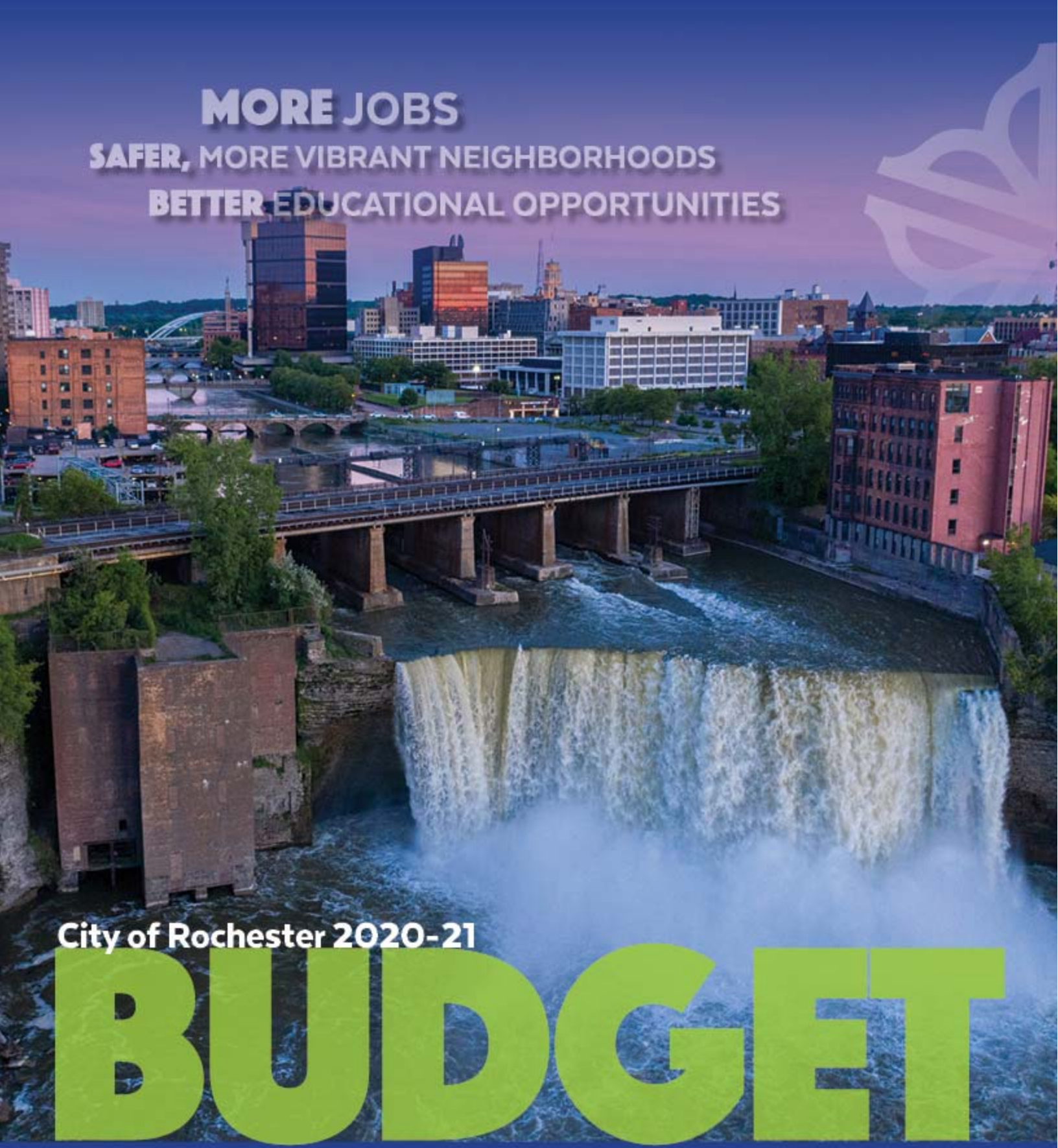

City of Rochester 2020-21

BUDGET

Believe.

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

VISION

Rochester is a beautiful, progressive, lively, healthy and welcoming city. We build from strength – leveraging our assets to grow our population, local business community and tax base. We'll celebrate our 200th birthday in 2034 as a resilient and confident community where diverse neighborhoods are engaged and thriving; downtown is the vibrant heart of our region; our unique network of active waterfronts is accessible to all and innovation, adaptation and inclusion drive us forward.

POLICY PRINCIPLES

1 HEALTHY LIVING

We will strive to be a city where all residents, regardless of age, income and ability, live active lives in a healthy environment, have access to community-based health services, healthy food and healthy housing and where they have equitable economic and social opportunities.

2 EQUITY

We will promote equity, inclusion and environmental justice by working to reduce disparities, extend community benefits, ensure access to housing and include traditionally under-represented populations.

3 RESILIENCE

We will reduce risk and improve the ability of individuals, communities, economic systems and the natural and built environments to withstand, recover from and adapt to natural hazards, human-made disasters, climate change and economic shifts.

4 PROSPERITY

We will support a diverse, low-carbon economy and foster employment growth, competitive advancement and equitable prosperity.

5 PARTNERSHIP

We will join with neighborhood, government, business, not-for-profit and institutional partners to implement this plan and enjoy the results of reaching our goals together.

Believe.

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

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President
Willie J. Lightfoot (At-Large)
Vice President

Jose Peo (Northwest District)
Malik D. Evans (At-Large)
Mitchell D. Gruber (At-Large)
LaShay D. Harris (South District)
Jacklyn Ortiz (At-Large)
Michael A. Patterson (Northeast District)
Mary Lupien (East District)

Mayor
Lovely A. Warren

Deputy Mayor
James P. Smith

Office of Management & Budget
Christopher M. Wagner
Budget Director

Budget Staff
Sarah Boyce
Matthew T. Cahill
Joe Mustico
Sarah E. Ruekberg
Josephus Tisdale
Suzanne P. Warren

BUDGET AT A GLANCE

	Amended Budget 2019-20	Proposed Budget 2020-21	Dollar Change
BUDGET	$555,708,100	$529,659,100	-$26,049,000
PROPERTY TAX LEVY (Before STAR)	$178,637,400	$187,637,400	$9,000,000
TYPICAL HOMESTEAD BURDEN*			
Property Tax	$1,410.62	$1,544.41	$133.79
Service Charges	$1,020.18	$1,020.18	$0.00
Subtotal	$2,430.80	$2,564.59	$133.79
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	$11,253.99	$11,010.05	-$243.94
Local Works Charge	$883.50	$883.50	$0.00
Total	$12,137.49	$11,893.55	-$243.94
PROPERTY TAX RATES (PER $1,000)			
Homestead	$19.43	$17.57	-$1.86
Non-Homestead	$39.46	$35.84	-$3.62
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	$393.58	$393.58	$0.00
Refuse	$391.00	$391.00	$0.00
Local Works	$235.60	$235.60	$0.00
	$1,020.18	$1,020.18	$0.00

*Based on a typical house assessed at $87,900 with 40' front footage and using 80,000 gallons of water annually. The Homestead value in 2019-20 was $72,600.
**Based on a business assessed at $307,200 with 150' front footage. The Non-Homestead value in 2019-20 was $285,200.

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Budget Process

This budget is for the City's 2020-21 fiscal year, which begins on July 1, 2020 and closes on June 30, 2021. 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 Job Development Fund, which is restricted to job creation and training for disadvantaged workers. 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 a 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 the primary recipients of this unit's work. Critical Processes present the activities this unit uses to carry out its mission. Departmental 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 contain 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 account 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 self-balancing set of accounts recording cash and other financial resources, with related expenses and other obligations. The budget contains ten funds that are explained and accounted for in the Summary (Tab 1).

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

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

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

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

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

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

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

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

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

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

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

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

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 non-payments, 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.

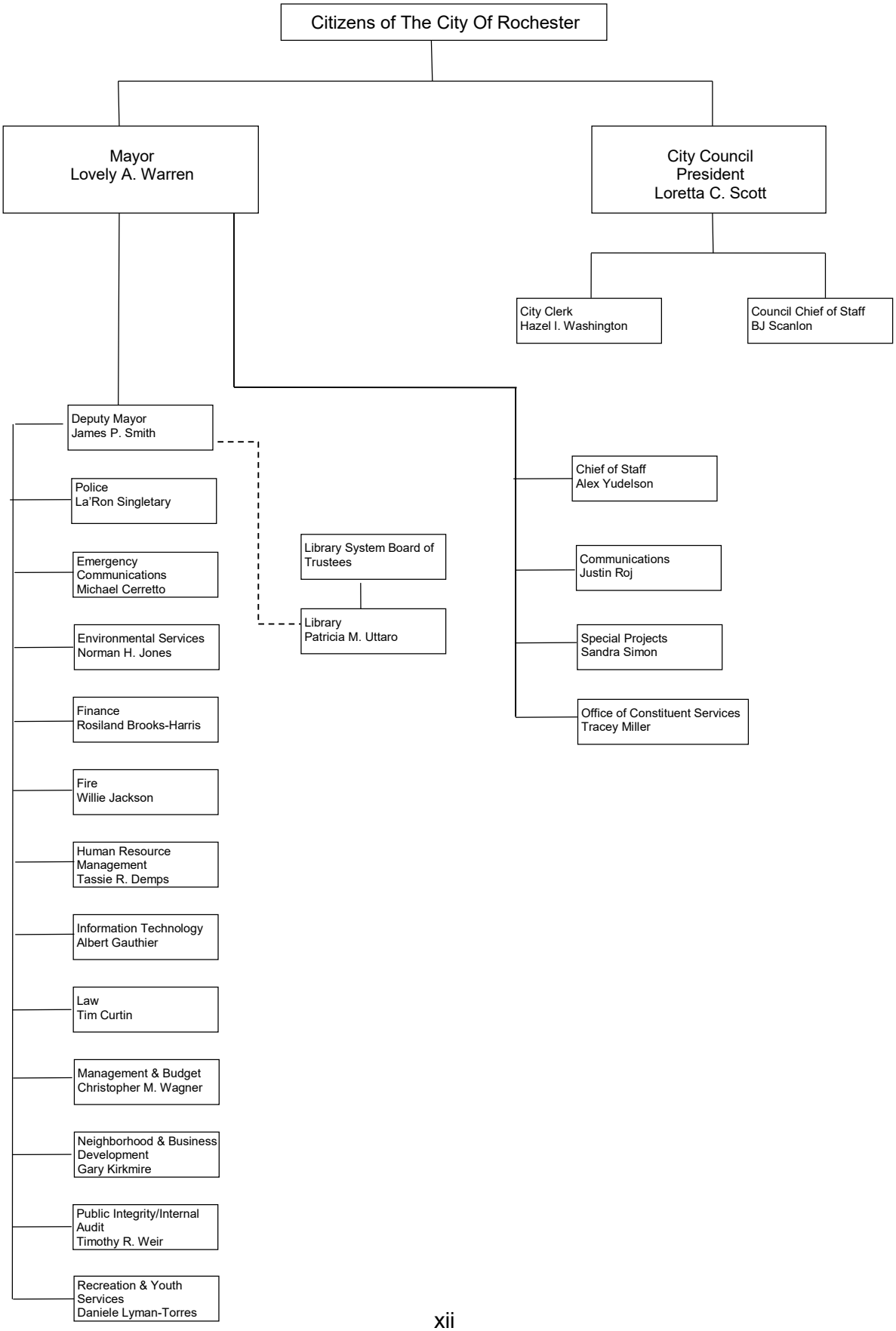
Serial Bonds A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

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 with 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.

ORGANIZATIONAL CHART



ROCHESTER 2034 PLANNING FRAMEWORK

Rochester 2034 #roctheplan Where the River Flows

GUIDING PRINCIPLES *The values that guide us as we implement this Plan.*

POLICY PRINCIPLES pg 9

☐ **Healthy Living**

We will strive to be a city where all residents, regardless of age, income, and ability, live active lives in a healthy environment, have access to community-based health services, healthy food, and healthy housing, and where they have equitable economic and social opportunities.

☐ **Equity**

We will promote equity, inclusion, and environmental justice by working to reduce disparities, extend community benefits, ensure access to housing, and include traditionally underrepresented populations.

