difference between the allocation actually required for personnel compensation, and that which would be required if every position were filled at all times. Some number of positions are always unfilled at a given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced. Personnel resources are approximated in "Employee Years." Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	1.7
Part Time, Temporary, and Seasonal	2.3
LESS: Vacancy Allowance	1.1
-	23.9

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. Here workload requirements change throughout the year (e.g., from Leaf Collection in the fall to Snow and Ice Control in the winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

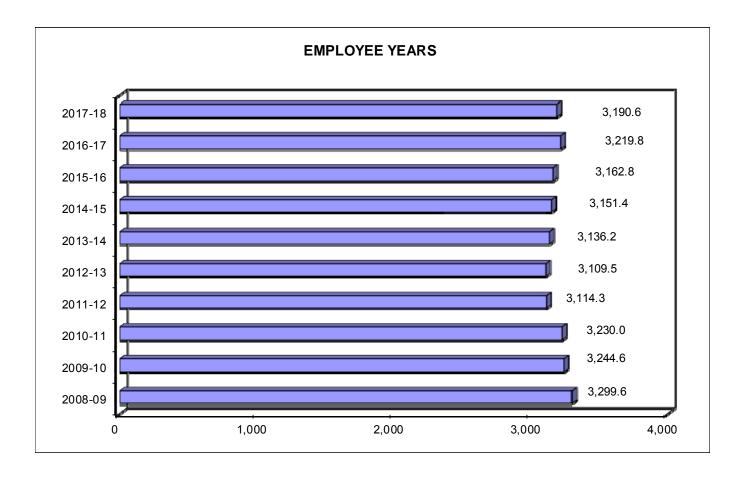
Title	<u>Activities</u>	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	<u>0.9</u>
	Total Authorized	3.0

PERSONNEL SUMMARY PERSONNEL RESOURCES

Total Employee Years	Budget	Budget	Budget	Budget
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
City Council and Clerk	23.1	23.8	23.3	23.2
Administration				
Mayor's Office	20.6	27.8	28.0	28.0
Office of Management & Budget	10.7	10.1	9.8	8.7
Human Resource Management	28.5	29.3	30.4	30.8
Communications	17.6	19.4	19.4	18.9
Law	<u>20.0</u>	<u>20.5</u>	<u>22.5</u>	<u>21.5</u>
	97.4	107.1	110.1	107.9
Information Technology	54.8	54.8	55.2	54.8
Finance				
Director's Office	3.0	4.0	4.0	4.0
Accounting	19.5	18.3	18.2	17.2
Treasury	20.9	20.6	20.5	18.5
Assessment	13.2	13.4	13.4	13.4
Parking Violations & Adjudication	42.1	42.1	41.7	38.7
Purchasing	<u>12.2</u>	<u>12.1</u>	<u>12.0</u>	<u>11.9</u>
	110.9	110.5	109.8	103.7
Neighborhood & Business Development				
Commissioner	10.0	9.4	9.4	12.6
Business & Housing Development	40.2	39.7	39.1	29.3
Planning & Zoning	22.1	22.6	23.6	0.0
Neighborhood Preservation	19.1	17.1	17.1	17.1
Inspection & Compliance	<u>47.3</u>	<u>47.2</u>	<u>47.7</u>	<u>78.4</u>
	138.7	136.0	136.9	137.4
Environmental Services				
Commissioner	51.1	51.2	54.5	55.7
Architecture & Engineering	58.7	59.0	57.8	56.5
Operations	256.1	257.1	254.4	253.1
Buildings & Parks	154.0	157.6	163.9	162.2
Equipment Services	68.2	69.2	67.2	66.9
Water	<u>133.0</u>	<u>134.2</u>	<u>133.8</u>	<u>137.2</u>
	721.1	728.3	731.6	731.6
Emergency Communications	233.9	233.1	230.4	228.1
Police	905.4	903.6	939.1	939.9
Fire	523.5	525.3	532.6	520.8

PERSONNEL SUMMARY PERSONNEL RESOURCES

Total Employee Years	Budget 2014-15	Budget 2015-16	Budget 2016-17	Budget 2017-18
Library				
Central Library	98.3	95.6	95.3	91.2
Community Library	<u>42.1</u>	<u>43.2</u>	44.2	42.2
	140.4	138.8	139.5	133.4
Recreation & Youth Services				
Office of the Commissioner	22.2	22.1	20.2	25.0
Recreation	156.6	156.7	166.8	162.5
BEST & YS	<u>23.4</u>	<u>22.7</u>	<u>24.3</u>	<u>22.3</u>
	202.2	201.5	211.3	209.8
Total	3,151.4	3,162.8	3,219.8	3,190.6



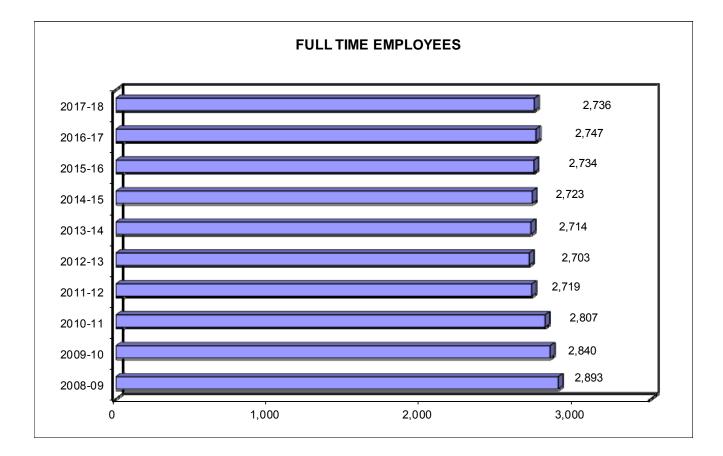
16–4

PERSONNEL SUMMARY PERSONNEL RESOURCES

Full Time Employees	Budget	Budget	Budget	Budget
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
City Council and Clerk	12.0	12.0	12.0	12.0
Administration				
Mayor's Office	18.0	24.0	25.0	25.0
Office of Management & Budget	9.2	9.2	9.2	8.0
Human Resource Management	26.0	27.0	28.0	28.0
Communications	16.0	17.0	16.0	16.0
Law	<u>19.0</u>	<u>20.0</u>	<u>22.0</u>	<u>21.0</u>
	88.2	97.2	100.2	98.0
Information Technology	52.0	52.0	55.0	55.0
Finance				
Director's Office	3.0	4.0	4.0	4.0
Accounting	19.0	18.0	18.0	17.0
Treasury	20.0	20.0	20.0	18.0
Assessment	12.0	12.0	12.0	12.0
Parking Violations & Adjudication	36.0	36.0	36.0	33.0
Purchasing	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>
	101.0	101.0	101.0	95.0
Neighborhood & Business Development				
Commissioner	8.8	8.8	8.8	12.0
Business & Housing Development	39.0	39.0	38.0	28.0
Planning & Zoning	22.0	22.0	23.0	0.0
Neighborhood Preservation	13.0	13.0	13.0	13.0
Buildings & Zoning	0.0	0.0	0.0	74.0
Inspection & Compliance	<u>44.0</u>	<u>44.0</u>	<u>44.0</u>	<u>0.0</u>
	126.8	126.8	126.8	127.0
Environmental Services				
Commissioner	35.0	34.0	36.0	36.0
Architecture & Engineering	58.0	58.0	57.0	56.0
Operations	203.0	199.0	196.3	195.3
Buildings & Parks	122.0	126.0	127.7	125.7
Equipment Services	61.0	62.0	62.0	61.0
Water	<u>121.0</u>	<u>121.0</u>	<u>122.0</u>	<u>123.0</u>
	600.0	600.0	601.0	597.0
Emergency Communications	214.0	214.0	215.0	214.0
Police	849.0	847.0	850.0	851.0
Fire	502.0	502.0	502.0	502.0

PERSONNEL SUMMARY PERSONNEL RESOURCES

Full Time Employees	Budget <u>2014-15</u>	Budget <u>2015-16</u>	Budget <u>2016-17</u>	Budget <u>2017-18</u>
Library				
Central Library	78.6	76.8	74.8	74.2
Community Library	<u>19.4</u>	20.2	<u>21.2</u>	20.8
	98.0	97.0	96.0	95.0
Recreation & Youth Services				
Office of the Commissioner	15.3	14.3	12.3	13.6
Recreation	49.9	55.6	57.7	58.4
BEST & YS	14.8	<u>15.1</u>	18.0	18.0
	80.0	85.0	88.0	90.0
Total	2,723.0	2,734.0	2,747.0	2,736.0



PERSONNEL SUMMARY EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes fringe benefits to appropriate units:

Employee Benefit Distribution

Department	<u>Amount</u>
Council and Clerk	884,100
Administration	5,069,700
Information and Technology	2,846,900
Finance	3,698,100
Neighborhood and Business Development	5,905,100
Environmental Services	27,335,100
Emergency Communications	7,825,600
Police	49,467,000
Fire	29,155,600
Library	4,139,600
Recreation and Youth Services	4,897,600
	141,224,400

Portions of the City's workforce are represented by the following labor organizations:

- American Federation of State, County and Municipal Employees, Local 1635 and 1635P, Full and Part Time Units
- Rochester Police Locust Club, Inc.
- International Association of Firefighters, Local 1071, Uniformed and Non-Uniformed Units
- International Union of Operating Engineers, Local 832-S
- Civil Service Employees Association, Rochester Public Library Part Time Employees Unit, Local 828

In accordance with collective bargaining agreements, employees in the following positions are granted full release time from their regularly scheduled work, with full pay and benefits to perform union duties. These positions and associated salary and benefits are reflected in the appropriate departmental and Undistributed Expenses budgets, and are presented here for informational purposes only.

AFSCME Local 1635	Salary plus	s benefits 2017-18
Department of Environmental Services		
Environmental Services Operator I		86,500
Environmental Services Operator I		86,500
Environmental Services Operator I		86,500
Secretary		71,900
Rochester Police Locust Club, Inc. Police Department • Police Investigator • Police Sergeant		130,400 131,100
International Association of Firefighters, Local 1071 Fire Department		
• Firefighter		<u>116,400</u>
	Total	709,300

PERSONNEL SUMMARY BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization	Agreement Dates
AFSCME Local 1635 Full Time	July 1, 2012 to June 30, 2017
AFSCME Local 1635 Part Time	July 1, 2015 to June 30, 2020
Rochester Police Locust Club, Inc.	July 1, 2013 to June 30, 2016
International Association of Firefighters, Local 1071, Uniformed	July 1, 2016 to June 30, 2021
International Association of Firefighters, Local 1071, Non-Uniformed	July 1, 2012 to June 30, 2017
International Union of Operating Engineers, Local 832-S	July 1, 2014 to June 30, 2019
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2013 to June 30, 2017

July 1, 2017

By virtue of the authority vested in me by law, I, Lovely A. Warren, Mayor of the City of Rochester, New York, do hereby create, effective July 1, 2017, all positions set forth in this Budget to be in existence for the fiscal year 2017-18 at the salary and wage brackets indicated for said positions. The salary and wage bracket amounts shall be as set forth herein, except as modified by collective bargaining agreements or further directive of this office. All positions in existence prior to July 1, 2017, which are not set forth in this Budget shall be abolished effective July 1, 2017 except for positions otherwise prescribed by law.