☐ **Resilience**

We will reduce risk and improve the ability of individuals, communities, economic systems, and the natural and built environments to withstand, recover from, and adapt to natural hazards, human-made disasters, climate change, and economic shifts.

☐ **Prosperity**

We will support a diverse, low-carbon economy, and foster employment growth, competitive advancement, and equitable prosperity.

☐ **Partnership**

We will join with neighborhood, government, business, not-for-profit, and institutional partners to implement this plan and enjoy the results of reaching our goals together.

PLACEMAKING PRINCIPLES pg 11

☐ **Design at the Pedestrian scale**

We will prioritize development and design that is pedestrian-scaled and generates street-level activity in order to promote walkability and healthy lifestyles, and to create an attractive and welcoming built environment.

☐ **Create Beautiful Spaces**

We will design our streetscapes and public spaces to be vibrant, playful, and environmentally sustainable, to reflect, cultivate, and celebrate the unique identities of our city and neighborhoods.

☐ **Provide Diverse Housing Options**

We will work to preserve our existing housing stock while also providing more diverse, accessible options within all neighborhoods that expand our range of housing types, densities, and prices.

☐ **Celebrate Assets**

We will capitalize on our existing unique assets, including natural and scenic amenities, cultural heritage, and distinctive historic structures and landscapes, recognizing that these assets enhance neighborhood pride, foster a strong cultural identity, and attract visitors, new residents, and investment.

☐ **Strengthen Multi-Modal Travel**

We will strengthen multiple modes of transportation and promote more sustainable transit options by improving walkability and accessibility, and increasing bus and bicycle access throughout the city.

☐ **Focus Growth**

We will focus population growth and commercial development along key transportation corridors and within mixed-use centers in order to capitalize on existing infrastructure and a critical mass of activity.

GOALS *The results we are working toward.*

THE PLACEMAKING PLAN pg 109

☐ **PMP-1** Create a comprehensive placemaking approach that goes beyond traditional land use planning, with a particular emphasis on aligning land use and transportation planning efforts.

☐ **PMP-2** Foster growth in the City's population and business community in order to restore the critical mass needed to support local businesses, deconcentrate poverty, grow the tax base, and address housing affordability.

☐ **PMP-3** Employ a "zoning for jobs" approach whereby greater flexibility and efficiency of land use regulations fosters emerging business trends and creative re-use of buildings while not compromising the historic character and stability of neighborhoods.

☐ **PMP-4** Protect the existing character of neighborhoods while allowing room for evolution into more vibrantly urban, inclusive, and resilient design and character.

☐ **PMP-5** Continue to elevate the importance of the pedestrian and bicyclist experience through infrastructure, policies, traffic safety enforcement, and education.

☐ **PMP-6** Improve public parks, open spaces, public facilities, and waterfront access.

☐ **PMP-7** Support capacity building and creative programs, both organic and formal, that enable more localized participation in placemaking.

HOUSING pg 147

☐ **HSG-1** Implement existing housing plans, initiatives, and policies.

☐ **HSG-2** Improve understanding and monitoring of local housing and community development issues, needs, opportunities, and impacts.

☐ **HSG-3** Improve collaborative planning and coordination to promote more holistic housing policy and community development.

☐ **HSG-4** Pursue new housing development that grows the city's population and fosters the creation of vibrant, equitable neighborhoods.

☐ **HSG-5** Pursue additional housing strategies that support innovative and equitable housing and community development.

☐ **HSG-6** Develop and implement middle neighborhoods strategies that expand homeownership and build community wealth.

VACANT LANDS pg 173

☐ **VNT-1** Strategically position vacant sites for redevelopment.

☐ **VNT-2** Turn vacant lots in areas of low housing market demand into vibrant community spaces.

☐ **VNT-3** Facilitate Community Gardening on vacant lots.

☐ **VNT-4** Create the City Hall administrative infrastructure to allow creative and flexible options for repurposing vacant lots.

ARTS + CULTURE pg 193

☐ **AC-1** Support, grow, and sustain the creative economy.

☐ **AC-2** Support Rochester's local arts and cultural organizations through community collaboration and joint fundraising.

☐ **AC-3** Increase access to public art and cultural resources in an equitable and culturally sensitive way.

HISTORIC PRESERVATION pg 207

☐ **HIS-1** Promote and preserve Rochester's rich history through preservation of its historic and cultural resources.

☐ **HIS-2** Promote the benefits of the NYS tax credit programs for rehabilitation of homes and businesses in historic districts.

☐ **HIS-3** Reduce barriers to rehabilitating buildings in Preservation Districts and foster enthusiasm for owning homes in these areas of the city.

☐ **HIS-4** Use local regulations and programs to supplement the State and federal government's protection of historic resources.

SCHOOLS + COMMUNITY CENTERS pg 227

☐ **SCC-1** Improve conditions for students to ensure a healthy and nurturing environment for learning that is targeted at key success indicators.

☐ **SCC-2** Nurture a culture of positivity around public school options and benefits in order to encourage current residents and students and to help rebuild the city's population.

☐ **SCC-3** Reposition public facilities to serve as, or support, multi-purpose community centers.

☐ **SCC-4** Provide educational facilities and programs of the highest quality, enriching the student experience through stronger connections to their community, the arts, and the natural environment.

PUBLIC HEALTH + SAFETY pg 251

☐ **PHS-1** Continue building connections and partnerships with the community to enhance public safety efforts and impacts.

☐ **PHS-2** Incorporate preventative public safety and active design principles into the built environment through development projects and infrastructure.

☐ **PHS-3** Increase the capabilities of the RPD and RFD through collaboration, data analysis, technology, and new or improved resources.

☐ **PHS-4** Maintain and seek out accreditations and standards for the RFD that allow it to best do its job, and benefit the whole community.

(GOALS continued on reverse)

ROCHESTER 2034 PLANNING FRAMEWORK

GOALS (cont'd) *The results we are working toward.*

PUBLIC HEALTH + SAFETY (cont'd)

- ☐ **PHS-5** Improve understanding of community health conditions, needs, service provision and access in the city, and use to improve access and overall community health.
- ☐ **PHS-6** Increase access to healthy foods and decrease the proliferation of establishments that only offer unhealthy, highly-processed, low-nutrient food.

COMMUNITY BEAUTIFICATION pg 265

- ☐ **BFN-1** Continue and expand community beautification efforts.
- ☐ **BFN-2** Continue and expand existing efforts to decrease the accumulation of litter in the community.

NATURAL RESOURCES pg 281

- ☐ **NR-1** Invest in infrastructure, policy, and advocacy efforts that protect and enhance Rochester's water resources.
- ☐ **NR-2** Provide ongoing upgrades and modernization of water distribution, storage, and treatment systems and facilities.
- ☐ **NR-3** Protect and expand Rochester's urban forest.
- ☐ **NR-4** Promote and protect Rochester's natural resources as assets for attracting residents, businesses, and tourists.
- ☐ **NR-5** Protect natural resources and promote long-term sustainability through increased environmental awareness and education.

PARKS, RECREATION, + OPEN SPACE pg 301

- ☐ **PR-1** Reclaim the Genesee River and the City parks and recreation system as foundational assets that help achieve cross-cutting community goals.
- ☐ **PR-2** Enhance parks and recreation planning capacity.
- ☐ **PR-3** Ensure high quality maintenance, operations, and safety of parks and trails.
- ☐ **PR-4** Increase community awareness, pride, and engagement with our parks and recreation system.
- ☐ **PR-5** Extend the reach of our parks and recreation system through innovative programming and strategic infrastructure investments.

CLIMATE CHANGE MITIGATION + ADAPTATION pg 315

- ☐ **CC-1** Mitigate and adapt to climate change through coordinated planning, plan implementation, and performance monitoring.
- ☐ **CC-2** Use City authority, facilities, policies, operations, and investment to help achieve climate action planning goals.
- ☐ **CC-3** Work with property owners and community development partners to improve building energy performance and sustainability.
- ☐ **CC-4** Develop broad outreach campaigns and community programs that educate people and support them living more sustainable lives.

URBAN AGRICULTURE + COMMUNITY GARDENS pg 329

- ☐ **UAG-1** Support urban agriculture as a valid reuse option for vacant land and vacant buildings.
- ☐ **UAG-2** Facilitate community gardening on City-owned vacant lots.
- ☐ **UAG-3** Explore innovative urban agriculture initiatives.

TRANSPORTATION pg 347

- ☐ **TRN-1** Expand and strengthen Rochester's multi-modal planning, policy, programming, and infrastructure maintenance.
- ☐ **TRN-2** Improve quality, connectivity, accessibility, and safety in order to achieve a fully accessible network for pedestrians of all ages and people with disabilities.
- ☐ **TRN-3** Develop a "minimum grid" dedicated bicycle network and work to increase bicycle mode share.
- ☐ **TRN-4** Implement a high-frequency transit network and work to grow its impact and reach.
- ☐ **TRN-5** Achieve safe, multimodal streets and eliminate traffic injuries and deaths through strategic traffic calming, community outreach and education, and enforcement.
- ☐ **TRN-6** Develop transportation demand management (TDM) and transportation access policies and initiatives that help encourage people to reduce drive-alone trips, particularly for workers and large employers.

ECONOMIC GROWTH pg 379

- ☐ **ECN-1** Attract businesses to Downtown Rochester.
- ☐ **ECN-2** Support existing and help/incentivize new neighborhood businesses.
- ☐ **ECN-3** Support entrepreneurship as the foundation of business development.
- ☐ **ECN-4** Continue to support and attract job-generating economic development.
- ☐ **ECN-5** Improve opportunities for historically disadvantaged businesses through business development programming and by providing access to contracting opportunities with the City of Rochester.
- ☐ **ECN-6** Establish a culture of collaboration among Anchor Institutions and other regional partners in order to better drive positive economic change locally.
- ☐ **ECN-7** Focus on market research, data, and analysis to drive economic development decisions and programming.

WORKFORCE DEVELOPMENT pg 397

- ☐ **WRK-1** Help build the capacity of workforce development programs and encourage collaboration to better serve program participants.
- ☐ **WRK-2** Work with partner organizations to build connections between workforce programs and employers to help bridge the gap between training and employment.
- ☐ **WRK-3** Focus workforce development efforts on vulnerable populations.
- ☐ **WRK-4** Provide support for individuals starting their own businesses.

TOURISM pg 409

- ☐ **TOU-1** Expand opportunities to attract new visitors to the city.
- ☐ **TOU-2** Enhance the visitor experience.
- ☐ **TOU-3** Increase tourism dollars spent within the city.

CITY + NEIGHBORHOOD PROMOTION pg 421

- ☐ **CNP-1** Support neighborhood efforts around branding and promotion.
- ☐ **CNP-2** Continue to promote the City of Rochester as a premier place to live, work, and visit.
- ☐ **CNP-3** Work with the Rochester City School District to promote innovative school programming and successes.

SMART CITY INNOVATIONS pg 429

- ☐ **SC-1** Implement the Dig-Once/Right-of-way Management Program.
- ☐ **SC-2** Increase access to high-speed internet and cellular technologies.
- ☐ **SC-3** Improve Transportation Systems using Smart Technologies.
- ☐ **SC-4** Improve municipal technology to better serve the city, residents, stakeholders, and others.

IMPLEMENTATION + STEWARDSHIP OF *ROCHESTER 2034* pg 439

- ☐ **IMP-1** Implement *Rochester 2034* through City Code and procedures.
- ☐ **IMP-2** Use *Rochester 2034* to inform City budgets and programming.
- ☐ **IMP-3** Implement *Rochester 2034* through collaboration and organization.

BUILDING COMMUNITY CAPACITY pg 449

- ☐ **BCC-1** Build the capacity of community organizations and associations.
- ☐ **BCC-2** Continuously improve City Hall public outreach and communication of City services.
- ☐ **BCC-3** Improve City Hall systems to make them more inclusive and accessible.
- ☐ **BCC-4** Increase resident engagement in City decision-making processes.
- ☐ **BCC-5** Increase youth engagement and empowerment.

To further explore *Rochester 2034*, including the various Strategies listed under each Goal, visit www.rochester2034.com.