Lody A Flamen

Lovely A. Warren Mayor

Management Salaried Personnel Effective July 1, 2016														
Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N
22	53,042	54,182	55,347	56,537	57,752	58,994	60,264	61,559	62,881	64,235	65,614	67,025	68,467	69,939
23	55,346	56,536	57,753	58,993	60,264	61,559	62,881	64,235	65,613	67,025	68,467	69,938	71,441	72,977
24	57,751	58,992	60,262	61,558	62,880	64,232	65,612	67,024	68,465	69,937	71,440	72,976	74,545	76,148
25	60,264	61,559	62,882	64,235	65,614	67,027	68,467	69,939	71,442	72,979	74,547	76,149	77,788	79,459
26	62,883	64,237	65,615	67,028	68,469	69,940	71,443	72,980	74,548	76,151	77,789	79,461	81,172	82,916
27	65,613	67,025	68,466	69,938	71,441	72,977	74,546	76,148	77,784	79,458	81,168	82,913	84,694	86,515
28	68,309	69,779	71,277	72,810	74,376	75,975	77,608	79,277	80,981	82,723	84,501	86,318	88,173	90,069
29	71,093	72,620	74,182	75,775	77,405	79,070	80,770	82,507	84,281	86,093	87,944	89,834	91,765	93,737
30	74,164	75,758	77,387	79,051	80,751	82,487	84,260	86,071	87,922	89,813	91,743	93,716	95,731	97,790
31	77,200	78,861	80,556	82,287	84,056	85,864	87,711	89,596	91,523	93,490	95,500	97,553	99,651	101,793
32	80,370	82,097	83,861	85,663	87,506	89,387	91,311	93,271	95,277	97,326	99,418	101,556	103,739	105,969
33	83,674	85,473	87,312	89,189	91,105	93,064	95,065	97,109	99,197	101,330	103,508	105,734	108,007	110,330
34	87,125	88,999	90,911	92,867	94,864	96,903	98,986	101,116	103,288	105,509	107,777	110,094	112,463	114,881
35	90,720	92,672	94,663	96,698	98,777	,	,	,	107,551	,	,	,	,	119,620
36	103,313	105,534	107,804	110,122	112,490	114,907	117,378	119,902	122,479	125,115	127,805	130,552	133,358	
86	116,329	119,236	122,218	125,273	128,404	129,605	133,492							
87	119,236	122,218	125,273	128,404	130,741	134,663								
88	102,448	104,534	106,666	108,845	111,066	113,334	115,642	118,005	120,414	122,875	125,378	129,140	133,015	137,005
96	116,329	119,236	122,218	125,273	128,404	129,605	133,492							
97	119,236	122,218	125,273	128,404	130,741	134,663								
98	102,448	104,534	106,666	108,845	111,066	113,334	115,642	118,005	120,414	122,875	125,378	129,140	133,015	137,005
197	120,274	123,280	126,362	129,520	131,878	135,834								

Non-Management Salaried Personnel									
Effective July 1, 2016									
Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	27,723	28,580	29,464	30,400	31,338	32,140	32,793	33,389	34,142
2	28,428	29,307	30,214	31,175	32,140	32,793	33,389	34,142	34,992
3	29,002	29,898	30,823	31,814	32,793	33,389	34,142	34,992	35,897
4	29,529	30,442	31,383	32,389	33,389	34,142	34,992	35,897	36,695
5	30,192	31,127	32,089	33,114	34,142	34,992	35,897	36,695	37,698
6	30,948	31,905	32,892	33,945	34,992	35,897	36,695	37,698	38,644
7	31,755	32,737	33,749	34,820	35,897	36,695	37,698	38,644	39,698
8	32,454	33,458	34,493	35,595	36,695	37,698	38,644	39,698	40,846
9	33,346	34,378	35,441	36,568	37,698	38,644	39,698	40,846	42,098
10	34,180	35,236	36,327	37,488	38,644	39,698	40,846	42,098	43,405
11	35,111	36,196	37,316	38,507	39,698	40,846	42,098	43,405	44,756
12	36,131	37,249	38,401	39,621	40,846	42,098	43,405	44,756	46,313
13	37,239	38,391	39,577	40,838	42,098	43,405	44,756	46,313	47,707
14	38,394	39,581	40,804	42,098	43,405	44,756	46,313	47,707	49,314
15	39,588	40,813	42,075	43,418	44,756	46,313	47,707	49,314	50,814
16	40,957	42,224	43,529	44,922	46,313	47,707	49,314	50,814	52,572
17	42,196	43,503	44,847	46,275	47,707	49,314	50,814	52,572	54,676
18	43,614	44,961	46,352	47,833	49,314	50,814	52,572	54,676	56,924
19	44,939	46,328	47,759	49,289	50,814	52,572	54,676	56,924	59,225
20	46,497	47,934	49,416	50,995	52,572	54,676	56,924	59,225	61,636
21	48,354	49,849	51,391	53,031	54,676	56,924	59,225	61,636	64,192
110	29,853	37,316	38,507	39,698	40,846	42,098	43,405	44,756	46,098
150	33,660	42,075	43,418	44,756	46,313	47,707	49,314	50,814	52,340
170	35,878	44,847	46,275	47,707	49,314	50,814	52,572	54,676	56,319
180	37,081	46,352	47,833	49,314	50,814	52,572	54,676	56,924	58,632
190	38,208	47,759	49,289	50,814	52,572	54,676	56,924	59,225	61,000
200	39,533	49,416	50,995	52,572	54,676	56,924	59,225	61,636	63,482
210	49,849	51,391	53,031	54,676	56,924	59,225	61,636	64,191	66,117

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			Wee	kly and Hou	rly Personne	el de la constante de la consta			
Effective July 1, 2016									
Hourly Rates:									
Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	16.07	16.55	17.06	17.67	18.19	18.58	19.00	19.53	20.04
41	16.59	17.12	17.64	18.19	18.74	19.17	19.88	20.08	20.82
42	17.21	17.75	18.29	18.90	19.54	20.04	20.49	21.21	21.74
51	14.03	14.45	14.90	15.31	15.75	16.08	16.37	16.61	16.90
52	14.22	14.67	15.12	15.61	16.08	16.37	16.61	16.90	17.30
53	14.42	14.86	15.32	15.84	16.37	16.61	16.90	17.30	17.69
54	14.70	15.16	15.63	16.10	16.61	16.90	17.30	17.69	18.08
55	14.94	15.40	15.89	16.42	16.90	17.30	17.69	18.08	18.50
56	15.28	15.75	16.24	16.86	17.30	17.69	18.08	18.50	18.82
57	15.65	16.13	16.63	17.20	17.69	18.08	18.50	18.82	19.53
58	15.97	16.46	16.96	17.53	18.08	18.50	18.82	19.53	19.88
59	16.36	16.87	17.38	17.91	18.50	18.82	19.53	19.88	20.46
60	16.65	17.16	17.69	18.26	18.82	19.53	19.88	20.46	20.92
61	17.20	17.74	18.28	18.89	19.53	19.88	20.46	20.92	21.63
62	17.60	18.13	18.70	19.24	19.88	20.46	20.92	21.64	22.23
63	18.07	18.65	19.22	19.88	20.46	20.92	21.63	22.23	22.86
64	18.52	19.10	19.70	20.35	20.92	21.63	22.23	22.86	23.54
65	19.17	19.75	20.36	20.98	21.63	22.23	22.86	23.54	24.25
66	15.43	15.91	16.41	16.89	17.42	18.50	22.00	20.07	27.20
00	15.45	13.91	10.41	10.09	17.42	10.00			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	134.47	138.62	142.91					
69	162.47	167.47	172.67	183.67	194.67	205.69	211.80	217.92
70	172.78	178.12	183.49	189.66	195.43	202.19		
71	188.13	194.46	200.79	207.11	213.44	219.76		

		Uniformed P Effective	olice Perso July 1, 2015	-						
Bracket	Step 1	Step 2	Step 3	Step 4	Step 5					
90 191 92 94 95	43,297	53,417	62,835 81,132 81,647 92,328 104,180	72,041 86,055 86,570 97,895 110,463	75,606					
			Fire Person July 1, 2017	-						
Bracket	Start	Step 1A	Step 1B	Step 2	Step 3	Step 4				
80 82 84 85	43,207	48,257	53,305 82,321 93,086 105,039	62,706 86,393 97,692 110,235	71,892	75,451				
			N	lon-Uniforme Effective	d Fire Perso July 1, 2016					
Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73 75 78	43,966 46,163 49,465	45,325 47,591 50,995	47,020 49,429 53,724	48,701 51,264 56,454	50,409 53,101 59,183	52,104 54,938 61,913	53,798 56,775 64,643	55,493 58,612 67,372	57,187 60,449 70,102	58,883 62,286 72,831

Operating Engineers Effective July 1, 2017

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	HVAC Trainee	17.48	18.00	18.56	19.85	20.45
150	Asst. HVAC Engineer	25.68	26.46	27.29	29.22	30.12
151	HVAC Engineer	26.72	27.54	28.38	30.41	31.34
152	Lead HVAC Engineer	28.77	29.66	30.56	32.71	33.78
153	Supervising HVAC Engineer	30.99	31.95	32.91	35.23	36.39

Fixed Salary Rates Effective July 1, 2017 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	44,994
Council Member*	34,994
Mayor*	143,399
Deputy Mayor	140,730
Examining Board Members	
Examiner-Chair**	1,250
Examiner Plumber	1,250
Clerk to the Board	1,250
Examiner-Vice Chair**	1,250
Examiner-Secretary**	1,250
Examiner-Stationary	1,250
Examiner-Electrician	1,000

*These salaries are fixed by local legislation on a calendar year basis; amounts shown above represent calendar 2017. Every four years City Council sets the annual salaries of the Mayor and Councilmembers and provides for a cost of living adjustment for each of the next three years with a 3% annual cap; the last base year set was for calendar 2015. The Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries.

**These positions are not compensated if filled by a City or RG&E employee.

CSEA Library Part Time Effective July 1, 2016										
TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F			
Administrative Assistant	N165	21.54	22.21	22.94	23.65	24.12	24.60			
Class 5 Truck Driver	N085	17.11	17.64	18.20	18.77	19.14	19.53			
Cleaner Library	N015	14.57	15.03	15.51	16.01	16.32	16.63			
Clerk II Library	N095	17.54	18.08	18.66	19.25	19.63	20.03			
Clerk III with Typing Library	N075	16.70	17.21	17.75	18.31	18.69	19.05			
Clerk Typist Library	N035	15.26	15.73	16.21	16.74	17.09	17.41			
Duplicating Operator	N065	16.27	16.77	17.30	17.89	18.22	18.59			
Graphic Assistant	N145	20.20	20.81	21.52	22.17	22.61	23.08			
Librarian I	N185	22.33	23.02	23.74	24.48	25.24	26.02			
Librarian II	N195	23.64	24.38	25.15	25.95	26.47	27.00			
Library Assistant	N145	20.20	20.81	21.52	22.17	22.61	23.08			
Maintenance Worker	N575	16.33	16.83	17.36	17.90	18.45	18.83			
Retrieval Room Aide (1/1/17-12/30/17)	N304	9.70	9.70	9.70	9.90	10.09	10.30			
Security Guard Library	N015	14.57	15.03	15.51	16.01	16.32	16.63			
Shipping Aide (1/1/17-12/30/17)	N402	9.70	9.70	9.70	9.70	9.76	9.96			
Sr. Retrieval Room Aide	N305	14.56	15.02	15.46	15.98	16.28	16.60			
Youth Services Assistant	N075	16.70	17.21	17.75	18.31	18.69	19.05			
Youth Services Coordinator	N145	20.20	20.81	21.52	22.17	22.61	23.08			

	AESCME	PART TIME				
		uly 1, 2016				
		aly 1, 2010				
TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	23.18	23.90	24.64	25.43	26.20
Administrative Analyst	N720	25.54	26.34	27.14	28.02	28.89
Animal Care Tech	P702	13.67	14.10	14.52	14.98	15.45
Animal Care Tech II	P706	14.88	15.34	15.81	16.32	16.82
Auto Aide	P758	15.97	16.46	16.95	17.52	18.08
Cemetery Service Rep	N711	19.30	19.90	20.50	21.15	21.81
Cemetery Worker	P757	15.65	16.13	16.63	17.21	17.69
Cleaner	P701	13.32	13.74	14.16	14.62	15.07
Clerk II	N709	18.32	18.89	19.47	20.09	20.72
Clerk III / Typing	N707	17.44	17.99	18.54	19.14	19.73
Clerk Typist	N703	15.94	16.42	16.93	17.47	18.00
Code Enforcement Inspector	P761	17.20	17.73	18.28	18.89	19.52
Code Enforcement Officer	P721	23.26	23.97	24.71	25.51	26.29
Code Enforcement Officer Trainee	P718	20.97	21.61	22.29	22.99	23.70
Communications Aide	N716	22.50	23.21	23.91	24.68	25.45
Communications Research Assistant	N812	17.37	17.91	18.46	19.04	19.64
Counseling Specialist	N718	23.96	24.69	25.47	26.28	27.10
Dispatcher I / OEC	N715	16.18	20.23	20.47	21.52	22.27
Dispatcher II / OEC	N817	17.25	21.56	22.25	22.94	23.70
Grants Support Associate	N713	20.46	21.00	21.75	22.43	23.13
Ground Equipment Operator	P756	14.56	14.98	15.43	16.07	16.60
Interdepartmental Messenger	N706	17.01	17.52	18.07	18.67	19.22
Maintenance Mechanic	P760	16.65	17.32	17.69	18.26	18.82
Microfilm Equipment Operator	N706	17.01	17.52	18.07	18.67	19.22
Office Automation Specialist	N717	23.18	23.90	24.64	25.43	26.20
Parking Enforcement Officer	P710	16.43	23.90 16.93	17.46	18.01	18.57
Parking Equipment Mechanic	P710	16.43	16.93	17.46	18.01	18.57
Police Evidence Tech	P716	22.50	23.21	23.91	24.68	25.45
Principal Engineering Technician	N718	22.50	23.21	25.91 25.47	24.08	25.45
	N712	23.90 19.86	24.09		20.28	27.10
Project Assistant				21.10		
Property Conservation Inspector	P188	20.97	21.61	22.29	22.99	23.70
Receptionist Typist	N706	17.01	17.52	18.07	18.67	19.22
Secretary	N711	19.30	19.90	20.50	21.15	21.81
Security Guard	P752	14.22	14.67	15.12	15.61	16.08
Service Representative	N812	17.37	17.91	18.46	19.04	19.64
Service Representative Bil	N812	17.37	17.91	18.46	19.04	19.64
Senior Maintainance Mechanic	P762	17.61	18.13	18.70	19.23	19.89
Senior Maintainance Mechanic Bldg	P765	19.07	19.76	20.35	20.98	21.64
Telecommunicator	N810	14.35	17.94	18.51	19.08	19.64
Veterinary Technician	P710	16.43	16.93	17.46	18.01	18.57
Victim Assistance Counselor	N714	21.10	21.76	22.41	23.14	23.86
Water Quality Lab Tech	P720	22.36	23.04	23.77	24.52	25.28