A full pdf of the Plan is available for download, in addition to tools helpful for navigating and searching the document.

ROCHESTER 2034 INITIATIVE AREAS AND GOALS

GOAL #	ROCHESTER 2034 GOAL

Initiative Area 2: The placemaking plan

2 The Placemaking Plan

PMP-1	Create a comprehensive placemaking approach that goes beyond traditional land use planning, with a particular emphasis on aligning land use and transportation planning efforts.
PMP-2	Foster growth in the City's population and business community in order to restore the critical mass needed to support local businesses, deconcentrate poverty, grow the tax base, and address housing affordability.
PMP-3	Employ a "zoning for jobs" approach whereby greater flexibility and efficiency of land use regulations fosters emerging business trends and creative re-use of buildings while not compromising the historic character and stability of neighborhoods.
PMP-4	Protect the existing character of neighborhoods while allowing room for evolution into more vibrantly urban, inclusive, and resilient design and character.
PMP-5	Continue to elevate the importance of the pedestrian and bicyclist experience through infrastructure, policies, traffic safety enforcement, and education.
PMP-6	Improve public parks, open spaces, public facilities, and waterfront access.
PMP-7	Support capacity building and creative programs, both organic and formal, that enable more localized participation in placemaking.

Initiative Area 3: reinforcing strong neighborhoods

3a Housing

HSG-1	Implement existing housing plans, initiatives, and policies.
HSG-2	Improve understanding and monitoring of local housing and community development issues, needs, opportunities, and impacts.
HSG-3	Improve collaborative planning and coordination to promote more holistic housing policy and community development.
HSG-4	Pursue new housing development that grows the city's population and fosters the creation of vibrant, equitable neighborhoods.
HSG-5	Pursue additional housing strategies that support innovative and equitable housing and community development.
HSG-6	Develop and implement middle neighborhoods strategies that expand homeownership and build community wealth.

3b Vacant Lands

VNT-1	Strategically position vacant sites for redevelopment.
VNT-2	Turn vacant lots in areas of low housing market demand into vibrant community spaces.
VNT-3	Facilitate Community Gardening on vacant lots.
VNT-4	Create the City Hall administrative infrastructure to allow creative and flexible options for repurposing vacant lots.

3c Arts + Culture

AC-1	Support, grow, and sustain the creative economy.
AC-2	Support Rochester's local arts and cultural organizations through community collaboration and joint fundraising.

GOAL #	ROCHESTER 2034 GOAL
AC-3	Increase access to public art and cultural resources in an equitable and culturally sensitive way.

3d Historic Preservation

HIS-1	Promote and preserve Rochester's rich history through preservation of its historic and cultural resources.
HIS-2	Promote the benefits of the NYS tax credit programs for rehabilitation of homes and businesses in historic districts.
HIS-3	Reduce barriers to rehabilitating buildings in Preservation Districts and foster enthusiasm for owning homes in these areas of the city.
HIS-4	Use local regulations and programs to supplement the State and federal government's protection of historic resources.

3e Schools + Community Centers

SCC-1	Improve conditions for students to ensure a healthy and nurturing environment for learning that is targeted at key success indicators.
SCC-2	Nurture a culture of positivity around public school options and benefits in order to encourage current residents and students and to help rebuild the city's population.
SCC-3	Reposition public facilities to serve as, or support, multi-purpose community centers.
SCC-4	Provide educational facilities and programs of the highest quality, enriching the student experience through stronger connections to their community, the arts, and the natural environment.

3f Public Health + Safety

PHS-1	Continue building connections and partnerships with the community to enhance public safety efforts and impacts.
PHS-2	Incorporate preventative public safety and active design principles into the built environment through development projects and infrastructure.
PHS-3	Increase the capabilities of the RPD and RFD through collaboration, data analysis, technology, and new or improved resources.
PHS-4	Maintain and seek out accreditations and standards for the RFD that allow it to best do its job, and benefit the whole community.
PHS-5	Improve understanding of community health conditions, needs, service provision and access in the city, and use to improve access and overall community health.
PHS-6	Increase access to healthy foods and decrease the proliferation of establishments that only offer unhealthy, highly-processed, low-nutrient food.

3g Community Beautification

BFN-1	Continue and expand community beautification efforts.
BFN-2	Continue and expand existing efforts to decrease the accumulation of litter in the community.

Initiative Area 4: Sustaining green + Active systems

4a Natural Resources

NR-1	Invest in infrastructure, policy, and advocacy efforts that protect and enhance Rochester's water resources.
NR-2	Provide ongoing upgrades and modernization of water distribution, storage, and treatment systems and facilities.
NR-3	Protect and expand Rochester's urban forest.

GOAL #	ROCHESTER 2034 GOAL
NR-4	Promote and protect Rochester's natural resources as assets for attracting residents, businesses, and tourists.
NR-5	Protect natural resources and promote long-term sustainability through increased environmental awareness and education.

4b Parks, Recreation and Open Space

PR-1	Reclaim the Genesee River and the City parks and recreation system as foundational assets that help achieve cross-cutting community goals.
PR-2	Enhance parks and recreation planning capacity.
PR-3	Ensure high quality maintenance, operations, and safety of parks and trails.
PR-4	Increase community awareness, pride, and engagement with our parks and recreation system.
PR-5	Extend the reach of our parks and recreation system through innovative programming and strategic infrastructure investments.

4c Climate Change Mitigation and Adaptation

CC-1	Mitigate and adapt to climate change through coordinated planning, plan implementation, and performance monitoring.
CC-2	Use City authority, facilities, policies, operations, and investment to help achieve climate action planning goals.
CC-3	Work with property owners and community development partners to improve building energy performance and sustainability.
CC-4	Develop broad outreach campaigns and community programs that educate people and support them living more sustainable lives.

4d1 Urban Agriculture and Community Gardens

UAG-1	Support urban agriculture as a valid reuse option for vacant land and vacant buildings.
UAG-2	Facilitate community gardening on City-owned vacant lots.
UAG-3	Explore innovative urban agriculture initiatives.

4d2 Transportation

TRN-1	Expand and strengthen Rochester's multi-modal planning, policy, programming, and infrastructure maintenance.
TRN-2	Improve quality, connectivity, accessibility, and safety in order to achieve a fully accessible network for pedestrians of all ages and people with disabilities.
TRN-3	Develop a "minimum grid" dedicated bicycle network and work to increase bicycle mode share.
TRN-4	Implement a high-frequency transit network and work to grow its impact and reach.
TRN-5	Achieve safe, multimodal streets and eliminate traffic injuries and deaths through strategic traffic calming, community outreach and education, and enforcement.
TRN-6	Develop transportation demand management (TDM) and transportation access policies and initiatives that help encourage people to reduce drive-alone trips, particularly for workers and large employers.

Initiative Area 5: fostering prosperity + opportunity

5a Economic Growth

ECN-1	Attract businesses to Downtown Rochester.
ECN-2	Support existing and help/incentivize new neighborhood businesses.
ECN-3	Support entrepreneurship as the foundation of business development.

GOAL #	ROCHESTER 2034 GOAL
ECN-4	Continue to support and attract job-generating economic development.
ECN-5	Improve opportunities for historically disadvantaged businesses through business development programming and by providing access to contracting opportunities with the City of Rochester.
ECN-6	Establish a culture of collaboration among Anchor Institutions and other regional partners in order to better drive positive economic change locally.
ECN-7	Focus on market research, data, and analysis to drive economic development decisions and programming.

5b Workforce Development

WRK-1	Help build the capacity of workforce development programs and encourage collaboration to better serve program participants.
WRK-2	Work with partner organizations to build connections between workforce programs and employers to help bridge the gap between training and employment.
WRK-3	Focus workforce development efforts on vulnerable populations.
WRK-4	Provide support for individuals starting their own businesses.

5c Tourism

TOU-1	Expand opportunities to attract new visitors to the city.
TOU-2	Enhance the visitor experience.
TOU-3	Increase tourism dollars spent within the city.

5d City + Neighborhood Promotion

CNP-1	Support neighborhood efforts around branding and promotion.
CNP-2	Continue to promote the City of Rochester as a premier place to live, work, and visit.
CNP-3	Work with the Rochester City School District to promote innovative school programming and successes.

5e Smart City Innovations

SC-1	Implement the Dig-Once/Right-of-way Management Program.
SC-2	Increase access to high-speed internet and cellular technologies.
SC-3	Improve Transportation Systems using Smart Technologies.
SC-4	Improve municipal technology to better serve the city, residents, stakeholders, and others.

Initiative Area 6: planning for action

6a Implementation and Stewardship of *Rochester 2034*

IMP-1	Implement *Rochester 2034* through City Code and procedures.
IMP-2	Use *Rochester 2034* to inform City budgets and programming.
IMP-3	Implement *Rochester 2034* through collaboration and organization.

6b Building Community Capacity

BCC-1	Build the capacity of community organizations and associations.
BCC-2	Continuously improve City Hall public outreach and communication of City services.
BCC-3	Improve City Hall systems to make them more inclusive and accessible
BCC-4	Increase resident engagement in City decision-making processes.
BCC-5	Increase youth engagement and empowerment.

City of Rochester

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

Lovely A. Warren
Mayor

May 15, 2020

TO THE COUNCIL:

RE: The 2020-21 Budget

Ladies and Gentlemen:

In accordance with the City Charter, I submit to you the City of Rochester's annual budget estimate for the 2020-21 Fiscal Year. My 2020-21 Proposed Budget is $529,659,100 which is about 4.7 percent lower than the 2019-20 Amended Budget of $555,708,100.

As you are aware, the development of this budget was impacted very late in the process by the COVID-19 pandemic and the associated financial crisis. This crisis is projected to negatively impact several revenue streams, including sales tax and state aid, in both 2019-20 and 2020-21.The magnitude of those impacts remains uncertain, but we have done our best to forecast what those might be and taken action to mitigate impacts on the City's fiscal health while protecting public health and safety.

My strategy involved identifying areas of financial risk, reducing expense while protecting critical services, taking advantage of help available, and preserving flexibility to be able to adjust as necessary to the unknown magnitude and duration of the crisis.

Accordingly, I implemented a hiring freeze, locked down discretionary spending, and made the difficult decision to furlough, workshare, or layoff about 11% of the City's workforce. These actions will help to mitigate the financial impacts in the current fiscal year as well as in the next one.

There are some difficult decisions is the pages that follow, but these decisions are made with the priorities of more jobs, safer and more vibrant neighborhoods, and better educational opportunities in mind.

Despite the difficult decisions, this budget provides for no layoffs to sworn Police or Fire, does not close recreation centers or libraries, supports the first full year of operation of La Marketa, continues support for the financial empowerment centers, and proposes the construction of a new police section office on East Main St.

Because of the social distancing restrictions associated with the pandemic, I was forced to cancel the community input meeting at City Hall. However, I was able to gather community input through a telephone town hall conversation as well as an online survey about the budget. A report on that input and a separate summary of Children and Families Funding follow this letter.

Also included in the budget this year is a discussion of the City's efforts and progress in addressing racial equity. That discussion follows the Children and Families section.

You will also note that all departments are now aligning their strategic objectives with the Rochester 2034 plan, a summary of which can be found at the end of the Glossary section.

Closing the Budget Gap
Planning for this budget began with a $40.5 million all-funds gap, which increased to $64.4 million as a result of the financial crisis. We closed this gap through:

- Expenses
    - Reductions to cash capital and enterprise fund balances - $ 27.5 million
    - Net Departmental reductions and efficiencies - $7.3 million
    - Savings in healthcare contributions through union agreement - $5.0 million
    - Reductions to Contingency, including furlough/workshare savings - $4.1 million

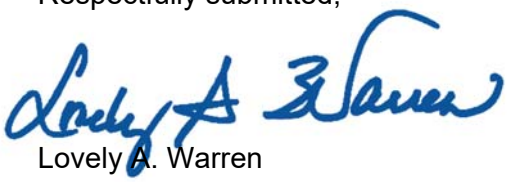
- Revenues
    - Additional use of fund balance in the General Fund - $7.7 million
    - Increased revenue from Utilities Gross Receipts Tax – 1.7 million
    - Additional use of Premium and Interest to pay Debt Service - $1.0 million
    - Additional federal revenue, including CDBG - $0.8 million
    - Increased property tax and PILOT revenue - $9.3 million

The revenue impacts of the pandemic are expected to be felt in the 2019-20 fiscal year as well as in the 2020-21 fiscal year. The use of fund balance in the General Fund totals $14.7 million and could take us below our minimum required balance as established by city policy. Nonetheless I believe this action it is prudent given the circumstances in which we find ourselves.