Part time, Temporary, and Seasonal Personnel Effective December 31, 2016

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	N170	23.17	23.90	24.64	25.42	26.19	•
Accountant Intern Seasonal	N308	13.92	15.57				
Administrative Analyst	N200	25.54	26.34	27.14	28.01	28.88	33.86
Administrative Assistant	N160	22.50	23.19	23.91	24.67	25.44	28.89
Administrative Secretary	N130	20.46	21.08	21.75	22.44	23.12	25.45
Architectural Intern Seasonal	N308	13.92	15.57				
Assistant Beach Manager	P840	15.99					
Assistant Exam Supervisor	P462	13.08					
Assistant GIS Technician	N030	15.92	16.42	16.94	17.47	18.01	
Assistant Pool Manager	P840	15.99	16.52	16.95			
Assistant Summer Program Coordinator	P459	11.69					
Assistant Supervisor of Markets	P417	16.64	17.20	17.69			
Auto Aide	P758	15.97	16.46	16.95	17.52	18.08	
Beach Lifeguard	P826	11.67	12.10	12.60			
Beach Lifeguard Captain	P836	15.01	15.44	15.95			
Beach Lifeguard Lieutenant	P831	13.44	13.77	14.25			
Beach Manager	P850	19.76					
Building Maintenance Helper	P528	14.22	14.67	15.12			
Car Pool Coordinator	P365	17.37	17.90	18.50			
Cemetery Crew Leader	P455	13.25					
Cemetery Service Representative	N110	19.29	19.89	20.50	21.15	21.81	24.58
Cemetery Worker	P578	15.65	16.13	16.63	17.20	17.69	
Cleaner	P018	13.32	13.74	14.17	14.63	15.08	
Clerical Aide	P350	13.17					
Clerk II	N090	18.32	18.89	19.47	20.09	20.71	
Clerk III	N070	17.44	17.98	18.53	19.13	19.73	21.81
Clerk IV	N030	15.92	16.42	16.94	17.47	18.01	
Clerk Typist	N030	15.92	16.42	16.94	17.47	18.01	
College Junior Intern	P452	13.92	15.57				
Coordinator Duplicating and Supply	N140	21.10	21.75	22.42	23.13	23.85	
Crew Chief Seasonal	P360	18.02					
Day Camp Supervisor	P461	15.36					
Dispatcher	P648	18.52	19.10	19.69	20.34	20.91	
Engineering Intern Seasonal	N308	13.92	15.57				
Exam Proctor	P358	10.55	11.26	11.97			

Part time, Temporary, and Seasonal Personnel Effective December 31, 2016

Title	Bracket	Stop A	Stop P	Stop C	Stop D	Stop E	Stop E
Exam Supervisor	P460	Step A 15.67	Step B	Step C	Step D	Step E	Step F
Field Auditor	N140	21.10	21.75	22.42	23.13	23.85	
Fire Protection Gear Repairer	P298	34.98	21.75	22.42	23.15	23.00	
Firefighter Trainee (1/1/17 - 12/30/17)	P 298 P 354	9.70	9.70	18.73			
Forestry Worker	P618	9.70 17.20	9.70 17.73	18.28	18.88	19.52	
Graduate Intern	N463	16.81	17.75	10.20	10.00	19.52	
Ground Equipment Operator*	P362	15.28					
Grounds Worker	P451	11.55					
Human Resource Consultant II	N210	26.56	27.39	28.23	29.13	30.04	35.26
Interdepartmental Messenger	N060	17.00	17.52	18.06	18.66	19.23	55.20
IT Intern	N308	13.92	17.52	10.00	10.00	19.20	
Laborer (1/1/17 - 12/30/17)	P456	9.93	15.57				
Laborer Library (1/1/17 - 12/30/17)	N456	9.93					
Lead Laborer	P455	12.30					
Legal Asst/CFB	N200	25.54	26.34	27.14	28.01	28.88	33.86
Legislative Aide	N160	22.50	20.34	23.91	24.67	20.00 25.44	28.89
Legislative Ade	N070	17.44	17.98	18.53	19.13	19.73	20.09
Library Page (1/1/17 - 12/30/17)	N401	9.70	9.70	9.70	9.75	19.75	21.01
Lifeguard*	P825	11.30	11.73	12.22	5.75		
Lifeguard Captain	P835	14.64	15.07	15.58			
Lifeguard Lieutenant	P830	12.97	13.40	13.90			
Literacy Aide (1/1/17 - 12/30/17)	N403	9.70	10.40	10.00			
Maintenance Mechanic	P608	16.65	17.16	17.69			
Operations Worker	P418	16.59	17.10	17.64	18.19	18.74	
Parks Operations Supervisor	P198	21.60	22.28	22.94	23.68	24.41	
Parks Operations Worker	P418	16.59	17.12	17.64	18.19	18.74	
Photo Grade I	N210	26.56	27.39	28.23	29.13	30.04	35.26
Playground Supervisor	P449	10.87	21.00	20.20	20.10	00.01	00.20
Pool Attendant	P457	12.44					
Pool Supervisor	P850	18.33	18.88	19.47			
Principal Engineering Technician	N180	23.97	24.69	25.46	26.28	27.10	31.27
Project Assistant	P128	19.84	24.00	20.40	20.20	27.10	01.27
Public Safety Aide	P445	19.82	20.40	20.98			
Public Safety Intern	P447	10.30	20.70	20.00			
Purchaser	N190	24.68	25.45	26.24	27.08	27.92	32.54
	11100	24.00	20.70	20.27	21.00	21.02	02.04

Part time, Temporary, and Seasonal Personnel Effective December 31, 2016

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G
Recreation Assistant	P815	10.44	10.81	11.13	•	·		
Recreation Clerical Aide	P820	10.17						
Recreation Leader	N300	18.33	18.88	19.47	20.08	20.72		
Rink Aide	P448	10.03						
Rink Manager	P446	13.70						
School Traffic Officer	P459	11.69						
School Traffic Officer II	P458	13.61						
Secretary to Commissioner	N180	23.97	24.69	25.46	26.28	27.10	31.27	
Secretary	N110	19.29	19.89	20.50	21.15	21.81	24.58	
Secretary to Police Chief	N160	22.50	23.19	23.91	24.67	25.44	28.89	
Security Guard	P528	14.22	14.67	15.12	15.61	16.08		
Senior Cashier	N130	20.46	21.08	21.75	22.44	23.12	25.45	
Senior Field Auditor	N180	23.97	24.69	25.46	26.28	27.10	31.27	
Service Representative	N128	17.37	17.90	18.46	19.04	19.64		
Service Representative Bilingual	N128	17.37	17.90	18.46	19.04	19.64		
Sr. Maintenance Mechanic/Mason	D065	19.17	19.75	20.36	20.98	21.63	22.23	22.86
Sr. Operations Worker	D062	17.60	18.13	18.70	19.24	19.88	20.46	20.92
Sr. Recreation Assistant	P810	13.98	14.41	14.83				
Stock Clerk	P068	14.87	15.34	15.81	16.32	16.82		
Summer Program Clerk	N303	11.04						
Summer Program Clerk	P454	11.04						
Summer Program Coordinator	N325	19.64						
Summer Program Coordinator	P338	19.64						
Vending Inspector	P359	15.60						
Veterinary Technician Trainee	P088	15.60	16.08	16.59	17.12	17.65		
Water Maintenance Worker	P598	16.35	16.87	17.38				
Youth Intervention Specialist	N180	23.97	24.69	25.46	26.28	27.10	31.27	
Youth Worker (1/1/17 - 12/30/17)	N400	9.70						
Youth Worker (1/1/17 - 12/30/17)	P953	9.70						





Board of Education

May 15, 2017

President Van Henri White

Vice President Cynthia Elliott

Members Mary Adams José Cruz Elizabeth Hallmark Malik Evans Willa Powell

Superintendent of Schools Barbara Deane-Williams The Honorable Lovely A. Warren Mayor, City of Rochester City Hall 30 Church Street Rochester, NY 14614

Dear Mayor Warren:

On May 11, 2017, the Board of Education unanimously adopted a budget of \$883,356,377 to fund the Rochester City School District for fiscal year 2017-18.

By driving educational equity, building relational capacity, nurturing innovation, creating coherence, and establishing accountability for action, our budget accomplishes two key objectives:

- Provide for all students to receive, for the first time, NYS minimum RTI instructional supports and related academic intervention services.
- Ensure that all students have equitable access to rigorous, culturallyrelevant, curriculum as well as programs, services, and supports aligned with individualized students' interests and needs.

The District's 2017-18 budget closes a projected gap of roughly \$55 million through a line-by-line analysis to identify Operational and Human Resource efficiencies. Of note, we will maintain District programs and services for children in grades PreK to 12 at or very near current levels, while expanding programs and services for our high achievers and those who may need supplemental support services. Increased State aid revenue and the application of fund balance have also helped to close the gap.

Specific actions supported in the budget include:

- Increase in teaching positions, especially in reading and math, to meet State and Federal requirements
- Central Office resources being redeployed into schools
- Improved Teaching and Learning support for schools
- Continued partnerships with parents and community organizations
- Operational savings reinvested in schools
- Align access to and with social/emotional supports with culturally relevant professional learning and resources

We are pleased to propose a budget that is fiscally balanced, educationally sound and based on input from stakeholders across the District and community. We appreciate the City's support for our budget, and the many other ways in which we collaborate to serve Rochester children and families. Working together, we can create city schools where every student achieves and succeeds to the best of his or her ability.

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Van Menri White President, Board of Education

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Barbara Deane-Williams Superintendent of Schools

Rochester City School District Board of Education

Van Henri White, President Cynthia Elliott, Vice President Mary Adams José Cruz Malik Evans Elizabeth Hallmark Willa Powell



Shanai Lee District Clerk (585) 262-8525 Shanai.Lee@rcsdk12.org

Certified Resolution: Special Meeting: May 11, 2017

Resolution No 2016-17: 702

By Member of the Board Commissioner Evans

Resolved, That the Board of Education of the Rochester City School District hereby approves and adopts the budget estimates for the 2017-18 fiscal year as follows:

General Fund Revenues:

\$ 590,171,399 \$ 119,100,000 \$ 2,100,000 \$ 18,092,662 <u>\$ 20,000,000</u> **\$ 749,464,061**

General Fund Expenses:

\$ 673,559,479 \$ 14,058,210 <u>\$ 61,846,372</u> **\$ 749,464,061**

Grants and Special Aid Revenues: \$ 110,892,316

Grants and Special Aid Expenses: \$ 110,892,316

School Food Service Fund Revenues: \$ 23,000,000

School Food Service Fund Expenses: \$ 23,000,000

Grand Total Budget: \$ 883,356,377 New York State City of Rochester Federal Medicaid Local Appropriated Fund Balance **Total**

Operating Expense Capital Expenses Debt Service **Total**

Seconded by Member of the Board Commissioner Cruz

Roll Call Vote	
Commissioner Adams	Yes
Commissioner Cruz	Yes
Commissioner Evans	Yes
Commissioner Hallmark	Yes
Commissioner Powell	Yes
Vice President Elliott	Yes
President White	Yes
Adopted 7-0	

I, Shanai Lee, Clerk of the Board of Education of the Rochester City School District of the State of New York, do hereby certify that I have compared the attached resolution with the original resolution passed by such Board of Education at a legally convened meeting held on the 11th of May 2017, on file as part of the minutes of such meeting, and the same is a true copy thereof and the whole of such original. I further certify that the full Board of Education consists of seven members and that seven of such members were present at such meeting and that seven of such members voted in favor of such resolution.

IN WITNESS THEREOF, I have hereunto set my hand and the seal of the Rochester City School District on this day of May 2017.