Even after using fund balance there remains a substantial gap to close, so I am reluctantly proposing a levy increase of $9 million. The decision to raise taxes at this time is necessary to preserve the critical services our citizens require.

I will continue to advocate for assistance from the federal government to help alleviate the financial crisis all cities are facing. However, I cannot count on that assistance, and that is why the budget I am proposing contains the difficult decisions it does.

Respectfully submitted,



Lovely A. Warren
Mayor

COMMUNITY INPUT OPPORTUNITIES

Your **OPINION** *Matters*

2020-21 Budget

FINAL REPORT • May 2020

Believe.

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

*"**Thank you to all the residents** who participated in the virtual community input sessions to help shape the 2020-21 budget. Our citizens are the city of Rochester's most valuable asset, and their insight played a critical role in helping us navigate the difficult decisions presented by the economic crisis caused by the COVID-19 pandemic."*

Mayor Lovely Warren
City of Rochester

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INTRODUCTION

The 2020-21 City of Rochester budget reflects Mayor Lovely Warren's response to an unprecedented challenge brought about by the COVID-19 pandemic and the related economic crisis.

This budget anticipates substantial reductions in key revenue sources, particularly Sales Tax revenues. Despite spending reductions put in place in the fourth quarter of fiscal year 2019-20, including considerable personnel actions, the $28.8 million General Fund gap that was projected at the beginning of the budget process has grown significantly.

As decisions were made on how to meet this unprecedented challenge, Mayor Warren sought community input to set priorities for City programs and services. This summary report highlights themes in community opinions gathered through an online survey conducted April 27 through May 5; and a telephone town hall convened on May 5. Due to the social distancing requirements imposed by Gov. Andrew Cuomo's NYS Pause order, the traditional Community Input Forum in City Hall was not held this year.

Telephone Town Hall

A total of 13,267 phones in the city of Rochester were directly dialed and invited to participate in the Telephone Town Hall on May 5 and 2,097 individuals took part in the call. Mayor Warren, Budget Director Chris Wagner, Police Chief La'Ron Singletary, Department of Environmental Services Commissioner Norman Jones, Neighborhood and Business Development Commissioner Gary Kirkmire and Department of Recreation and Youth Services Commissioner Dr. Daniele Lyman-Torres provided information about current and proposed City programs and services. Eight callers were put on air to ask questions, and five poll questions were asked over the course of the hour-long Telephone Town Hall meeting.

Online Budget Survey

An online survey asked about a range of issues, including how the COVID-19 pandemic is affecting individuals and their families; intended methods to complete the 2020 U.S. Census; and the importance of investing in particular City services, such as public safety. Responses were received from 468 individuals. Young adults, ages 18 to 34, accounted for about 23 percent of respondents; adults between the ages of 35 to 54 accounted for 41 percent; while the remaining 36 percent were 55 or older.

Most respondents (81 percent) live in the city. Among city residents, 47 percent indicated they live in the Southeast quadrant; 7 percent live in the Southwest; 13 percent live in the Northwest; 7 percent are from Center City; and 8 percent live in the Northeast.

The input is organized by the Mayor's priority areas with the addition of categories regarding the City's response to COVID-19, the U.S. Census and customer service.

MAYOR'S PRIORITY AREA: SAFER AND MORE VIBRANT NEIGHBORHOODS

Telephone Town Hall

Neighborhood Police Section Office Question: The Telephone Town Hall included one poll question directly related to this priority: Respondents were asked to rate how important it is for the City to maintain progress on the construction of the Rochester Police Department Neighborhood Section Offices (which will also host the Neighborhood Service Centers for each quadrant). The vast majority (85 percent) said maintaining progress was either very important (67 percent) or moderately important (18 percent); while only 11 percent said it's a little important or 4 percent said it's not important.

Bridging the Digital Divide Question

Respondents were asked if they had Internet access in their home: 73 percent said yes, 27 percent said no.

Online Survey

City Services Question: When asked to rate how important it is to invest in particular City services, drinking water, fire service, garbage collection, police service and snow removal were the top City five services to be rated as essential or very important.

Please rate how important you think it is for the City to invest in each of the following		
	Essential	Very Important
Drinking water	91%	7%
Fire services and fire prevention	80%	14%
Garbage collection	79%	16%
Police services and crime prevention	72%	14%
Snow removal - roads	56%	32%
Recycling	51%	31%
Public library services	49%	34%
Snow removal - sidewalks	37%	34%
City parks	35%	40%
Street repair	32%	46%
R-Centers and recreation programs	27%	38%
Sidewalk maintenance	24%	37%
Animal control	24%	39%
Yard waste pickup	23%	31%
Code enforcement (weeds, abandoned buildings)	23%	31%
Bike lanes	19%	26%
Land use, planning and zoning	18%	39%
Street cleaning	15%	29%
Inner Loop redevelopment	12%	19%
Development of downtown riverfront Roc the Riverway	10%	23%
City-sponsored special events	10%	26%

911 Question

Asked if they have done the following, 44 percent of respondents said "yes" they have texted to 911; and 63 percent said "yes" they have registered for reverse 911.

Have you ever done any of the following? (% Yes)	
Registered for reverse 911	63%
Texted 911	44%

Community Services Question

When asked how important it is to invest in particular Community Services, **93 percent of respondents said it was either essential or very important to invest in the "overall feeling of safety in Rochester."**

Percent of respondents saying the community service is "essential" or "very important"	
Overall feeling of safety in Rochester	**93%**
Overall economic health of Rochester	91%
Job development and connecting residents to jobs	83%
Racial equity in community programming	81%
Opportunities for education and enrichment	77%
Transportation options	77%
Health and wellness opportunities	71%

12 Month Use of Service Question

Asked "Have you done any of the following in the last 12 months?" **87 percent of respondents said they visited a City or neighborhood park and 76 percent said they attended a City-sponsored special event.**

Percent of respondents who have done one of the following activities in the last year	
Visited a neighborhood park or City park	**87%**
Attended a City-sponsored event or festival	**76%**
Used Rochester public libraries or their services	75%
Watched a local public meeting in person, online or on TV	68%
Volunteered your time to some group/activity in Rochester	58%
Used R-Centers, recreation facilities or programs	24%
Visited a Neighborhood Service Center (NSC)	21%
Used a City of Rochester pool or water park	16%

Comments

In the comment section, public safety was consistently described as essential and several people expressed a desire to keep Rochester Police School Resource Officers in Rochester City Schools. Examples include:

"Safety is #1, followed by garbage/recycling pickup and street maintenance. Addressing poverty and education comes next, including consideration of racial equity. For other budget issues, value to residents is primary factor."

"Leave essential services like police, fire, parking and code enforcement alone... Safety is and should always be our number one priority no matter what."

"We need more police and firefighters."

"Our focus should be on our safety, kids, libraries and neighborhoods!"

"Safety is essential. Utilities, roads, trash pickup are essential. Community events, festivals, job programs are not essential. These things should wait until the City can climb out of the budget hole caused by COVID-19."

"Don't cut back on essential public services like garbage and snow removal, fire and police."

"Keep the SROs in the schools. They are an important part of community and a sense of safety for our children."

"It's very important for us to keep the school resource officer in our buildings. They are a great asset."

MAYOR'S PRIORITY AREA: MORE JOBS

Online Survey

Community Service Question: When asked how important it is to invest in particular Community Services, **91 percent of respondents said it was either essential or very important to invest in the "overall economic health of Rochester;" and 83 percent said it was essential or very important to invest in "job development and connecting residents to jobs."**

Percent of respondents saying the community service is "essential" or "very important"	
Overall feeling of safety in Rochester	93%
Overall economic health of Rochester	**91%**
Job development and connecting residents to jobs	**83%**
Race equity in community programming	81%
Opportunities for education and enrichment	77%
Transportation options	77%
Health and wellness opportunities	71%

Comments

In the comment section, many residents expressed a desire to maintain a focus on job creation and economic vitality even in the face of challenges posed by the pandemic. Examples include:

"Put budget towards creating more businesses and festivals that attract young professionals."

"I hope we are still able to focus on the 2034 Comprehensive Plan. Affordable housing connected to jobs via multi-modal transportation will be key to economic recovery from Coronavirus and mitigating the ongoing climate crisis."

"Please continue to invest in the redevelopment of downtown Rochester. We need to attract businesses and young professionals to move to this city to ensure its economic health and growth for years to come."

"Income inequality is so hard to overcome, things like libraries and public transit are crucial in making sustainable changes. Thank you for your hard work!"

"We will overcome this. Prioritize the communities this impacts the most! We need jobs, quality education, housing, safety and access for opportunity. We can do this."

MAYOR'S PRIORITY AREA: BETTER EDUCATIONAL OPPORTUNITIES

Online Survey

Community Service Question: When asked how important it is to invest in particular community services, ***77 percent of respondents said it was essential or very important to invest in "opportunities for education and enrichment."***

When asked "Have you done any of the following in the last 12 months?" **75 percent of respondents said they had used Rochester public libraries or their services.**

Percent of respondents saying the community service is "essential" or "very important"	
Overall feeling of safety in Rochester	93%
Overall economic health of Rochester	91%
Job development and connecting residents to jobs	83%
Race equity in community programming	81%
Opportunities for education and enrichment	**77%**
Transportation options	77%
Health and wellness opportunities	71%

Percent of respondents who have done one of the following activities in the last year	
Visited a neighborhood park or City park	87%
Attended a City-sponsored event or festival	76%
Used Rochester public libraries or their services	**75%**
Watched a local public meeting in person, online or on TV	68%
Volunteered your time to some group/activity in Rochester	58%
Used R-Centers, recreation facilities or programs	24%
Visited a Neighborhood Service Center (NSC)	21%
Used a City of Rochester pool or water park	16%

Comments

Dissatisfaction with the Rochester City School District was a prevalent theme in the comments. Examples include:

"I am very concern(ed) about the RCSD school budget and the management of the budget."

"Praying for us all and the RCSD!!! Protect rec-centers and youth based programs at all costs! And stop giving the school board members another penny."

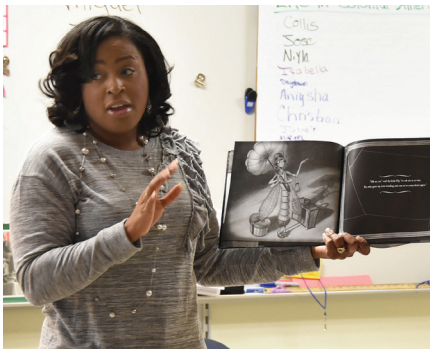
"Strongly consider firing the entire school board and letting the state do an overhaul of "RCSD."

"RCSD waste and abuse is rampant and needs to be fixed. Sadly that starts with administrator layoffs and ditching Harry Bronson who isn't part of the solution."

"Get rid of the failed and self-serving RCSD school board"

"Mayoral control of the RCSD."

"RCSD is a total train wreck. I resent paying taxes for education when I have never had children. In other states when a person reaches 65 and has never had children they are exempt from paying educational tax."



MAYOR'S PRIORITY AREA: CUSTOMER SERVICE

Telephone Town Hall

When Mayor Warren declared a State of Emergency in the middle of March, City Hall and other City facilities were closed to the general public. However, the City continued to provide customer service through a variety of other means, including the City Hall drop box, the City website and the 311 call center. Responders were asked to rate how inconvenient these new service-delivery methods were for them. Most, 57 percent, said not inconvenient at all or does not apply; 18 percent said a little inconvenient; 17 percent said moderately inconvenient; and 8 percent said severely inconvenient.

Online Survey

Use of Website Question: Asked whether they had used the City website for any of the listed options, only 10 percent of respondents selected not any – meaning nine of 10 respondents had used the website. **73 percent of respondents used the site to look up information about City government; 53 used it to look up a special event; and 50 percent used it to download City maps or data.**

Have you used the City's website for any of the following?	
For information about City government	**73%**
To look up special events	**53%**
To view or download City maps or other data	**50%**
To pay taxes, a parking ticket or other City bill	47%
To find City reports or plans	38%
To contact a City official	36%
To look up City bids and RFPs	20%

Comments

The comments reflected a strong desire to focus on "essential" services, but there was less consensus on the definition of essential beyond public safety, refuse collection and snow removal.

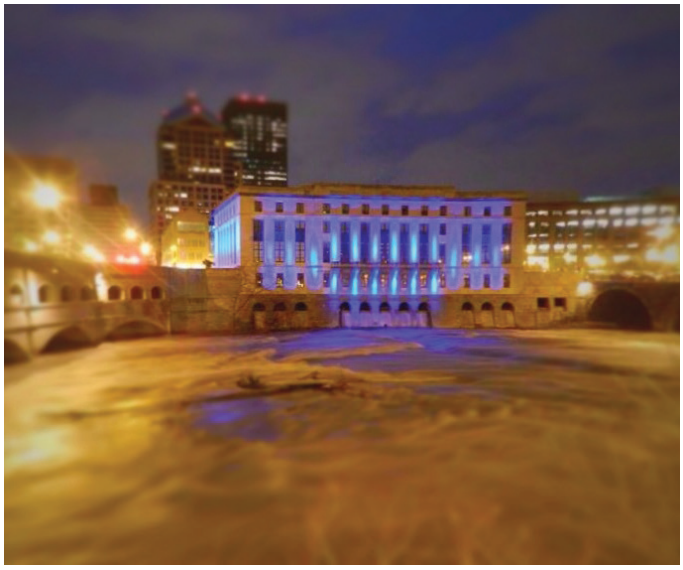
"In tough times as this we need essential services only until it levels off. Fire, Police, garbage, snow & education only."

"Maintain funding for city libraries! They are essential and already operating with too few staff, especially at the branches."

"If services have to be cut, I strongly urge the City to prioritize library service, multi-modal transportation, and emergency services (e.g. fire, police)."

"R-Centers are essential."

"Cleanliness is essential for our community. Please keep our roads, parks and waterways clean."



MAYOR'S PRIORITY AREA: EFFECTS OF COVID-19 PANDEMIC

Telephone Town Hall

Asked "How has the COVID-19 crisis affected your family's physical, mental or emotional or health or well-being?" 21 percent said severely; 44 percent said somewhat, 19 percent said very little; and 16 percent said not at all.

Online Survey

Understanding the effects of COVID-19

Question: The pandemic is affecting residents across a range of issues. 72 percent said somewhat or severely when asked how the crisis is affecting their family's physical, mental, or emotional health and well-being; 56 percent answered somewhat or severely when asked how it is affecting them financially; and 45 percent answered somewhat or severely when asked how it is affecting their children's education.

Please help us understand how the COVID-19 crisis is affecting you and your family		
	Somewhat	**Severely**
Physical/mental/ emotional health	56%	16%
Financially	43%	13%
Your children's education	26%	19%

COVID-19 Related Questions: Asked a range of questions related to COVID-19, more than 90 percent of respondents said they know the best ways to protect themselves against COVID-19; have internet access at home; have been following stay-at-home guidelines with their families; and know the signs and symptoms of a COVID-19 infection.

COVID-19 Related Questions:			
	Yes	**No**	**Does not apply**
Do you know the best ways to protect yourself against COVID-19?	100%	0%	0%
Do you have internet access at home?	97%	2%	1%
Have you and your family been following the stay-at-home guidelines?	96%	3%	1%
Do you know the signs and symptoms of a COVID-19 infection?	95%	5%	1%
Have you received a stimulus check or direct deposit from the federal government?	59%	38%	2%
Has anyone in your family faced a job loss or loss of hours/income as result of COVID-19?	53%	43%	4%
Is the COVID-19 crisis negatively affecting your child or children's education?	27%	11%	62%
Have you heard of the City's Financial Empowerment Centers?	22%	70%	7%
Are you worried about your housing situation as a result of COVID-19?	16%	82%	3%
Are your school-aged children using the online education offered by RCSD?	15%	8%	77%
Has your family used grab and go meals from the R-Centers or from the RCSD school sites?	4%	47%	49%

MAYOR'S PRIORITY AREA: EFFECTS OF COVID-19 PANDEMIC (CON'T)

Comments

Respondents seem to clearly understand the COVID-19 pandemic will have a significant impact on the City budget and their own.

"I believe real estate tax relief needs to be considered for city residents experiencing financial setbacks due to the virus. No one should lose their home to a tax foreclosure due to loss of income related to Covid-19."

"It will be very hard to pay property taxes this year due to the Covid crisis."

"I understand that the City faces budget constraints and support the continuance of all essential services and trust the administration's decisions to allocate funds appropriately. Continue the good work you do."

"Throw some fall festivals to make up for the summer."

"We will overcome this. Prioritize the communities this impacts the most! We need jobs, quality education, housing, safety and access for opportunity. We can do this!"

MAYOR'S PRIORITY AREA: 2020 CENSUS

Telephone Town Hall

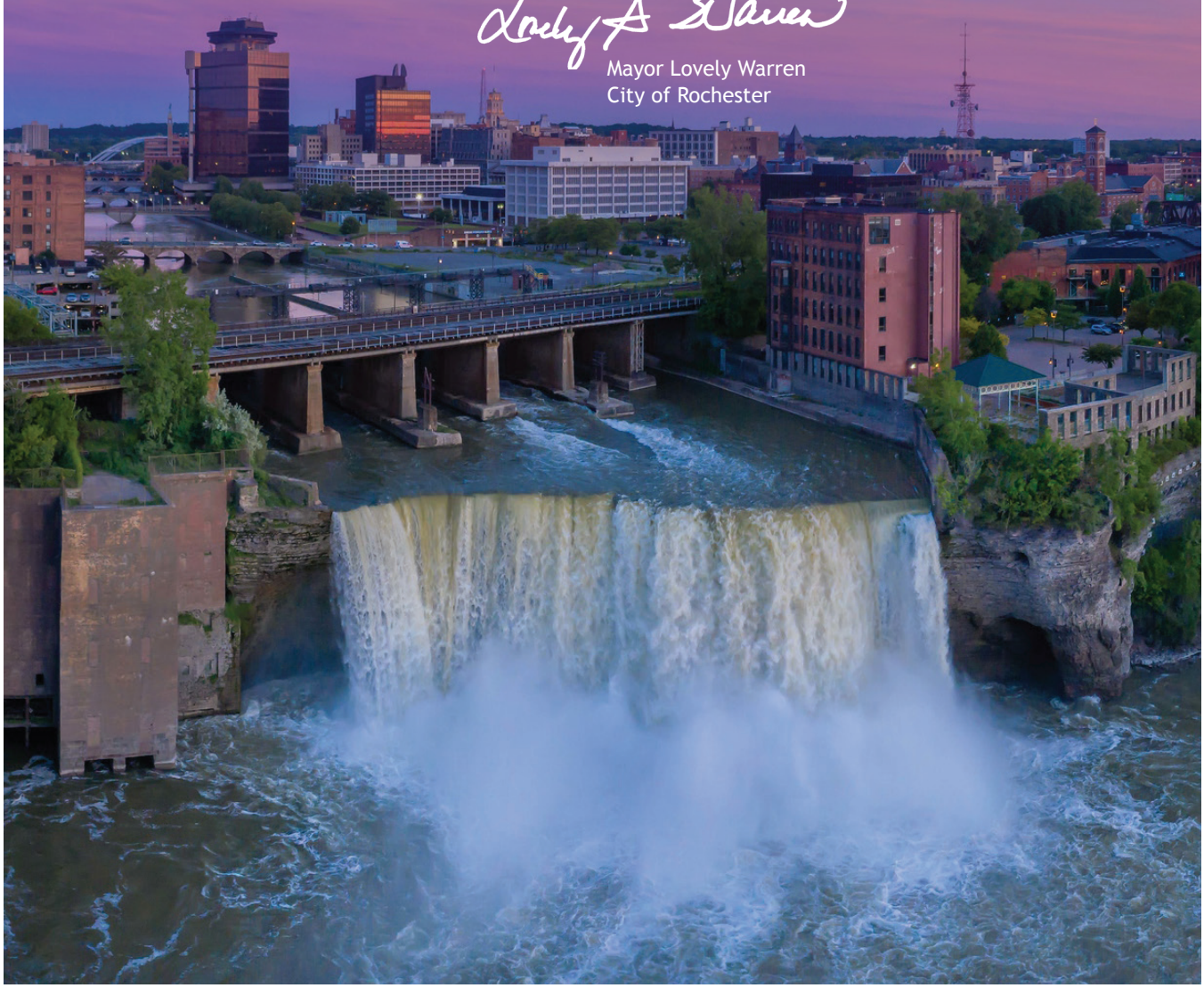
Asked "will you fill out this year's census form and make sure you are counted?" 91 percent of respondents said yes, 3 percent said no and 5 percent said they need more information about the census.

Online Survey

Census Question: Asked how they intended to complete the Census form, most respondents said they would complete it online at home; almost half said they'll fill out the paper form that comes in the mail; and a small percentage said they'll complete it online in a City library or R-Center.

*“**Rochester will emerge from this crisis stronger than ever,** because that’s what our city has always done. We do not let adversity define us. We will control our destiny with tenacity, resilience and grit. Despite the challenges, will continue to create more jobs, safer and more vibrant neighborhoods and better educational opportunities for our citizens.”*

Mayor Lovely Warren
City of Rochester



City of Rochester, NY

For more information about Community Input, please contact:
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www.cityofrochester.gov

Produced by the City of Rochester Communications Bureau, 2020.

2020-21 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.

City Program	Description	2020-21 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 2018, 74% of Rochester City School District children participated in prekindergarten programs. Early emphasis on reading and social skill prepares children to succeed later in their education. ACT Rochester, NYS Department of Education.
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.	$5,600,000	Exposure to even small amounts of lead significantly raises a child's risk of developing long-term cognitive, physiological, and behavioral complications. The number of resident children poisoned by lead has been reduced dramatically since the adoption of the City's Lead Ordinance in 2005. (Source: ACT Rochester, NYS Department of Health)
Lead Paint Initiative Grant	A NYS grant provides funding to assist with proactive lead paint inspections and testing.	$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.	$84,762	Developing satisfactory social, physical, and academic skills in pre-K and kindergarten sets a crucial foundation for future success. In 2019 18% of RCSD third graders met or exceeded the state standard on the NYS Grade 3 English exam. (Source: ACT Rochester, Children's Institute)
Raising a Reader	Works to foster healthy development, relationships, literacy, and a passion for reading by involving parents or guardians and their children in a book sharing routine.	$117,054	
Early Education and Literacy	Focus on literacy for pre-school age through elementary age.	$145,495	

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	2020-21 Allocation	Why This is Important
Community Libraries and Other City Tax Support	Total City funds for community libraries, exclusive of specific programs listed elsewhere.	$6,200,345	Public libraries supply communities with vital resources including books, access to technology, and special programming to support their specific patrons. In addition, libraries function as a "Safe Place" for youth.