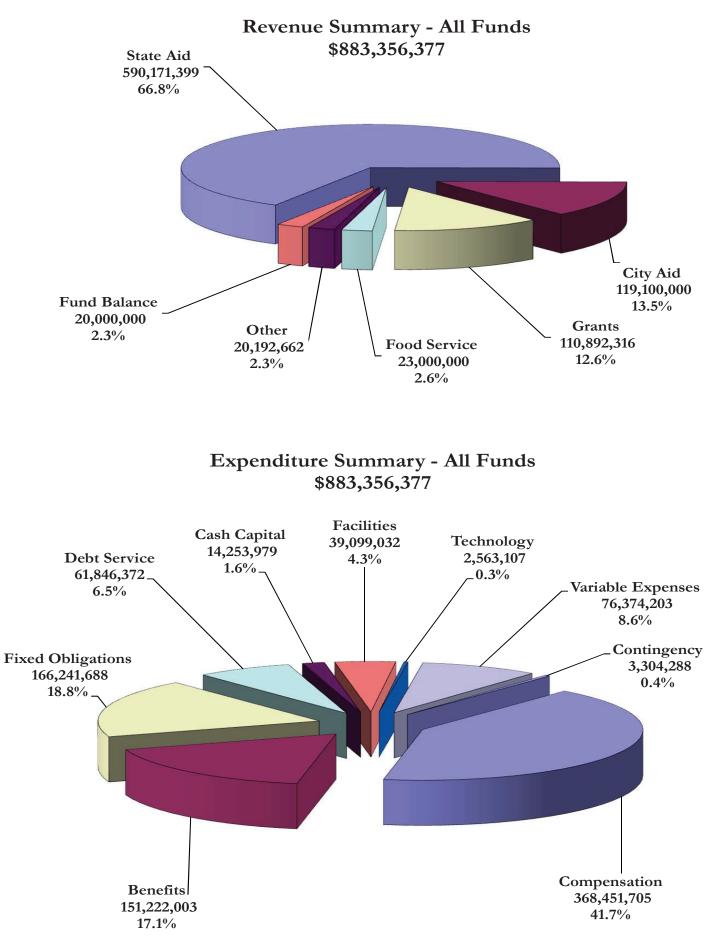
Shanai Lee, Clerk of the Board of Education



- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Grant Revenue Summary
- Grant Descriptions
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to the Budget
- Multi-Year Projection

Districtwide Budget Summary

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REVENUE SUMMARY

Revenue Category	2015-16 Actual Revenue	2016-17 Amended Budget	2017-18 Proposed Budget	2017-18 Variance
GENERAL FUND		0	¥ 0	
State Aid				
Foundation Aid	\$384,646,318	\$406,994,539	\$422,251,385	\$15,256,846
Community School Aid	#00.0000 \$0	\$7,000,000	* · *0	(\$7,000,000
Special Services Aid	\$10,762,144	\$8,400,000	\$8,494,508	\$94,508
Special Education - Public High Cost Aid	\$8,976,212	\$6,500,000	\$8,420,083	\$1,920,083
Special Education - Private Excess Cost Aid	\$9,374,423	\$10,700,000	\$9,987,906	(\$712,094
Transportation Aid	\$57,535,274	\$67,253,822	\$62,661,382	(\$4,592,440
Computer Hardware Aid	\$714,094	\$712,237	\$702,009	(\$10,228
Textbook Aid	\$2,041,430	\$2,041,400	\$2,021,827	(\$19,573
Software Aid	\$512,796	\$512,576	\$508,391	(\$4,18
Library Aid	\$213,950	\$213,590	\$212,113	(\$1,477
Charter School Transitional Aid	\$15,138,988	\$14,069,640	\$15,719,874	\$1,650,234
Charter School Supplimental Basic Tuition Aid	\$1,008,750	\$1,606,850	\$2,598,000	\$991,150
Total - Recurring State Aid	\$490,924,380	\$526,004,654	\$533,577,478	\$7,572,824
Building Aid				
Building Aid	45,553,004	\$52,000,000	\$53,324,241	\$1,324,24
Subtotal - Building Aid	\$45,553,004	\$52,000,000	\$53,324,241	\$1,324,241
State Aid Adjustments				
Prior Year Aid - \$20M Spin Up Loan Payment	(666,353)	(\$666,667)	(\$666,667)	\$
Local Share Deduction for Certain Students	(577,829)	(\$578,101)	(\$543,653)	\$34,44
Total - State Aid Adjustments	(\$1,244,182)	(\$1,244,768)	(\$1,210,320)	\$34,44
Other State Revenues				
Ch 47, 66, 721 Tuition - Alternative Residential	\$533,942	\$580,000	\$580,000	\$
Chapter 348 Tuition - Nonresident Homeless	\$446,905	\$500,000	\$500,000	\$
NYS Legislative Appropriation	\$1,310,000	\$1,400,000	\$1,400,000	\$
Incarcerated Youth Aid	\$1,744,933	\$2,000,000	\$2,000,000	\$
Total - Other State Revenues	\$4,035,780	\$4,480,000	\$4,480,000	\$(
Total - New York State Revenue	\$539,268,982	\$581,239,886	\$590,171,399	\$8 ,931,5 1
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 - Medicaid				
Federal - Medicaid	\$2,252,267	\$2,100,000	\$2,100,000	4
Total - Federal Medicaid Revenue	\$2,252,267	\$2,100,000	\$2,100,000	\$
Other Local Revenue				
Nonresident Tuition	\$1,004,208	\$1,000,000	\$1,067,926	\$67,92
Health Services Revenue	\$901,446	\$700,000	\$1,750,740	\$1,050,74
Rental and Use of Buildings	\$263,790	\$275,000	\$275,000	\$
Curriculum Based Programs	\$60,818	\$35,000	\$35,000	\$
Sale of Obsolete Equipment	\$133,091	\$75,000	\$75,000	\$
Stop Loss Reimbursement for Self-insurance	\$1,711,380	\$450,000	\$450,000	\$
Legal Awards & Settlements	\$6,271	\$0	\$0	\$
Prior Years Refunds	\$4,015,024	\$0	\$0	\$
Student and Other Fees	\$38,048	\$60,000	\$60,000	9 \$
E-Rate Revenue	\$1,040,127	\$1,000,000	\$968,285	(\$31,71
Earnings - General Fund Investments	\$55,880	\$75,000	\$75,000	\$
Miscellaneous Revenue	\$719,399	\$250,000	\$340,568	\$90,56

REVENUE SUMMARY

Revenue Category Act General Fund Cont'd Indirect Costs - Grants Indirect Costs - Grants Indirect Costs - Food Services Earnings - Capital Fund Premium and Interest RJSCB QSCB Subsidies & Capitalized Interest RJSCB QSCB Subsidies & Capitalized Interest Total Other Local Revenue Appropriated Fund Balance for General Fund TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS State Sources Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources Federal Sources	\$2,916,357 \$0 \$2,668,368	Amended Budget \$2,366,913 \$500,000	\$2,575,836	Variance
Indirect Costs - Grants Indirect Costs - Food Services Earnings - Capital Fund Premium and Interest RJSCB QSCB Subsidies & Capitalized Interest Total Other Local Revenue Appropriated Fund Balance for General Fund TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS State Sources Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources	\$ 0		\$2,575,836	
Indirect Costs - Food Services Earnings - Capital Fund Premium and Interest RJSCB QSCB Subsidies & Capitalized Interest Total Other Local Revenue Appropriated Fund Balance for General Fund TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS State Sources Universal Pre-Kindergarten Other State Grant Sources	\$ 0		\$2,575,836	
Earnings - Capital Fund Premium and Interest RJSCB QSCB Subsidies & Capitalized Interest Total Other Local Revenue Appropriated Fund Balance for General Fund TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS <u>State Sources</u> Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources		\$500.000		\$208,923
RJSCB QSCB Subsidies & Capitalized Interest Total Other Local Revenue Appropriated Fund Balance for General Fund TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS State Sources Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources	\$2,668,368		\$500,000	\$0
Total Other Local Revenue Appropriated Fund Balance for General Fund TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS State Sources Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources	1 - 3 3		\$ 0	\$ 0
Appropriated Fund Balance for General Fund TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS State Sources Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources	\$4,593,427	\$2,253,876	\$9,919,307	\$7,665,431
TOTAL GENERAL FUND REVENUE GRANT & SPECIAL AID FUNDS State Sources Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources	\$20,127,634	\$9,040,789	\$18,092,662	\$9,051,873
GRANT & SPECIAL AID FUNDS <u>State Sources</u> Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources	\$ 0	\$15,000,000	\$20,000,000	\$5,000,000
State Sources Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources	\$680,748,883	\$726,480,675	\$749,464,061	\$22,983,386
Universal Pre-Kindergarten Other State Source Grants Total - State Grant Sources				
Other State Source Grants Total - State Grant Sources				
Total - State Grant Sources	\$10,817,469	\$10,817,469	\$10,817,450	(\$19)
	\$45,590,426	\$56,267,468	\$44,917,531	(\$11,349,937)
Federal Sources	\$56,407,895	\$67,084,937	\$55,734,981	(\$11,349,956)
Formula (Recurring)	\$38,377,844	\$39,974,466	\$29,085,331	(\$10,889,135)
One-Time Grants (Competitive)	\$14,581,640	\$16,296,861	\$21,074,694	\$4,777,833
Total - Federal Sources	\$52,959,484	\$56,271,327	\$50,160,025	(\$6,111,302)
Other Local Sources	\$3,998,428	\$4,596,546	\$4,997,310	\$400,764
GRANT & SPECIAL AID FUND REVENUE	\$113,365,807	\$127,952,810	\$110,892,316	(\$17,060,494)
SCHOOL FOOD SERVICE FUND				
NYS Free & Reduced Price Reimbursement	\$539,406	\$565,000	\$579,000	\$14,000
Federal Free & Reduced Price Reimbursement	\$18,769,115	\$18,996,000	\$20,271,000	\$1,275,000
Federal Surplus Food Revenue	\$1,415,119	\$1,000,000	\$1,100,000	\$100,000
Summer Food Service Revenue	\$878,913	\$832,000	\$850,000	\$18,000
Other Cafeteria Sales	\$276,366	\$100,000	\$100,000	\$0
Miscellaneous Revenue	\$0	\$100,000	\$100,000	\$0
Interfund Revenue	\$0		# 0	\$0
Appropriation from Food Service Fund Balance	\$0	\$0	\$0	
SCHOOL FOOD SERVICE FUND REVENUE	\$0 \$0		\$0 \$0	\$ 0
GRAND TOTAL REVENUE - ALL FUNDS		\$0		\$0 \$1,407,000

REVENUE SUMMARY ANALYSIS STATE AID TO EDUCATION

General Fund State Aid shown below is based on the aid projections included in the 2016-17 Executive Budget School Aid Estimate.

FOUNDATION AID

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

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

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

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

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 $1 \frac{1}{2}$ miles or less from the school attended, and transportation for extra activities such as field trips, athletic trips, etc.

HARDWARE AND TECHNOLOGY AID

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

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

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

CHARTER SCHOOL SUPPLIMENTAL BASIC TUITION AID

This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.

\$9,987,906

\$62,661,382

\$702,009

\$2,742,331

\$2,598,000

\$15,719,874

\$8,494,508

\$422,251,385

\$8,420,083

REVENUE SUMMARY ANALYSIS – continued

BUILDING AID

This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.

OTHER STATE REVENUES

This category represents state funding that the local delegation in Albany has secured for the district. This category also contains aid for certain resident student placements including incarcerated youth detention centers.

STATE AID ADJUSTMENTS

This category represents adjustments for prior year aid monies owed to the district, contingency for prior year aid claims owed to the State, and revenue to offset the district's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.

GRAND TOTAL STATE

REVENUES FROM CITY

The City of Rochester funding includes the State funded STAR program.

MEDICAID REVENUE

The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.

OTHER LOCAL REVENUES

NON-RESIDENT TUITION FROM OTHER DISTRICTS

The district provides tutoring and other education services to non-resident students on a tuition/fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.

HEALTH SERVICES REVENUE

The district provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The district bills these costs back to the student's home districts.

RENTAL AND USE OF BUILDINGS

This represents the fees charged to various groups for the use of buildings in accordance with district policy.

CURRICULUM BASED PROGRAMS

Revenue generated by student curriculum programs such as the Work Experience Program.