City Program	Description	2020-21 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 2017, the City of Rochester's teen pregnancy rate was 5%, down from a peak of 16% in 2008. (Source: ACT Rochester, NYS Department of Health)
Sexual Risk Avoidance Education Grant	Sexual Risk Avoidance curriculum is delivered to young people.	$275,000	
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, Youth Programming	R-Centers and other recreation facilities offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships.	$7,915,991	Rochester's 2019 School Age Program Quality Assessment (SAPQA) score is 3.76/5.0. Rochester exceeded national scores in the categories of Supportive Environment and Engagement, and was slightly below the national sample in Interaction. Rochester's 2019 Youth Program Quality Assessment (YPQA) score is 3.82/5.0. Rochester exceeded national scores in all three categories, including Supportive Environment, Engagement, and Interaction. (Source: Greater Rochester After School Alliance)
Rochester Community & Youth Sports Complex		$1,008,032	
Rehabilitation at Recreation facilities	R-Centers offer first-rate programs, facilities, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships.	$325,000	
Safe to be Smart/ ImagineYOU	The Safe to be Smart and ImagineYOU program provides programming opportunities for children and adolescents in a consistent manner at five branch libraries as well as Central Library.	$417,065	
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.	$125,968	

City Program	Description	2020-21 Allocation	Why This is Important
Quad A for Kids	This after school program provided in three elementary schools provides academics linked to youth development activities.	$40,000	Rochester's 2019 School Age Program Quality Assessment (SAPQA) score is 3.76/5.0. Rochester exceeded national scores in the categories of Supportive Environment and Engagement, and was slightly below the national sample in Interaction. Rochester's 2019 Youth Program Quality Assessment (YPQA) score is 3.82/5.0. Rochester exceeded national scores in all three categories, including Supportive Environment, Engagement, and Interaction. (Source: Greater Rochester After School Alliance)
Youth Bureau Funded Programming	OCFS funding passed through Monroe County to the City for youth development.	$54,000	
Youth Voice/ One Vision	Youth Voice, One Vision (YVOV) - The Mayor's Youth Advisory Council is a group of young people working together to make Rochester a better place to live.	$207,600	Youth participating in YVOV/The Mayor's Youth Council are developing as youth leaders, and as future community leaders.
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.	$300,800	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.	In Kind	3rd grade reading scores are an important predictor of future academic success. In 2019, 18% of RCSD 3rd graders passed the state English Lanuage Arts exam compared to 45% in Monroe County (scored a 3 or 4, out of 4). (Source: ACT Rochester; NYS Education Department).

ROC the Future Topic: Every Child is Successful

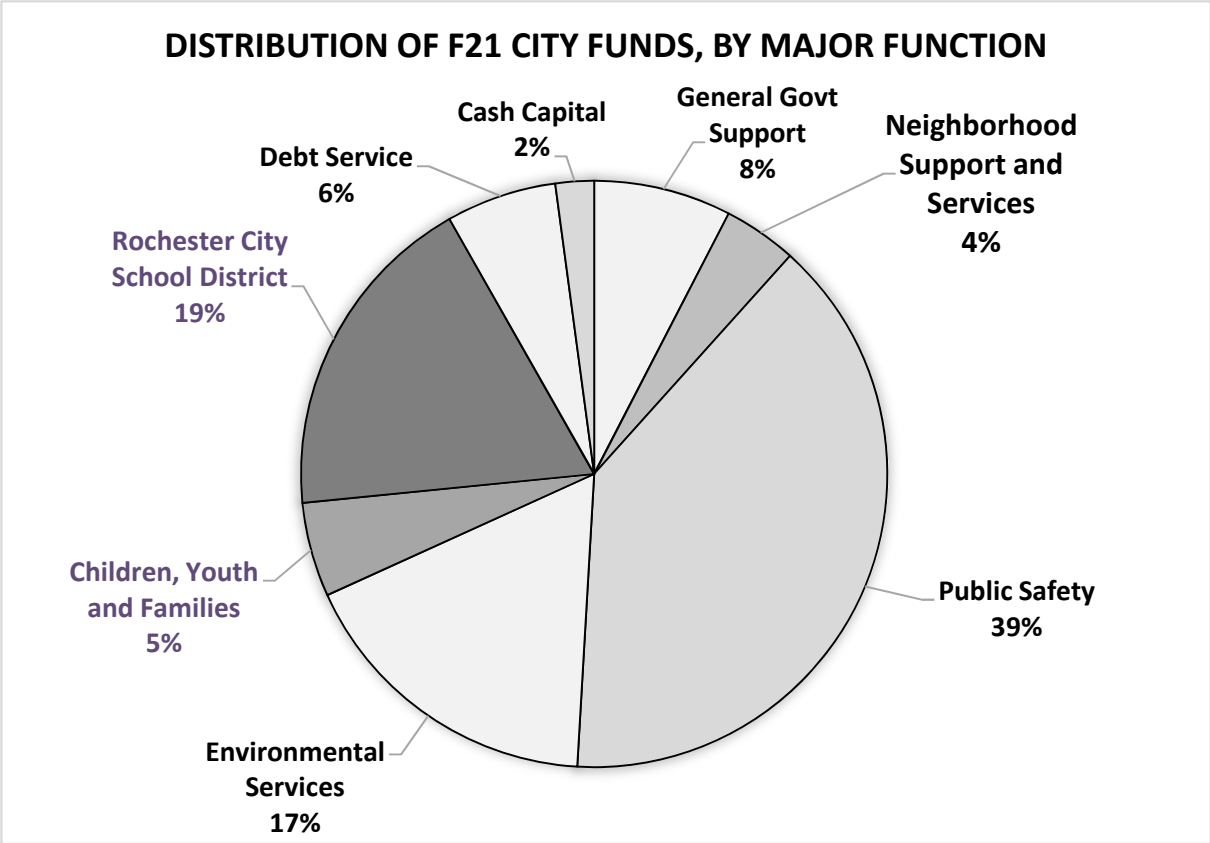
High quality teaching and involved parents and caregivers are critical factors in determining academic outcomes. Teacher training and professional development, plus support for students and families, must align with high expectations for every student.

City Program	Description	2020-21 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	$35,000	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.

City Program	Description	2020-21 Allocation	Why This is Important
Parent Leadership Training Institute	Teaches parents how to become advocates and change agents for their children.	$10,000	Leadership training for parents provides them with the skills they need to better advocate for the needs of their children and family as a whole. It can also help to improve the parent's self-worth and confidence as a caregiver.
ROC the Future Topic: Every Child is College/Career Ready *Financial self-sufficiency in the 21st Century global economy demands education beyond high school, whether it is a 2-year or 4-year college degree or a technical certification.*			
Biz Kid$	Biz Kid$ provides interactive, applied business and entrepreneurial education to city youth ages 10-18.	$86,160	Entrepreneurial education supplies students with real-world skills and inspires the next generation of business leaders and empowered consumers.
Jr. Rec Leaders	Leadership training and job readiness skill building for youth.	$12,200	Youth development provides support and opportunities to help bridge a successful transition into a productive adulthood.
ROC Music	After school and summer musical education program for urban youth.	$170,790	
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.	$31,900 (Emergency Comm.), $366,100 (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.	$334,200	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.	$957,646	Provides training and employment opportunities to youth while making a direct connection to success in school.
United Negro College Fund	UNCF funds scholarships for black students and general scholarship funds for 37 private historically black colleges and universities	$40,000	Helps to build a robust and nationally-recognized pipeline of under-represented students who become highly-qualified college graduates

City Program	Description	2020-21 Allocation	Why This is Important
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.*			
Community Outreach Program	Expanding fire safety education in schools and increasing the amount of outreach events.	$233,500	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.
Fire Related Youth Program	Program addresses the juvenile fire setters issue through education, intervention, and community/citizen involvement.	$80,000	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.	$1,800,000	Demolition helps make cities safer and more livable by removing decrepit structures and increasing green space.
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.	$709,000	In 2018, Monroe County had 11.2 homeless persons per 10,000 residents, up from 8.1/10,000 in 2008. (ACT Rochester, US HUD)
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.	$3,108,730	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.	$674,904	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.	$1,000,000	Play is important in keeping children active and helping them build teamwork and social skills.

City Program	Description	2020-21 Allocation	Why This is Important
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.	$240,300	Play is important in keeping children active and helping them build teamwork and social skills.
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.
La Marketa	Rochester's Public Market offers fresh produce, ethnic delicacies, specialty items, general merchandise, and more 52 weeks per year. The new La Marketa will offer expanded opportuntiies for access to fresh foods.	$160,364	The Public Market and La Marketa serve as community anchors, not only bringing diverse members of the community together, but also making fresh, healthy foods more affordable for residents of all income levels.
Public Market		$1,170,224	
Public Market Funding (capital)		$25,000	
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.	$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.	$649,500	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.	$622,700	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.
	TOTAL	**156,031,346**	


DISTRIBUTION OF F21 CITY FUNDS, BY MAJOR FUNCTION
Cash Capital 2%
General Govt Support 8%
Neighborhood Support and Services 4%
Debt Service 6%
Rochester City School District 19%
Children, Youth and Families 5%
Public Safety 39%
Environmental Services 17%

The City of Rochester's Focus on Racial Equity &

Let's Get REAL: Race, Equity, And Leadership

The National League of Cities developed the REAL initiative to "strengthen local leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities." The City of Rochester is engaged in this effort with Mayor Lovely A. Warren appointed as co-chair of the NLC REAL Council, and Council Vice President Willie J. Lightfoot appointed as a member of the Council.

Building on NLC's work, the City of Rochester has embarked on an unprecedented journey under the leadership of Mayor Warren. In 2019 the City launched its own local REAL initiative. After surveying nearly 400 employees on their understanding of race and equity we revealed the following themes:

- Discussion of race and racism is necessary
- Respondents were unclear on the differences between race, racial equity, diversity, and inclusion
- Lack of time, information, support, and training are barriers to advancing equity
- Leadership is needed in order to drive change.

Change Teams/Core Team

Core Team – The REAL initiative at the City of Rochester is led and coordinated by a Core Team composed of the following individuals:

Willie J. Lightfoot, Vice President, Rochester City Council
Mawia Elawad, Member Development Specialist, Department of Recreation and Youth Services
Lomax R. Campbell, D.Mgt., Director, Mayor's Office of Community Wealth Building
Rose Nichols, Ed.D., Affirmative Action Officer, Department of Human Resources Management
Luticha André Doucette, Equity Coordinator, Mayor's Office of Community Wealth Building
Thad Harris, Business Liaison, Neighborhood & Business Development
Tina Foster, Executive Director, Volunteer Legal Services Project
Hank Rubin, Ph.D, Frederick Douglass Family Initiatives

Change Teams - Seventy individuals representing eight City departments were selected to participate in a REAL Change Team. Change team participants participate in numerous trainings, and meet as a small group on a monthly basis to deepen conversations on racism, review internal policies, procedures and practices, identify systemic barriers in need of change, and to build capacity within the City of Rochester to enact change. These teams work to identify specific areas of opportunity for change with their department or functional area, and then to develop methods to operationalize the initiatives identified.

Training completed

- 70 Change Team members completed racial equity and diversity training with the National Coalition Building Institute and The Racial Equity and Justice Initiative
- 80 community members trained on power dynamics of poverty and racism with the People's Institute for Survival and Beyond

- 12 individuals completed "train the trainer" sessions for Emotional Emancipation Circle –a format for healing from racial trauma

Internal Accomplishments

- Surveyed nearly 400 employees on understanding of race/racism/equity
- Developed a guidebook for change teams to use when evaluating policy, practices, and procedures
- Implemented the use of a baseline racial equity impact tool for departmental budget submissions
- Recommended enhancements to various municipal policies and documents

External Accomplishments

- Collaborated with the Indigenous People's Day committee for facilitated dialogue on impact of Columbus Day
- Connected Native American community with Greek Orthodox church on how to foster identity outside of white supremacy
- Created local chapter of the People's Institute for Survival and Beyond

Next Steps

- Implementation of Departmental Action Plans
- Outreach on how to Get REAL with development of playbooks
- Racial healing efforts with the community
- New round of Change Teams

You can learn more at www.cityofrochester.gov/REAL

Budgeting with a Racial Equity Lens

For the first time, in the FY 2020-21 budget submission process departments were asked to answer four questions related to racial equity. The four questions and a summary of responses are below.