\$53,324,241

\$4,480,000

(\$1,210,320)

\$2,100,000

\$590,171,399

\$119,100,000

\$1,067,926

\$1,750,740

\$275,000

\$35,000

GRAND TOTAL GENERAL FUND REVENUE

Section 3 Page 8

REVENUE SUMMARY ANALYSIS – continued

SALES OF OBSOLETE EQUIPMENT

This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy. STOP LOSS REIMBURSEMENT FOR SELF INSURANCE \$450,000 The District is self-insured for medical, dental, and workers compensation and has secured stop loss insurance policy for medical insurance. The District receives reimbursement for claims in excess of the stop loss limit. STUDENT AND OTHER FEES \$60,000 This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees. **E-RATE REVENUE** \$968,285 Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures. **EARNINGS - GENERAL FUND INVESTMENTS** \$75,000 This revenue from investments is earned by the district's cash management program. **MISCELLANEOUS REVENUE** \$340,568 This represents revenues that do not fit in any other categories and are non-recurring. **INDIRECT COSTS**

Many grant-funded programs provide revenue to offset overhead costs, which the district incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc.

The School Food Service Fund provides revenue to offset overhead cost incurred by the District in the operation of the Lunch Program. Overhead costs includes supervision, accounting cost, etc.

EARNINGS - CAPITAL FUND INVESTMENTS

This revenue is earned through the following sources: interest earned on authorized capital funds which have not yet been expended, unused capital fund authorizations, and Facilities Modernization Program funding.

TOTAL LOCAL REVENUES

APPROPRIATIONS FROM FUND BALANCE

An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.

\$18,092,662

\$20,000,000

<u>\$749,464,061</u>

\$75,000

\$3,075,836

\$9,919,307

Source	All Grants	2016-2017 Amended Budget	2017-2018 Budget	\$ Change Fav/(Unfav)
FEDERAL	21ST CENTURY COMMUNITY LRNG	1,200,000	1,200,000	-
LOCAL	ACTION FOR HEALTHY KIDS SCHOOL #43	2,350		(2,350)
LOCAL	BOSCH FOUNDATION	_	-	-
LOCAL	CFC CAREER PATHWAYS	_	_	_
STATE	EMPLOYMENT PREP ED (EPE)	3,610,397	3,249,357	(361,040)
STATE	ENCOMPASS: RESOURCE FOR LEARN	54,064	56,000	1,936
STATE	EXTENDED LEARNING TIME	3,465,570	3,465,570	_
STATE	EXTENDED SCHOOL YEAR (ESY)	6,003,690	5,800,000	(203,690)
FEDERAL	FRESH FRUITS & VEGETABLES PROGRAM	1,040,220	1,040,220	
LOCAL	GREATER ROCH HEALTH DISTRICT	852,384	651,000	(201,384)
FEDERAL	IDEA PRESCHOOL SERV & SEC 619	677,480	488,546	(188,934)
FEDERAL	IDEA SUPPORT SERV & SEC 611	10,153,971	10,230,000	76,029
FEDERAL	IMPACT AID	10,000	10,000	_
LOCAL	LAURA BUSH SCHOOL #19	6,800	_	(6,800)
STATE	LIBRARY AUTOMATION	9,245	9,240	(5)
STATE	LIBRARY AUTOMATION ROLLOVER	10,858	_	(10,858)
STATE	LIBRARY OPERATING	92,448	92,400	(48)
STATE	LIBRARY OPERATING ROLLOVER	349	_	(349)
STATE	LIBRARY OPERATING SUPPLEMENTAL	58,118	46,600	(11,518)
STATE	LTG #3 - 19, 28, 58, AQUINAS	50,000	50,000	-
STATE	LTG #34 - 2, 7, 42, NAZARETH	50,000	50,000	_
STATE	LTG #45 - 10, 25, 46, HOLY CROSS	50,000	50,000	-
STATE	LTG #9 - 12, 15, 33, HILLSIDE	50,000	50,000	_
STATE	LTG #MONROE - EAST UPPER, ORA	50,000	50,000	-
STATE	LTG NECP - SOTA, SWW, RECIHS, AQUINAS	50,000	50,000	_
STATE	MATH & SCIENCE OPTICS - EAST	460,503	460,503	-
LOCAL	MC CAREERS	290,787	500,000	209,213
STATE	MCDHS ADMIN SPECIALIST	53,755	53,755	-
FEDERAL	MCKINNEY-VENTO HOMELESS YOUTH	120,000	120,000	-
STATE	MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
FEDERAL	MY BROTHERS KEEPER CHALLENGE GRANT	_	1,307,954	1,307,954
FEDERAL	NATIVE AMERICAN RESOURCE CTR	12,681	10,000	(2,681)
FEDERAL	OTDA EDUCATION RESOURCES	100,000	-	(100,000)
FEDERAL	OTDA MAKING A CONNECTION	-	149,812	149,812
FEDERAL	PERKINS INCARCERATED YOUTH	11,838	-	(11,838)
FEDERAL	PERKINS IV CAREER & TECH	109,488	109,488	_
FEDERAL	PERKINS IV SECONDARY	473,371	400,000	(73,371)
FEDERAL	PREGNANCY ASSISTANCE FUND	125,000	125,000	-

GRANT REVENUE - Alphabetical Listing

Source	All Grants	2016-2017 Amended Budget	2017-2018 Budget	\$ Change Fav/(Unfav)
STATE	PRE-K EXPANSION 3 & 4 YEAR OLD	11,940,627	11,940,627	-
STATE	PRE-K FULL DAY/EXPANDED	9,977,445	-	(9,977,445)
STATE	PRE-K UNIVERSAL	10,817,469	20,794,914	9,977,445
LOCAL	PRE-SCH ADMIN & COUNTY	715,000	691,221	(23,779)
LOCAL	PRE-SCH RELATED SERVICES	900,000	955,000	55,000
LOCAL	PRE-SCHOOL EVALUATIONS	359,235	685,000	325,765
LOCAL	PRE-SCHOOL INTEGRATED HANDICAP	1,100,000	1,200,000	100,000
LOCAL	PRE-SCHOOL S.E.I.T.	275,000	250,000	(25,000)
LOCAL	PRIMARY PROJECT	87,000	65,089	(21,911)
FEDERAL	PTECH	388,281	403,455	15,174
STATE	RECEIVERSHIP EAST	4,031,995	-	(4,031,995)
STATE	RECEIVERSHIP MONROE	3,464,652	-	(3,464,652)
STATE	RECEIVERSHIP SCHOOL #09	2,003,702	-	(2,003,702)
FEDERAL	RSETACS (SESIS)	476,853	480,219	3,366
STATE	SCHOOL FOR DEAF STATE TUITION	2,163,000	2,208,584	45,584
STATE	SCHOOL HEALTH SERVICES	6,292,431	6,292,431	-
FEDERAL	SES 1003(A) EDISON	430,237	-	(430,237)
FEDERAL	SES 1003(A) SCHOOL #12	500,000	-	(500,000)
FEDERAL	SES 1003(A) SCHOOL #50	428,736	-	(428,736)
FEDERAL	SIF #22	250,000	-	(250,000)
FEDERAL	SIG 4 #03	500,000	250,000	(250,000)
FEDERAL	SIG 4 #17	500,000	250,000	(250,000)
FEDERAL	SIG 4 #45	500,000	250,000	(250,000)
FEDERAL	SIG 4 MONROE	500,000	250,000	(250,000)
FEDERAL	SIG 4 NWCP	500,000	250,000	(250,000)
FEDERAL	SIG 4 WILSON	500,000	250,000	(250,000)
FEDERAL	SIG 6 #44	786,511	500,000	(286,511)
FEDERAL	SIG 6 #8	866,673	500,000	(366,673)
FEDERAL	SIG 6 NE	776,789	500,000	(276,789)
FEDERAL	SIG 7 #10	500,000	500,000	-
FEDERAL	SIG 7 #19	500,000	500,000	-
FEDERAL	SIG 7 #41	500,000	500,000	-
FEDERAL	SIG 7 IATHS	500,000	500,000	-
STATE	SMART SCHOLARS ECHS COHORT 1	21,026	-	(21,026)
STATE	SMART SCHOLARS ECHS COHORT 2	112,369	-	(112,369)
STATE	SMART SCHOLARS ECHS COHORT 3	190,000	-	(190,000)
STATE	TEACHER CENTERS	206,224	200,000	(6,224)
STATE	TEACHERS OF TOMORROW	980,000	-	(980,000)
FEDERAL	TITLE I	23,800,000	23,600,000	(200,000)

GRANT REVENUE - Alphabetical Listing

Source	All Grants	2016-2017 Amended Budget	2017-2018 Budget	\$ Change Fav/(Unfav)
FEDERAL	TITLE I SCHOOL IMPROVEMENT 1003(a)	1,725,000	-	(1,725,000)
FEDERAL	TITLE IIA TEACH/PRIN TRNG/RECR	3,767,666	3,770,000	2,334
FEDERAL	TITLE IIB MATH & SCIENCE PARTNERSHIP - MATH	1,000,000	-	(1,000,000)
FEDERAL	TITLE IIB MATH & SCIENCE PARTNERSHIP - SCIENCE	324,820	_	(324,820)
FEDERAL	TITLE III BILINGUAL	645,381	645,000	(381)
STATE	VIOLENCE PREVENT EXTDAY 2NDARY	350,000	350,000	-
STATE	VIOLENCE PREVENT EXTDAY PRIMARY	350,000	350,000	-
FEDERAL	WIA TITLE 2 - ADULT ED	470,331	470,331	-
FEDERAL	WIA TITLE 2 - ESOL/CIVICS	250,000	250,000	-
FEDERAL	WIA TITLE 2 - INCAR & INSTIT	250,000	250,000	-
FEDERAL	WIA TITLE 2 - LITERACY ZONE	100,000	100,000	-
LOCAL	WILLMOTT FOUNDATION	6,990	_	(6,990)
LOCAL	YOUTH AS A RESOURCE	1,000	-	(1,000)
	TOTAL ALL GRANTS	\$127,952,810	\$110,892,316	-\$17,060,494

GRANT REVENUE - Alphabetical Listing

GRANT REVENUE - by Funding Source

	2016-2017	2017-2018	\$ Change
Federal Grants	Amended Budget	Budget	Fav/(Unfav)
21ST CENTURY COMMUNITY LRNG	1,200,000	1,200,000	-
FRESH FRUITS & VEGETABLES PROGRAM	1,040,220	1,040,220	_
IDEA PRESCHOOL SERV & SEC 619	677,480	488,546	(188,934)
IDEA SUPPORT SERV & SEC 611	10,153,971	10,230,000	76,029
IMPACT AID	10,000	10,000	_
MCKINNEY-VENTO HOMELESS YOUTH	120,000	120,000	_
MY BROTHERS KEEPER CHALLENGE GRANT	-	1,307,954	1,307,954
NATIVE AMERICAN RESOURCE CTR	12,681	10,000	(2,681)
OTDA- EDUCATION RESOURCES	100,000	-	(100,000)
OTDA- MAKING A CONNECTION		149,812	149,812
PERKINS INCARCERATED YOUTH	11,838	-	(11,838)
PERKINS IV CAREER & TECH	109,488	109,488	
PERKINS IV SECONDARY	473,371	400,000	(73,371)
PREGNANCY ASSISTANCE FUND	125,000	125,000	-
РТЕСН	388,281	403,455	15,174
RSETACS (SESIS)	476,853	480,219	3,366
SES 1003(A) EDISON	430,237	-	(430,237)
SES 1003(A) SCHOOL #12	500,000	_	(500,000)
SES 1003(A) SCHOOL #50	428,736	_	(428,736)
SIF #22	250,000	_	(250,000)
SIG 7 #19	500,000	500,000	(200,000)
SIG 4 #03	500,000	250,000	(250,000)
SIG 4 #17	500,000	250,000	(250,000)
SIG 4 #45	500,000	250,000	(250,000)
SIG 4 MONROE	500,000	250,000	(250,000)
SIG 4 NWCP	500,000	250,000	(250,000)
SIG 4 WILSON	500,000	250,000	(250,000)
SIG 6 #44	786,511	500,000	(286,511)
SIG 6 #8	866,673	500,000	(366,673)
SIG 6 NE	776,789	500,000	(276,789)
SIG 7 #10	500,000	500,000	(270,707)
SIG 7 #41	500,000	500,000	_
SIG 7 IATHS	500,000	500,000	
TITLE I	23,800,000	23,600,000	(200,000)
TITLE I SCHOOL IMPROVEMENT 1003(a)	1,725,000	25,000,000	(1,725,000)
TITLE I A TEACH/PRIN TRNG/RECR	3,767,666	3,770,000	2,334
TITLE IIB MATH & SCIENCE PARTNERSHIP - MATH	1,000,000	3,770,000	
		-	(1,000,000)
TITLE IIB MATH & SCIENCE PARTNERSHIP - SCIENCE	324,820	-	(324,820)
TITLE III BILINGUAL	645,381	645,000	(381)
WIA TITLE 2 - ADULT ED	470,331	470,331	-
WIA TITLE 2 - ESOL/CIVICS	250,000	250,000	
WIA TITLE 2 - INCAR & INSTIT	250,000	250,000	-
WIA TITLE 2 - LITERACY ZONE	100,000	100,000	-
TOTAL FEDERAL GRANTS	\$56,271,327	\$50,160,025	(\$6,111,302)