1) **How is your Department using the information provided in the Diversity and Inclusion report provided by Dr. Rose Nichols and Director Tassie Demps?**

- In small departments, the turnover of one or two positions can have a substantial impact on the proportion of staff in different demographic categories
- Departments will commit to ensuring their interview pool shows a diversity of candidates
- The data allows some departments to develop intentional strategies, as they enhance their existing policies and procedures to recruit, hire, and promote qualified individuals
- Partnerships with MCC, RIT, and RCSD have been used by some departments to identify candidates either as interns or for full-time positions
- Partnerships with Center for Employment Opportunity and the ReJob Training program

- Working with DHRM to advertise openings at local outlets including churches, community centers, and on social media
- Departments use the information as required by some federal grant reporting
- It is helpful to have the City's official policy and other relevant laws cited in one place
- The information can help departments educate and train staff to address any practices that might perpetuate racism or racial inequity
- It is used as we make budget decisions and look at compensation levels

2) **What do you see as areas of challenge or problem statements regarding equity including race, gender, and disability status in the programs or services you provide or within your department operations?**

Internal Challenges

- The applicant pool for positions with specific technical skills, professional licenses, or knowledge bases can be smaller than is ideal
- Civil services lists that are expired with years in between exams lengthens the process and leads to more provisional appointments which not every candidate will accept
- The Civil Service process is rigid with many rules and restrictions. A qualified, preferred candidate may not be 'reachable' on a list due to slightly lower test grade than others who may have scored higher, but may not be the best fit for a specific positon and role.
- Need for Civil Service exams or assessments that reflect the work done by a department.
- Lack of dedicated recruitment staff to develop programs that would improve access to diverse candidates.

Challenges in Program or Service Provision

- Hours of operation that are limited to 9 to 5 may not serve the needs of persons who need evening or weekend hours.
- Electronic options to obtain licenses and permits could improve equity, particularly for persons with disabilities.
- Language barriers can present barriers to some residents
- Home ownership for people of color and safe housing for people with disabilities

3) **What will your department do to improve equity issues in the next year? In the next three years?**

- Support continued training of our own staff and Citywide staff through the REAL initiative
- Launch diversity, inclusion, and equity online training for all City employees
- Require implicit bias training as part of the onboarding of new employees
- Continue to actively recruit diverse candidates
- Review in depth all policies and programs involved in the recruitment and hiring processes that may unintentionally limit the ability to achieve desired equity in all areas
- Continue to encourage the use of local exams in place of state Civil Service tests
- Work with community partners to identify qualified applicants
- Add dedicated recruitment staff to maintain continuous recruitment and to build bridges between the City and the community

- Continue partnerships with educational institutions and job training programs
- Support the efforts of more junior staff to enhance their educations and other qualifications
- Create titles with the bilingual designation to ensure the ability to serve Spanish speaking residents
- Ensure diversity in race/ethnicity, gender, disability status on all boards or commissions
- Require language regarding equity on formal documents (such as in the budget submission)
- Purchase a handicap accessible vehicle to transport children with disabilities to recreation activities
- Develop the next three-year Affirmative Action Plan to evaluate and demonstrate progress towards equity goals
- Develop internal training processes to provide promotional opportunities for current employees and to provide a more explicit road map to career development

4) If you are adding or removing and programs or services for FY 2020-21, please indicate the effect – positive or negative – on equity and disparities in your department.

- Creation of the Police Accountability Board provides an opportunity to address equity in the community
- La Marketa will increase access to culturally relevant programming
- Addition of a third summer camp creates affordable summer day care slots on the west side of the City
- Updating the Public Market master plan will ensure equitable access to fresh produce and other foods
- Co-managing the My Brother's Keeper initiative with the RCSD will provide leadership development for young men of color
- Increasing our work with Accessible Adventures will increase inclusive swim and wheelchair basketball programs
- Addition of the accessibility of the Rehab grant application process in the NSCs will expand access to all neighborhoods
- Expansion of Code Enforcement Officer staff and creation of the emergency hazard abatement program will enhance equitable code enforcement strategy

Action Plans

In addition to the Core Team, four of the City's departmental REAL Change Teams have developed action plans: Police, Fire, Neighborhood and Business Development, and a combined Finance/Office of Management and Budget team. All four worked to identify important actions and outcomes they would like to see as a direct result of their work, including timeframes and performance measures. Action plans were still in development when COVID-19 came to Rochester and some action plans reflect the impact this will have on our community. Those action plans are presented below.

2019-20 Racial Equity Action Plan *(CORE Team)*

1. *WORKFORCE PLANNING*: All City employees understand, are committed to achieving racial equity, and understand how the concepts connect to their work.					
Barriers	**Outcomes and Actions**	**Timeline**	**Accounta-bility**	**"Better off/Impact" Performance Measure that identifies "client/customer"**	**Progress report**
Time & Financial Resource Constraints Bureaucratic Organizational Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	1) **Racial Equity Training** a. Provide/support training on history of redlining, cultural intelligence/competence, and equity (gender, ability status, LGBTQ+, race/ethnicity etc) to key decision makers, employees, and community partners b. Provide "train-the-trainer" model to continue to build internal expertise. 2) **Employee Racial Equity survey** – Conduct employee racial equity survey on a biennial basis. in addition change teams will re-evaluate baseline scores annually 3) **Use of a Racial Equity Tool with policies or programs and budgeting process** – a. Develop REIA for use by Council and SMT in budgeting process b. All departments will use RE action plan in budget book/budget process 4**) Leverage leadership teams/lunch & learns and other informal opportunities to further learning and understanding** 5) **Develop accountability measures to ensure that leadership and employees are following through on their commitment to RE** 6) **Workforce Equity Action Team** – create policy to create a cross departmental Workforce Equity Action Team that includes representatives of Personnel, unions,	1.) ongoing beginning fiscal yr 2020-21 2.) Q1 2021 3.) ongoing 4.) Q1 2021 5.) ongoing 6.) ongoing	1-6.)REAL Core Team, City Council, Mayor, SMT	1) a. % of racial equity training participants who understand the concepts b. % participants who know how to apply the concepts to their work c. reduction in EEO complaints and related personnel actions d. reduction in race-related public integrity complaints e. % of key decision makers and community partners who can apply the concepts to their work 2) a. % of employees who can identify examples of institutionalized racism b. improved participation rate in survey c. improved baseline change team score	NDORH report Racial Equity Core Team twice annually reporting Midterm Report

	citizens/community members, and employees. The team is responsible for coordinating work across departments, eliminating redundancies, and creating cohesion, including strategies below. a. **Workforce equity in departmental Racial Equity Action Plans** – Divisions identify one or more specific classification (internal staff) and implement strategies to eliminate racial disproportionality. b. **Clear racial equity expectations for managers** – Training on equitable hiring practices for all hiring managers and clear expectations and accountability for racially equitable workplaces. Managers should use best practices within hiring processes to minimize bias and incorporate equity throughout all phases of the process. c. **Racial equity as core competency in all job descriptions** – Departments and offices identify one or more specific job classifications with key racial equity responsibilities and incorporate racial equity as a core competency / expectation into the job descriptions. d. **Strengthen personnel, COVID-19 recovery policies & other general policy and practices** – Workforce Equity Action Team reviews policies to identify racial equity barriers to hiring, retention, and upward mobility, and other barriers for community, and give those an opportunity to learn about racial equity and not disqualify based on lack of knowledge. Use an RE Tool to develop recommended changes. Barriers to be considered include minimum qualifications (education and experience equivalencies) and role of seniority in promotions and benefits. e. Work with City Council to ensure departments follow through on equity action plans as well as follow through on Community Engagement of budget process. f. Work with City Council on development and implementation of COVID-19 recovery policies			a. % of policies developed that reflect a commitment to racial equity b. % of usage of REIA with inc over time to 100% of dept using RE plans c. quarterly review of follow through on REIA & action plans 4) a. % of employees attending quarterly/monthly events b. % policies implemented & consistent enforcement 6) a. % team's actions sufficiently coordinate depts b. % redundancies eliminated c. % cohesion produced by their actions d. % workforce that reflect demographics of the community (disaggregated by title) e. % managers trained and competent in using racial equity lens in hiring f. % POC hired by these managers (disaggregated by position) g. % job descriptions that incorporate racial equity (disaggregated by position) h. % policies and practices changed i. % POC hired (disaggregated by position)	

2. *COMMUNITY EMPOWERMENT:* All residents of Rochester know and understand how Racism impacts their everyday lives, and are able to be actively engaged in holding City Hall and all organizations accountable to their values and standards.					
Barrier	**Outcomes and Actions**	**Timeline**	**Accounta-bility**	**Performance Measure**	**Progress report**
Internalized Racial Superiority - We're all fine now - That was then this is now - What about how we feel? - What about our stories? - We know what you need - changing the narrative - We don't have time/money for this - But Martin Luther King Jr…… - Are you sure it's safe? - why do need this when we don't have these problems in the suburbs - "reverse" discrimination Internalized Racial Inferiority	**1. Establishment of the WNY-PISAB Network** **a. Institutional Trainings: for institutions + community** **b. Regional Trainings: community focused curriculum** **c. Youth Academy: five day youth training** **d. European Dissent: Establish and garner participation in this affinity group by Undoing Racism® workshop alumni of European descent** **e. Alumni Chapter: Achieve active participation in the Western New York Undoing Racism® Alumni Network** **2. Community members go through PISAB trainings to gain common knowledge and understanding** **a. in order to be on an action team community must attend PISAB** **b. REJI community tables can serve as follow up support for affinity organizing** **3. Community is incorporated into budgeting process via tele-town hall, community survey and in person table questions** **a. see NBD action plan** **b. community representation on Workforce Equity Action Team to oversee follow through/accountability to community suggestions in budget process** **4. Community is given opportunities to heal from racial trauma & effects of quarantine related stressors** **a. Emotional Emancipation Circles**	ongoing. Begins Summer 2020	REJI, City Council, Community, The REAL Core team, Budget change Team	**1-3** **a. increased number of marginalized individuals participating in City Council Meetings** **b. 5% total annual increase in participation in budgeting process to 25% of marginalized population over five years** **c. track implementation of community input session ideas** **d. 15% total increase in votes during City elections from marginalized populations over 5 years** **4.** **a. # of people participating**	**National Day of Racial Healing report out, budget book**

- We need to forgive and move on - The judgement of a person's blackness depending on their levels of success - "acting white" - colorism - self doubt - self hatred - "well i got mines" - pray it away - don't rock the boat - be grateful for what we have - LGBTQ+ bigotry - ableism - classism - sexism - cycles of abuse/trauma - unworthiness/hope lessness	**b. Kairos blanket trainings with Native American community** **5. Community is able to tell their stories in their own words** **a. Collaborate with local artists/storytellers to uplift marginalized voices (LGBTQ+, Disabled)** **b. Collaborate with various organizations that represent the different populations and their experiences as well**			**b. 80% or greater satisfaction in survey response** **c. % of individuals who go onto other trainings & participate in Council meetings etc** **5.** **a. # stories told** **b. % of stories highlighted by media** **c. # number of people attending events**	

3. FISCAL RESPONSIBILITY & GRANTSMANSHIP; All funds used or granted from the City of Rochester will consider equity in their selection process, as well as how the funds are used to benefit the Rochester community **change this					
Barriers	**Outcomes and Actions**	**Timeline**	**Accountability**	**Performance Measure**	**Progress report**
	1. Establishment of an equity standard, assessment tool, and guidelines for utilization in grant, loan, procurement decision-making processes 2. Grants, loans and purchases (RFPs) offered to the Rochester Community should contribute to the greater good and abide by an Equity Standard (such as they do not contribute to further inequities in our community) 3. Review/develop processes and policies that are inclusive 4. Each form of business receiving grants, loans, and procurement contracts should be required to sign an equity statement indicating their commitment to reduce disparities in the Rochester Community 5. Review historical data by department for purchases under $10k 6. Data on businesses and organizations disaggregated by race, gender, disability status, veteran status, along with by type of establishment (e.g, industry/sector, offerings, etc.) 7. When selecting recipients for grants, loans, and procurement contracts (e.g., goods & services, public works, and professional services agreements) there will be an equity guideline/code that each funding recipient must be qualified for (like the MWBE designation) 8. Conduct a comprehensive power analysis of the regional philanthropic and lending ecosystem in order to determine where opportunities to advance equity reside.	1. May 2020 - August 2020 2. May 2020 - TBD 3. May/June 2020 - TBD 4. May 2020 - TBD 5. May/June 2020 - December 2020 6. September 2020 - June 2021 7. June 2021 - TBD 8. February 2020 - March 2021	1. REALCore team, City Council, Mayor, Finance Change team REDCO board, SMT 2. REALCore team, City Council, Mayor, REDCO board, SMT 3. REAL Core Team 4. REALCore team, City Council, Mayor, Finance Change team, REDCO board, SMT 5. REALCore team, City Council, Mayor, Finance Change Team,SMT 6. REALCore team, City Council, Mayor, Finance Change Team,SMT 7. REALCore team, City Council, Mayor, Finance Change Team,SMT	**1.** a. % of decisions made using tool b. % of businesses signing statement disaggregated by industry type, race etc. **2,4,5,6.** a. % of POC business able to recover from COVID-19 b. increase of dollars going into marginalized neighborhoods	NDROH, quarterly reports, monthly dashboard updates

2020-21 Racial Equity Action Plan *(NBD)*

1. Community members understand the history of structural racism and are civically engaged and employees in NBD understand how equity impacts their everyday work and lives and is included in their decision making processes.