GRANT REVENUE - by Funding Source

State Grants	2016-2017 Amended Budget	2017-2018 Budget	\$ Change Fav/(Unfav)
EMPLOYMENT PREP ED (EPE)	3,610,397	3,249,357	(361,040)
ENCOMPASS: RESOURCE FOR LEARN	54,064	56,000	1,936
EXTENDED LEARNING TIME	3,465,570	3,465,570	-
EXTENDED SCHOOL YEAR (ESY)	6,003,690	5,800,000	(203,690)
LIBRARY AUTOMATION	9,245	9,240	(5)
LIBRARY AUTOMATION ROLLOVER	10,858	-	(10,858)
LIBRARY OPERATING	92,448	92,400	(48)
LIBRARY OPERATING ROLLOVER	349	_	(349)
LIBRARY OPERATING SUPPLEMENTAL	58,118	46,600	(11,518)
LTG #3 - 19, 28, 58, AQUINAS	50,000	50,000	-
LTG #34 - 2, 7, 42, NAZARETH	50,000	50,000	-
LTG #45 - 10, 25, 46, HOLY CROSS	50,000	50,000	_
LTG #9 - 12, 15, 33, HILLSIDE	50,000	50,000	
LTG #MONROE - EAST UPPER, ORA	50,000	50,000	_
LTG NECP - SOTA, SWW, RECIHS, AQUINAS	50,000	50,000	
MATH & SCIENCE OPTICS - EAST	460,503	460,503	
MCDHS ADMIN SPECIALIST	53,755	53,755	
MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	
PRE-K EXPANSION 3 & 4 YEAR OLD	11,940,627	11,940,627	-
PRE-K FULL DAY/EXPANDED	9,977,445	-	(9,977,445)
PRE-K UNIVERSAL	10,817,469	20,794,914	9,977,445
RECEIVERSHIP EAST	4,031,995		(4,031,995)
RECEIVERSHIP EAST RECEIVERSHIP MONROE			· · · · · · · · · · · · · · · · · · ·
RECEIVERSHIP MONROE RECEIVERSHIP SCHOOL #09	3,464,652	-	(3,464,652)
	2,003,702	-	(2,003,702)
SCHOOL FOR DEAF STATE TUITION	2,163,000	2,208,584	45,584
SCHOOL HEALTH SERVICES	6,292,431	6,292,431	-
SMART SCHOLARS ECHS COHORT 1	21,026	-	(21,026)
SMART SCHOLARS ECHS COHORT 2	112,369	-	(112,369)
SMART SCHOLARS ECHS COHORT 3	190,000	-	(190,000)
TEACHER CENTERS	206,224	200,000	(6,224)
TEACHERS OF TOMORROW	980,000	-	(980,000)
VIOLENCE PREVENT EXTDAY 2NDARY	350,000	350,000	-
VIOLENCE PREVENT EXTDAY PRIMARY	350,000	350,000	-
TOTAL STATE GRANTS	\$67,084,937	\$55,734,981	(\$11,349,956)
Local Grants	2016-2017 Amended Budget	2017-2018 Budget	\$ Change Fav/(Unfav)
ACTION FOR HEALTHY KIDS SCHOOL #43	2,350	-	(2,350)
BOSCH FOUNDATION	-	_	-
CFC CAREER PATHWAYS	_	_	_
GREATER ROCH HEALTH DISTRICT	852,384	651,000	(201,384)
LAURA BUSH SCHOOL #19	6,800	-	(6,800)
MC CAREERS	290,787	500,000	209,213
PRE-SCH ADMIN & COUNTY	715,000	691,221	(23,779)
PRE-SCH RELATED SERVICES	900,000	955,000	55,000
PRE-SCHOOL EVALUATIONS	359,235	685,000	325,765

PRE-SCHOOL INTEGRATED HANDICAP	1,100,000	1,200,000	100,000
PRE-SCHOOL S.E.I.T.	275,000	250,000	(25,000)
PRIMARY PROJECT	87,000	65,089	(21,911)
WILLMOTT FOUNDATION	6,990		(6,990)
YOUTH AS A RESOURCE	1,000	-	(1,000)
TOTAL LOCAL GRANTS	\$4,596,546	\$4,997,310	\$400,764

GRANT TITLE	DESCRIPTION
21 st CENTURY COMMUNITY LEARNING	The 21st Century Community Learning Centers grant provides students at Schools #9 and #22 with a tiered support framework that balances academics, socio-emotional supports, health and wellness education, community outreach, and family education.
ACTION FOR HEALTHY KIDS SCHOOL	These are school grants to help school professionals, families and communities take actions that lead to healthy eating, physical activity and healthier schools for kids to be ready to learn and thrive.
EMPLOYMENT PREPARATION EDUCATION AID (EPE)	This aid supports employment preparation programs such as: adult education, GED preparation, ESOL, and career education for pupils age 21 and older.
ENCOMPASS: RESOURCE FOR LEARNING	Reinvest in Youth - Educationally Enhanced (RIY-E2) is a collaborative partnership serving youth in a probation track as an alternative to detention. Through RIY-E2 youth in probation are served by a Core Professional Team to foster stability, build successful and positive relationships, promote academic growth and success, and facilitate positive engagement with the school and community.
EXTENDED LEARNING TIME	ELT provides funding for selected schools to improve student outcomes by adding at least 25 percent more time to the academic calendar beyond the standard schedule, by extending the school day, week, year, or a combination thereof.
EXTENDED SCHOOL YEAR (ESY) -SUMMER SPECIAL EDUCATION	Extended School Year (ESY) are services are designed to support a student with a disability as documented under the Individuals with Disabilities Education Act (IDEA) to maintain the academic, social/behavioral, communication, or other skills that they have learned as part of their Individualized Education Program (IEP).
FRESH FRUITS & VEGETABLES PROGRAM	The Fresh Fruit and Vegetable Program (FFVP) is a program that provides free fresh fruits and vegetables to students in participating elementary schools during the school day.
GREATER ROCHESTER HEALTH DISTRICT	Greater Rochester Health Foundation provides grants that supply funding to schools to support healthy lifestyles through increased physical/nutritional activity.
IDEA – INDIVIDUALS WITH DISABILITIES EDUCATION ACT	The USDOE provides assistance to States for the Education of School-Aged (Section 611) and Pre-School Students (Section 619) with Disabilities -The Individuals with Disabilities Education Act (IDEA) is a United States federal law that governs how states and public agencies provide early intervention, special education and related services to children with disabilities.
IMPACT AID	These funds help local school districts that educate federally connected children ie: the children of members of the uniformed services, children who reside on federal property or in federally subsidized low-rent housing, and children whose parents work on federal property.
LAURA BUSH SCHOOL #19	The Laura Bush Foundation provides funds to school libraries to add to and update their book and media collections.

GRANT TITLE	DESCRIPTION	
	Funds for Administrative Library Support salary and benefits.	
LIBRARY OPERATING	Funds for Library Director salary and benefits.	
LIBRARY OPERATING SUPPLEMENTAL	Funds for supplies, materials, system costs, and travel.	
LTG	Funds to promote collaboration between RCSD and nonpublic schools to increase the use of learning technology to: improve student academic performance in relation to the NYS learning standards, process and content strands, key ideas and performance indicators in grades pre-kindergarten through 12; provide high quality professional development focused on increasing a teacher's knowledge and skills in the use of learning technology; and to provide ongoing support for students to become technologically literate by 8th grade.	
MC CAREERS	The CAREERS program, in collaboration with the Monroe County Department of Human Services, prepares individuals to meet workforce demands by offering training in various career fields.	
MCDHS ADMIN SPECIALIST	Monroe County Department of Human Services supports 50% of a Social Worker position within the district under the job title Administrative Specialist and Education Liaison.	
MCKINNEY-VENTO HOMELESS YOUTH	Provides support to ensure that homeless children and youth have equal access to the same free, appropriate, public education - including public preschool.	
MENTOR TEACHER/ INTERNSHIP PROGRAM	The Mentor Teacher Internship Program (MTIP) provides the opportunity for beginning teachers to broaden and enhance their classroom teaching and related skills while participating in a productive, supportive and collegial mentoring experience.	
MY BROTHERS KEEPER CHALLENGE	These funds address Goal 3- Graduating from high school ready for college and career, as evidenced by a closing of graduation rate achievement gaps for disadvantaged youth, primarily young men of color, and Goal 6- Reducing Code of Conduct Violations and providing a second chance, as evidenced by disadvantaged youth, primarily young men of color having a reduction in inschool and out-of-school suspensions and behavioral related referrals. This grant will assist with the implementation of the Code of Conduct and is aligned with Restorative Practices and Relationship Model of Educational Intervention.	
NATIVE AMERICAN	Funds to continue outreach efforts to Native American students.	
OTDA EDUCATION RESOURCES	The Educational Resources (ER) program is designed to assist Districts in addressing the educational needs of their TANF (Temporary Assistance for Needy Families) eligible population and enable them to improve their literacy skills and become productive and successful in the workplace, home and community. Educational activities enable participants to become employed, qualify for a better job or meet the entry requirements for job skills training.	
OTDA MAKING A CONNECTION	The Making A Connection (MAC) Academy Program serves refugee young adults, with the goal of transitioning participants to secure unsubsidized employment, connecting participants to area services and community partners, and providing them the resources, education, and networks necessary to achieve self-confidence and self-sufficiency in the community.	

INDEX of GRANT DESCRIPTIONS

INDEX of GRANT DESCRIPTIONS

GRANT TITLE	DESCRIPTION
PERKINS IV CAREER & TECH	Supports the OACES Culinary CAREERS CTE Training, which is a full day contextualized program that integrates Culinary Skills Level I & Level II curriculum with critical reading, writing, and math required for the high school equivalency diploma. Students in the program directly apply their learning in the real world through the operation of a student run café on the OACES campus.
PERKINS IV SECONDARY	Supports development of programs at Edison that: integrate rigorous academics with career and technical instruction; link secondary education and postsecondary education to prepare students for high-skill, high-wage, high-demand occupations in current or emerging occupations; and enable participating students to meet or exceed Perkins performance standards.
PREGNANCY ASSISTANCE FUND	Funds for pregnant students that provide parenting skills and baby supplies.
PRE-K EXPANSION 3 & 4 YEAR OLDS (Full Day 3 year olds)	Funds three-year old high-need city residents to attend full-day three-year old programs modeled after the Universal Pre-Kindergarten programs. Students qualify for this program by having met one of three criteria: having an IEP, ELL status, or qualifying for free and/or reduced lunch program. The program is offered at RCSD sites and Community Based Organizations.
PRE-K UNIVERSAL	Supports the District's efforts to provide environments and experiences in socialization, early literacy and motor skill development to all eligible 4 year old children, including those with disabilities and children whose home language is other than English at RCSD sites and Community Based Organizations that are contracted and supervised by the District.
PRE-SCHOOL RELATED SERVICES	Funds Pre-School Related Services which include speech, OT and PT.
PRE-SCHOOL ADMINISTRATION	These funds offset CPSE Administration and Committee costs.
PRE-SCHOOL INTEGRATED HANDICAP	Section 4410 provides a portion of the resources for mandated Pre-School Special Education Integrated/Handicapped programs and services.
PRE-SCHOOL S.E.I.T.	These are Special Education/Itinerant Teacher (S.E.I.T.) services.
PRIMARY PROJECT	Primary Project is a national, evidence-based program that helps children in pre-k through third grade adjust to school, gain confidence, social skills, and focus on learning. Primary Project addresses children's school adjustment difficulties and increases their chances for success through play.
PTECH PATHWAYS IN TECHNOLOGY	The New York State Pathways in Technology Early College High School (NYS P- TECH) program located at the Edison campus prepares students for high-skills jobs of the future in technology, manufacturing, healthcare and finance. The model incorporates a six-year program that combines high school, college and career training and is targeted to at-risk, disadvantaged students.

INDEX of GRANT DESCRIPTIONS

GRANT TITLE	DESCRIPTION
RECEIVERSHIP	The New York State Education Department allocated funds specifically to support and implement turnaround efforts for Priority Schools that have been identified as "Persistently Struggling Schools". These schools have been placed under the sole authority of a 'Receiver'. Each school's 'Receiver' has an initial one- year period to use the enhanced Receivership authority, and the allocated funds, to make demonstrable improvement in student performance at each Persistently Struggling School, or the State assumes school control.
RSETACS SPEC ED TECH ASST CTR	The purpose of this grant is to fund the Regional Technical Assistance Center to provide a coordinated system of high quality technical assistance, training, information dissemination and professional development to the District to improve instructional programs and practices for students with disabilities, particularly in the areas of literacy, behavioral supports and interventions, specially designed instructional practices and transition planning and activities.
SCHOOL FOR DEAF STATE TUITION	These are aidable operating expenses for approved educational programs provided to State-supported students.
SCHOOL HEALTH SERVICES	The purpose of the School Health Services grant is to provide: mandated first aid, emergency services, screening, contagious disease management, services to children with special health concerns, documentation and state reporting.
SES- 1003(A)TITLE I SCHOOL IMPROVEMENT GRANT	The purpose of the Socioeconomic Integration Pilot Program is to increase student achievement in Priority and Focus Schools by encouraging greater socioeconomic integration in these schools.
SIF - SCHOOL INNOVATION FUND #22	The purpose of this grant is to implement a Community School design, which will allow Abraham Lincoln School #22 to accelerate efforts to increase graduation rates, college persistence, and college graduation rates.
SIG - TITLE I SCHOOL IMPROVEMENT GRANT - 1003(g)	These funds provide financial assistance to the lowest achieving schools to significantly raise student achievement through the implementation of one of four recognized school intervention strategies (turnaround, restart, school closure, or transformation). Funding from the US Department of Education flows through the NYS Department of Education.
SMART SCHOLARS - EARLY COLLEGE	The purpose of the Smart Scholars Early College High School Program is to increase high school graduation rates and the number of students who complete a postsecondary credential or degree, especially among groups of students in high need/very high need schools who traditionally attend college at disproportionally low rates.
TEACHER CENTERS	These funds, within available state appropriations and subject to the procedures established in Education Law Section 31, are used to plan, establish and operate teacher resource and computer training centers.
TEACHERS OF TOMORROW	This grant provides a variety of incentives that encourage teachers to teach in shortage areas for RCSD.
TITLE I FEDERAL ESSA	The District is a school-wide Title I Program and is required to deliver services to all students with a continued focus on students with the greatest need.

INDEX of GRANT DESCRIPTIONS

GRANT TITLE	DESCRIPTION
TITLE I SCHOOL IMPROVEMENT GRANT 1003(a)	The School Improvement Grants under Section 1003(a) provide financial assistance to Title 1 schools.
TITLE IIA FEDERAL ESSA	The purpose of Title IIA is to meet NCLB highly qualified teaching requirements by: providing high quality professional development to ensure teachers become, and remain, highly effective in helping all students learn and achieve high performance standards; meeting 'highly qualified teacher' requirements for core course teaching through effective teacher recruitment, retention and professional development practices; and ensuring strong instructional leadership through effective principal recruitment, retention and professional development practices.
TITLE IIB MATH & SCIENCE PARTNERSHIP	The emphasis of Title II, Part B is: Professional development that uses reliable scientifically-based or evidence-based teaching methods as a means of improving student academic performance, and partnerships between high-need school districts and the science, technology, engineering, and mathematics (STEM) departments in institutions of higher education.
TITLE III BILINGUAL	The purpose of Title III is to support and enhance the education of students who are English Language Learners (ELL) in all aspects of the English language and literacy development in order to promote academic achievement in all areas and lead to graduation and post-high school success. District programs receiving funds from Title III include Bilingual programs, Learning English through Academics Program (LEAP), Dual Language, and Free Standing ESOL.
VIOLENCE PROTECTION EXTENDED DAY	The primary purpose of the ESD/SVP Program is to provide support to students through extended school day activities and/or school safety programs which promote violence prevention.
WIA TITLE 2- ADULT ED	The WIA Adult Literacy program supports instruction in adult basic education, English for Speakers of Other Languages, and adult secondary education leading to a New York State high school equivalency diploma. The program is designed to support adults to become literate and obtain the knowledge and skills necessary for employment, retention of employment, and self-sufficiency.
WIA TITLE 2- ESOL/CIVICS	The English Language and Civics program provides English literacy services in an integrated program of services that incorporates English literacy and civics education.
WIA TITLE 2- INCAR & INSTIT	The WIA Corrections program provides academic services for basic education, special education, English literacy, and secondary school credit programs to serve individuals who are likely to leave the correctional institution within five years of participation.
YOUTH AS RESOURCES - MONROE	Youth as Resources (YAR) provides funding for "Monroe's Finest", celebrating the achievements and encouraging the 7th graders at Monroe High School to make good decisions.

Expenditure Summary (All Funds)

	2015-2016 Actual	2016-2017 Amended	2017-2018 Proposed	\$ Variance Fav/(Unfav)	
	Actual	Amendeu	rioposed	Pav/(Ollav)	
EXPENDITURES BY ACCOUNT					
Salary Compensation					
Teacher	\$ 194,781,562	\$ 210,152,737	\$ 220,888,795	\$ (10,736,058)	
Civil Service	60,146,669	63,356,355	65,132,116	(1,775,761)	
Administrator	31,648,104	32,870,790	29,119,315	3,751,475	
Teaching Assistants	5,720,455	7,445,166	8,038,356	(593,190)	
Paraprofessional	7,968,183	10,195,284	10,779,868	(584,584)	
Sub Total Salary Compensation	300,264,972	324,020,331	333,958,450	(9,938,119)	
Other Compensation					
Substitute Teacher	12,860,434	8,362,740	7,820,862	541,878	
Hourly Teachers	15,709,828	20,165,563	19,337,852	827,711	
Teachers In-Service	1,951,232	1,818,831	1,501,372	317,459	
Overtime Civil Service	4,349,162	4,348,409	4,263,661	84,748	
Civil Service Substitutes	1,762,541	1,522,829	1,569,508	(46,679)	
Sub Total Other Compensation	36,633,197	36,218,372	34,493,255	1,725,117	
Total Salary and Other Compensation	336,898,169	360,238,703	368,451,705	(8,213,002)	
Employee Benefits	160,404,785	165,974,628	151,222,003	14,752,625	
Total Sal., Other Comp., and Empl. Benefits	497,302,954	526,213,331	519,673,708	6,539,623	
Fixed Obligations With Variability					
Special Education Tuition	18,471,563	19,121,493	19,667,053	(545,560)	
Contract Transportation	63,988,637	64,753,617	67,096,635	(2,343,018)	
Charter School Tuition	59,568,346	70,821,000	77,538,000	(6,717,000)	
Health Service Other Districts	1,146,041	1,100,000	1,100,000	-	
Insurance Non-Employee	795,920	842,192	840,000	2,192	
Sub Total Fixed Obligations	143,970,508	156,638,302	166,241,688	(9,603,386)	
Debt Service	52,917,513	57,076,252	61,846,372	(4,770,120)	
Cash Capital Outlays					
Cash Capital Expense	5,237,000	10,000,000	10,000,000	-	
Textbooks	1,906,921	2,172,696	2,091,000	81,696	
Equipment Other than Buses	1,916,124	459,495	479,388	(19,893)	
Equipment Buses	68,441	-	880,000	(880,000)	
Computer Hardware - Instructional	703,083	365,703	461,091	(95,388)	
Computer Hardware - Non-Instructional	177,204	47,381	91,650	(44,269)	
Library Books	428,488	233,478	250,850	(17,372)	
Sub Total Cash Capital Outlays	10,437,261	13,278,753	14,253,979	(975,226)	

Expenditure Summary (All Funds)

	2015-2016	2016-2017	2017-2018	\$ Variance
	Actual	Amended	Proposed	Fav/(Unfav)
Facilities and Related				
Utilities	8,077,960	9,418,650	9,679,160	(260,510)
Instructional Supplies	6,102,481	4,682,044	5,129,240	(447,196)
Equip Service Contr & Repair	3,442,580	4,050,691	4,259,033	(208,342)
Facilities Service Contracts	1,784,089	2,416,479	1,599,700	816,779
Rentals	2,970,943	3,135,061	3,164,000	(28,939)
Maintenance Repair Supplies	1,672,242	1,031,825	848,699	183,126
Postage and Print/Advertising	1,426,242	1,720,226	1,340,937	379,289
Auto Supplies	637,254	1,013,329	829,376	183,953
Supplies and Materials	12,632,716	10,125,026	10,961,492	(836,466)
Custodial Supplies	751,697	781,316	831,152	(49,836)
Office Supplies	408,870	451,703	456,243	(4,540)
Sub Total Facilities and Related	39,907,073	38,826,350	39,099,032	(272,682)
Technology				
Computer Software - Instructional	573,604	931,027	752,500	178,527
Computer Software - Non-Instructional	1,791,419	1,970,906	1,810,607	160,299
Subtotal Technology	2,365,023	2,901,933	2,563,107	338,826
All Other Variable Expenses				
Miscellaneous Services	2,148,881	1,998,684	1,870,773	127,911
Professional Technical Service	26,912,485	34,226,890	31,869,311	2,357,579
Agency Temporary Staff	5,140,985	3,826,188	3,090,192	735,996
Judgments and Claims	(115,445)	500,000	500,000	_
Grant Disallowances	(936,108)	120,000	120,000	-
Interfund Exp Pre-K Spec Ed	728,133	730,000	700,000	30,000
Departmental Credits	(1,962,091)	(1, 147, 014)	(1,075,000)	(72,014)
Indirect Costs Grants	2,916,357	3,521,881	3,075,836	446,045
Professional Development	1,240,475	2,284,148	1,313,721	970,427
BOCES Services	32,204,980	34,737,224	34,909,370	(172,146)
Subtotal of All Other Variable Expenses	68,278,653	80,798,001	76,374,203	4,423,798
Total Non Compensation	317,876,031	349,519,591	360,378,381	(10,858,790)
Contingency Fund	-	293,563	3,304,288	(3,010,725)
Grand Total	\$ 815,178,984		\$ 883,356,377	\$ (7,329,892)

EXPENDITURES BY DEPARTMENT

Rochester City School District	\$ 815,178,984	\$ 876,026,485	\$ 883,356,377	\$ (7,329,892)
			, ,	

Position Summary

	2015 - 2016 2016 - 2017 Actual Amended		2017 - 2018 Proposed	Variance Fav/(Unfav)
POSITIONS BY ACCOUNT				
Compensation				
Teacher	3,285.31	3,425.65	3,564.69	(139.04)
Civil Service	1,458.04	1,478.13	1,490.31	(12.18)
Administrator	298.95	302.20	278.20	24.00
Teaching Assistants	246.00	282.00	293.00	(11.00)
Paraprofessional	423.80	500.00	500.60	(0.60)
Building Substitute Teachers	26.00	27.00	25.00	2.00
Employee Benefits	5.00	6.69	1.00	5.69
Grand Total	5,743.10	6,021.67	6,152.80	(131.13)

POSITIONS BY DEPARTMENT

Rochester City School District - RCSD	5,743.10	6,021.67	6,152.80	(131.13)

Explanation of Changes to the Budget

The proposed 2017-18 Rochester City School District Budget increased to \$883.3M from the 2016-17 December Amended Budget of \$876.0M; this represents an increase of \$7.3M or 0.8%. The District revenue is comprised of \$590.2M (66.8%) in State Aid, \$119.1M (13.5%) in City Revenue, \$2.1M (0.2%) in Medicaid Revenue, \$18.1M (2.0%) in Other Local Revenue Sources, and \$20.0M (2.3%) of Appropriated Fund Balance for the General Fund, \$110.9M (12.6%) in Grants and Special Aid Fund, and \$23.0M (2.6%) in Food Service Revenue.

The overall budget increase was funded by increases of \$8.9M in New York State Aid, \$9.0M in Other Local Revenue (RJSCB QSCB Subsidies and Capitalized Interest, Health Services, and Other Funding Sources), \$1.4M in Food Service Revenue, and the use of an additional \$5.0M from Fund Balance in the General Fund. These revenue increases were offset by reductions of \$17.0M in the Grant and Special Aid Fund.

The School District projects Salary and Other Compensation costs to increase to \$368.4M from \$360.2M, this represents an increase of \$8.2M or 2.3%. Total increase in teaching staff salaries is \$9.0M, which account for the bulk of the overall salary increase. Increases were attributable to teacher salary increases and adding additional positions such as school counselors and social workers, reading and math teachers, bilingual and special education staff. These teachers and staff will provide more academic and social emotional counseling services to support our students and the District's mission to meet and exceed the New York State Learning Standards and student service requirements. Cost control and management efficiencies have been put in place to curtail the spending on teacher substitutes, temporary staff and overtime costs. Contractual salary increases were incorporated into the budget for two of the five bargaining units based on the collective bargaining agreements, with estimated salary increases included for the other units which are under negotiation.

Employee Benefits costs will decrease in 2017-18 from \$165.9M to \$151.2M, a decrease of \$14.7M or 8.9%. Retirement System costs are expected to decrease by \$13.4M as a result of decreases in the employer contribution rates for members of the New York State and Local Retirement System and the New York State Teachers' Retirement System. The School District also changed its payment plan from the Stable Contribution Option (SCO) to the Employer Contribution Rate (ECR) plan to reduce the contribution rate charged by New York State Teachers' Retirement System. Other decreases include \$2.0M in Social Security due to Social Security wage base tax cap and a total of \$0.2M in Dental Insurance, Unemployment Insurance and Workers Compensation due to decreasing claims and other obligations. These expenditure reductions were offset by increases of \$0.7M in Health Insurance due to rising usage and medical claims as a result of being self-insured. Other increases include Employee Benefits and Vacation Time Payouts projected to increase by a total of \$0.1M due to contractual obligations.

Fixed Obligations with Variability will increase by \$9.6M or 6.1% to \$166.2M in 2017-18. Contract Transportation will increase by \$2.3M or 3.6% to \$67.0M as a result of projected student needs. Charter School tuition costs will increase by \$6.7M or 9.5% to \$77.5M; this increase is attributable to projected enrollment growth of about 600 additional students in the Charter Schools and an increase in Charter School tuition rate. The enrollment growth is due to grades K-12 expansions at the existing charter schools and the anticipation of one new elementary charter school opening in 2017-18.

The Debt Service budget will increase by \$4.8M or 8.4% to \$61.8M to reflect changes in the School District's debt schedule. This increase is driven largely by the impact of funding the Facilities Modernization Project.

Explanation of Changes to the Budget - continued

The School District anticipates that Cash Capital Outlays expenditures will increase by \$1.0M or 7.3% to \$14.2M in 2017-18. The School District budgeted \$10.0M in Cash Capital Expense to comply with the City of Rochester requirement for the School District to invest at least \$10.0M each year in other capital improvements not related to the Facilities Modernization Plan. The other significant increase is an anticipated cost of \$0.9M for the leasing of school buses.

Facilities and Related expenses will increase by \$0.3M or 0.7% to \$39.1M. Utilities, Equipment Service Contracts, Instructional Supplies, Rentals, Supplies and Materials, Custodial Supplies, and Office Supplies increased by a total of \$1.8M. The increase in utilities cost is the result of higher fuel cost in the market. Auto Supplies, Facilities Service Contract, Maintenance Repair Supplies, Postage and Print/Advertising as a whole decreased by \$1.6M.

Technology expenses are projected to decrease by \$0.3M or 11.7% to \$2.6M. The School District will be purchasing less Computer Software due to decreased grant funding.

All Other Variable Expenses will decrease by \$4.4M or 5.5% to \$76.4M. This is largely due to decreases of \$0.7M in Agency Temporary Services, \$0.4M in Indirect Grant Cost, \$0.9M in Professional Development, \$2.3M in Professional Technical Services and a total decrease of \$0.1M for Inter-fund Expenses Pre-K Special Education Services and Miscellaneous Services. These reductions are offset by a total increase of \$0.2M in BOCES Services related and Departmental Credits.

The 2017-18 Budget includes a \$3.3M Contingency Fund, with \$3M designated for the District, and \$0.3M for East EPO. This contingency budget is reserved to support emergency needs that may arise District-wide and within the East EPO for the 2017-18 budget year.

MULTI-YEAR PROJECTION

OVERVIEW

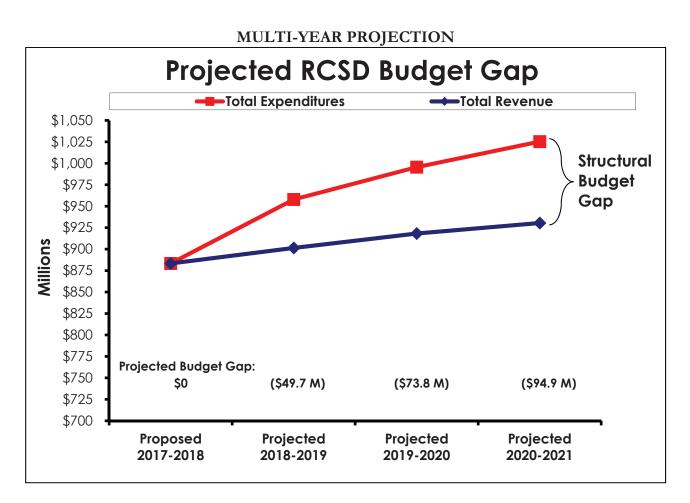
The multi-year projection represents a forecast of the District's revenue and expenditures for the next three fiscal years. The projections shown allow the District to begin the planning process to solve for anticipated future deficit years.

New York State educational funding, which accounts for 66.8% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of NYS Aid. Another important factor is grant funding. This analysis assumes a stable level of grant funding and anticipates the loss of competitive grants in future years. Closing future year budget gaps will require a commensurate reduction in expenditures funded by those grants or new grant revenue to sustain the activities and services. The District continuously pursues new grant opportunities to fund our academic priorities.

ASSUMPTIONS

Based on historical trend analysis and contractual commitments, the District utilizes the following annual rates of increase and other assumptions to develop the projections:

Assumptions	Projected 2018-2019	Projected 2019-2020	Projected 2020-2021
Revenues:			
State Aid Revenue - Foundation Aid Increase	3.00%	3.00%	3.00%
State Aid Revenue - Formula Aid Increase	3.00%	3.00%	3.00%
City of Rochester Revenue Increase	0.00%	0.00%	0.00%
All Other General Fund Revenue Increase	0.00%	0.00%	0.00%
Appropriated Fund Balance	\$12,000,000	\$10,000,000	\$8,000,000
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	1.81%	1.82%	1.82%
Expenditures:			
Employee Salary Increases	3.00%	3.00%	3.00%
Health Insurance Increase	3.00%	3.00%	3.00%
Employee Retirement System % of Payroll	14.00%	14.00%	14.00%
Teachers Retirement System % of Payroll	10.00%	10.00%	10.00%
Other Benefits Increase	3.00%	3.00%	3.00%
Charter Schools Tuition Increase	13.90%	10.25%	6.47%
Transportation Contracts incl. impact of Charters	3.00%	3.00%	3.00%
Special Education Private Tuition Rate Increase	3.00%	3.00%	3.00%
Utilities	3.00%	3.00%	3.00%
BOCES Services (Special Ed and Nursing Services)	3.00%	3.00%	3.00%
СРІ	1.50%	1.50%	1.50%



Closing the Deficit

Based on the multi-year projection assumptions, the District anticipates a deficit situation in future years due to rising expenses that outpace projected revenue increases. New York State law mandates that the District maintain a balanced budget. As such, the projected deficits for each year will be closed through actions taken in the budget process, and the projected budget gap for subsequent years will be reevaluated and revised each year.

Revenue

The Rochester City School District is a fiscally dependent school district and therefore cannot levy taxes. The District can impact revenue in the following ways:

- Lobbying state government officials to fully fund proposed Foundation Aid increases
- Lobbying state officials to increase other supports for education
- Lobbying local government officials to continue their support of the District's needs
- Searching for and securing additional grant funding

Expenses

The District continues to focus on automating operations, partnering with other government entities and businesses and cost-cutting initiatives such as:

- Working with our union partners to develop innovative cost-savings labor agreements
- Leveraging the Facilities Modernization Program to develop cost-efficient school structures
- Negotiating agreements to minimize health insurance and other contractual services costs

MULTI-YEAR PROJECTION

Rochester City School District 2017-18 Budget Projection

	Proposed 2017-2018	Projected 2018-2019	Projected 2019-2020	Projected 2020-2021
Revenue:				
New York State Foundation Aid	\$422,251,385	\$434,918,927	\$447,966,495	\$461,405,490
New York State Aid - Formula	111,326,093	114,194,278	117,148,509	120,191,370
New York State Building Aid	53,324,241	77,013,304	83,283,788	80,975,393
New York State Aid - Other	4,480,000	4,480,000	4,480,000	4,480,000
New York State Aid - Adjustments	(1,210,320)	(1,210,320)	(1,210,320)	(1,210,320)
City of Rochester	119,100,000	119,100,000	119,100,000	119,100,000
Federal - Medicaid	2,100,000	2,100,000	2,100,000	2,100,000
Other Local	18,092,662	14,982,937	10,454,995	10,454,995
Appropriated Fund Balance	20,000,000	12,000,000	10,000,000	8,000,000
Grant and Special Aid Fund	110,892,316	104,431,868	103,123,914	100,673,914
Food Services	23,000,000	23,417,000	23,842,340	24,276,187
Total Revenue	\$883,356,377	\$905,427,994	\$920,289,721	\$930,447,029
Expenditures:				
Compensation	368,451,705	393,979,886	408,370,038	423,245,665
Employee Benefits	151,222,003	163,212,225	168,574,362	174,106,484
Total Compensation and Benefits	\$519,673,708	\$557,192,111	\$576 , 944 , 400	\$597,352,149
Fixed Obligations with Variability	166,241,688	176,867,599	189,838,947	200,420,775
Debt Service	61,846,372	83,026,610	84,816,140	82,627,009
Cash Capital Outlays	14,253,979	14,389,461	14,405,175	14,421,125
Facilities and Related	39,099,032	39,830,704	40,577,707	41,340,401
Technology	2,563,107	2,601,554	2,640,577	2,680,186
Other Variable Expenses	76,374,203	77,819,742	79,449,101	81,093,265
Total Non-Compensation	\$360,378,381	\$394,535,670	\$411,727,647	\$422,582,761
Budget Contingency	3,304,288	3,400,000	5,400,000	5,400,000
Total Expenditures	\$883,356,377	\$955,127,781	\$994,072,047	\$1,025,334,910
Total Surplus/(Deficit)	\$0	(\$49,699,787)	(\$73,782,326)	(\$94,887,881)

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Administration
City Council and Clerk
Environmental Services
Emergency Communications Department
Recreation & Youth Services
Information Technology
Neighborhood & Business Development

Accounting (Finance), 5-9 Administration (Police), 9-30 Architecture & Engineering (DES), 7-16 Assessment (Finance), 5–18 BEST (DRYS), 12–18 Budget Amendments, 2016-17 1 - 41**Buildings and Parks** (DES), 7–36 **Buildings and Zoning** (NBD), 6-24 **Business and Housing Development** (NBD), 6-10 Cash Capital (Capital Expense), 15-5 Central (Library), 11-6 Chargebacks Duplicating, 5-30 Motor Equipment, 7-43 Postage, 5-15 Printer, 4–7 Telephone, 4-6 Workers Compensation, 13-5 Chief's Office (Fire), 10-6 (Police), 9-8

Commissioner's Office (DES), 7-9 (DRYS), 12-6 (NBD), 6-5 Communications (Admin.), 3-18 Community (Library), 11-11 **Debt Service** (Capital Expense) 15-16 **Director's Office** (Finance), 5-6 **Employment Benefits-Current** (Undistributed), 13-3 **Employment Benefits-Non-Current** (Undistributed), 13-8 **Equipment Services** (DES), 7-43 Fund Summary 1-46 General Risk Management (Undistributed), 13-11 Glossary ix Human Resource Management (Admin) 3-15 Law Department (Admin.), 3–23 Local Government Exemption Impact Report 1-32 Management & Budget (Admin.), 3-9

Mayor's Office (Admin.), 3-4 **Multi-Year Projection** 1 - 48**Neighborhood Preservation** (NBD), 6-19 Office of Management and Budget (OMB) (Admin), 3-11 Operations (Police), 9-13 Operations (Fire), 10–10 Operations-Bureau of (DES), 7–22 **Operations-Director's Office** (DES), 7-26 **Operations – Solid Waste Collections** (DES), 7-29 **Operations-Special Services** (DES), 7-32 **Operations-Special Operations** (Police), 9-23 **Operations-Patrol** (Police), 9-17 Other (Undistributed), 13-13 Parking & Municipal Violations (Finance), 5-22 Planning & Zoning (NBD), 6-16 Police Personnel Summary 9-6 Position Summary 16 - 4Property Tax 1 - 4Property Tax (computation) 1-24 Purchasing (Finance), 5-27 Reader's Guide vii Recreation (DRYS), 12-12 Revenue Changes - Summary 1-2

Salary Schedules 16-9 Sales Tax 1 - 6School Tax Relief Program (STAR) 1 - 27State Aid 1 - 10Support (Fire), 10–16 Treasury (Finance), 5-13 Water - Bureau of (DES), 7-48 Water -Director's Office (DES), 7-50 Water - Engineering (DES), 7-53 Water-Upland Operations Division (DES), 7-56 Water-Water Distribution (DES), 7-59 Water-Water Fixed Charges (DES), 7-62