Community Indicator	Outcomes and Actions	Timeline	Accountability	"Better off/Impact" Performance Measure that identifies "client/customer"	Progress report
Internalized Racial Superiority - We're all fine now - That was then this is now - What about how we feel? - What about our stories? - We know what you need - changing the narrative - We don't have time/money for this - But Martin Luther King Jr… - Are you sure it's safe? - why do we need this when we don't have these problems in the suburbs - "reverse" discrimination Internalized Racial Inferiority - We need to forgive and move on - The judgement of a person's blackness depending on their levels of success - "acting white" - colorism - self doubt	1) **Racial Equity Training** a. Provide/support training on redlining, gentrification cycle, equity, Implicit Bias, Cultural Intelligence and Emotional Intelligence b. NBD boards and committees and any position dealing with the public have specific requirement for training aforementioned in section a i. land use boards, architectural committees, first time home buyers etc. ii. REDCO iii. code enforcement etc. c. Provide "train-the-trainer" model to continue to build internal expertise. 2) **Educate and train community on civic engagement** a. provide/support education to underserved neighborhood association groups on how to obtain resources, access services from the City, how to organize etc. E.g partnership with the Planning Dept and Neighborhood Service Centers b. collaborate with internal departments and outside organizations to provide training/information/resources	1) Begin Fall of 2020 c) Begin 2020 2) Spring 2020 3) Summer 2020 4) Begin Summer 2020	Core team, NBD change team, SMT, City Council, Mayor, Community (neighborhood and business associations)	1) a. % direct impact measure of performance, e.g. b. % of racial equity training participants who understand the concepts c. % participants who know how to apply the concepts d. number of first time home buyers completing RE training e. percent of neighborhood/businesses associations opting into a RE pledge 2) a) % of key decision makers and community partners who can apply the concepts to their work b. % of people from marginalized neighborhoods taking training (disaggregated by race, gender, & disability) c. percent of youth engaged in training, increase of dollars	NDROH, Quarterly reports

- self hatred - "well i got mines" - pray it away - don't rock the boat - be grateful for what we have - LGBTQ+ bigotry - ableism - classism - sexism - cycles of abuse/trauma - unworthiness/ hopelessness	c. reach out and engage youth and younger people to pass down knowledge and skills and build coalition/break down silos d. trained citizens to be involved in budgeting process & Core Team recovery policies (see Core Team Action Plan) 3) **Use of a Racial Equity Tool with policies or** programs or decisions a. Stay in place & recovery policies i. evictions ii. tenant association partnerships iii. increase internal resources to be proactive 4) **Create and implement policy** on how to collect data on race/ethnicity of clients and customers; provide racial/ethnic categories that reflect the particular groups in our community; allow people to self-identify, choose more than one category and chose "Other." a. itemized specific groups and departments that need to be focused on first b. environmental baseline scan of dollars going into neighborhoods, services etc. c. work with Core Team for COVID19 recovery policies (see Core Team Action Plan)			going to marginalized neighborhoods d. decrease in race related complaints to code enforcement 3) a) % of times RE tool is used in a decision b) over the course of 5 years, 100% of the time a RE tool will be used in decision making processes 4) a) % of policies developed that provide relevant guidance on collecting data on race/ethnicity of clients and customers b) % policies implemented	

2019-20 Racial Equity Action Plan *(OMB and Finance)*

Result Statement for all Outcomes: All people in Rochester are free, empowered and economically prosperous.

1. Outcome Statement: Equity is embedded into the budget process					
Barriers	**Outcomes and Actions**	**Timeline**	**Accountability**	**Performance Measure**	**Progres s report**
Time & Financial Resource Constraints Bureaucratic Organizatio nal Culture Organizatio nal Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	1) Include **Racial Equity Lens in Budget development and in Budget Book** a. Develop Racial Equity Budget Tool i. Pilot mini-tool for first year (20-21 budget year) ii. Develop full tool for future budgets b. Include departmental racial equity action plans in the budget book 2) Update the Vision, Values, and Guiding Principles document to reflect equity a) Include updated document in Budget Book 3) Actively involve **community in budget process** a. In person forum i. Develop equity questions b. Online survey i. develop survey with equity questions c. Tele-town hall i. develop questions for call in options ii. include cell phones iii. target by neighborhood **iv.** create marketing strategy, include Council for increased participation	1) Ongoing begin March 2020 2) F21 budget book- delayed by COVID 3) In person forum delayed due to COVID	OMB-Finance change team, Core Team, Budget Director, SMT, Mayor, and City Council	1) % of departments providing action plans 2) % of departments that responded to budget equity tool 3a) % of people participating, disaggregated by race, neighborhood, age. 3b, 3c) % Increase in people participating in the budgeting process from marginalized neighborhoods	Budget Book Updates and analysis

2. The Department of Finance staff understand and are committed to achieving racial equity.					
Barriers	**Outcomes and Actions**	**Timeline**	**Accountability**	**Performance Measure**	**Progress report**
Time & Financial Resource Constraints Bureaucratic Organizational Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	1) Racial Equity Survey given on an annual basis to establish baseline and improvement in understanding of racial equity. 2) Racial Equity training provided to Finance Director, bureau heads, and all second round REAL Finance team. Training should cover racial equity definitions, history, interpersonal training & information on the REAL framework for creating change.	Biannually in September September 2020 – January 2021	REAL Core Team & REAL Finance team REAL Core Team, Finance Director & Bureau Heads	Percent of Finance employees who understand racial equity issues in the City of Rochester Percent of Finance Employees who believe advancing racial equity should be a priority of City government Percent of Finance employees who understand the City's commitment to racial equity & current framework for creating change Percent of employees interested in being a part of achieving the City's racial equity goals.	**Training Attendance Logs**

3. The Department of Finance creates a culture of racial equity through equitable workplace practices.

Barriers	Outcomes and Actions	Timeline	Accountability	Performance Measure	Progress report
Time & Financial Resource Constraints Bureaucratic Organizational Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	1) REAL Finance team is expanded with a second group of Finance employees representing all bureaus. They will engage in the creation and maintenance of Equity Racial Tools, analyze data and propose changes to Bureau heads.	September 2020 – January 2021	REAL Core Team, REJI & Finance Director	Measurement Tools: Department of Finance Employment Data including measurements of racial disparity, longevity, retention & job types	Training Attendance Logs
	2) Develop and execute a communication plan across Bureaus and the REJI/Real Core team to communicate goals of the REAL initiative, current action plan, suggested process & policy improvements, ensuring they reach decision makers in Finance dept.	April 2020	REAL Finance Team, Finance Director, Finance Bureau Heads	Number of employees retained by race, age & job category Number of internal & external promotions by race, age & job category	Meeting attendance logs
	3) Ensure all employees within the Dept of Finance have access to training, information and advice that they can use to advance their careers.	Ongoing	REAL Finance Team, Finance Director, Finance Bureau Heads	Racial disparity by position continues to decrease	Compiled survey results
	4) Create an employee development and review tool or tools in order to consistently and equitably measure and track employee performance and professional development. ● Review available employment data to see how current practices are impacting employment outcomes for racial minorities within the department of Finance.	April 2020 – July 2021	REAL Finance Team REAL Finance Team, Finance Director & Bureau Heads		Number of Piloted employee development plans

	• Develop a standardized performance review tool for all employees. • Pilot both the employee development tool & performance review tool, then roll out both tools department-wide				

4. City of Rochester's communities of color share in the City's economic prosperity.					
Barriers	**Outcomes and Actions**	**Timeline**	**Accountability**	**Performance Measure**	**Progress report**
Time & Financial Resource Constraints Bureaucratic Organizational Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	1) City contracting & procurement benefits communities of color. • Goals for minority business participation and minority workforce participation are included in contracts for consulting & public works. • Goals for minority business participation set for commodity purchases • City reports on current minority business and minority workforce utilization on a quarterly basis. 2) Bureau of Purchasing to review policies and procedures to address barriers to entry for minority business owners in securing and maintaining City contracts. Include a review of bonding, insurance, de-bundling of contracts, and payment procedures.	Ongoing Ongoing Ongoing April 2020 – September 2020	MWBE Officer, Purchasing Agent, Purchasing Staff REAL Finance Team, Purchasing Agent, Purchasing Staff	Measurement Tools: Department of Labor & Census Data Indicators: Number of minority owned businesses Number of businesses (both minority and non-minority owned) in census tracts that were once red-lined. Employment rate & household income by race and census tract	Quarterly MWBE Report Documented process changes & improvements

	• Survey business owners on purchasing policies and doing business with the City to identify barriers to entry. • Review results with Purchasing Agent & staff to identify ways to lower barriers to entry				Survey results

2020-21 Racial Equity Action Plan (*RPD)*

Result Statement for all Outcomes: All people in the Rochester Police Department are committed to equity.

1. Outcome Statement: Leadership communicates and demonstrates that they care about all RPD employees					
Community Indicator/Barriers	**Outcomes and Actions**	**Timeline**	**Accountability**	**"Better off/Impact" Performance Measure that identifies "client/customer"**	**Progress report**
• being present • acknowledge-ments • morale increase • showing up at roll call • check in at sections/ platoons • follow up Time & Financial Resource Constraints Bureaucratic Organizational Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	1**) Regularly attends roll call (4 shifts/day) on a rotating basis** 2) **Ride along on all shifts/take part and not be isolated** 3) **Set same standards for themselves as others** 4) **Communicate when officers go through a situation/incident happens** **5) Hold people accountable equally; no favoritism**	1) ongoing begin 2020 2) Fall 2020 3) Fall 2020 4) Spring 2021 5) Fall 2020	Mayor, Core Team, RPD Change Team, REAL Commission	1) a) % of leadership attending roll call b) # of roll calls per year c) chief attends each shift/section/platoon at least once a year (~20 appearances in a year, 10 minute check in) 2) High scores on evaluations of supervisor b. #leadership attending ride alongs 3) Evaluations of supervisors. All employees evaluated with follow up 4) Leadership develops plan with union on long-term support for officers involved in critical incident 5) 100% of evaluations completed Quarterly clear directive from 6th floor to all supervisors that evaluations be completed thoroughly 10 % of evaluations go to random review for quality from leadership (6th floor)	1. quarterly newsletter discussing updates and follow-up 2. evaluations 3. evaluations 4. undefined 5. rubric for quality & report

2. All RPD employees understand the values of equity, diversity and inclusion					
Community Indicator/Barriers	**Outcomes and Actions**	**Timeline**	**Accountability**	**Performance Measure**	**Progress report**
• long term improved community police relations • increase in people wanting to take exam • increased relationship with victim's assistance program & FACIT Time & Financial Resource Constraints Bureaucratic Organizational Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	1) **Leadership is trained in equity, diversity and inclusion** a) Provide training on Implicit Bias, Cultural Intelligence and Emotional Intelligence b) Provide "train-the-trainer" model to continue to build internal expertise; all sectors/platoons will have cadre of trainers c) Provide introductory Racial Equity Training to all RPD employees 2.) **Academy has equity, diversity, and inclusion training** 3) **Clear racial equity expectations for supervisors**	1a) Q2 2021 1b) Q4 2021 after new survey implemented 1c) Q1 2021 2) Q1 2020 after training of managers 3) Q1 2020 after training of managers	Racial Equity Core Team twice annually reporting Human Resources and Workforce Equity Action Team through annual HR reporting Human Resources, Budget and Finance leads, department directors, Racial Equity Core Team member, and reporting annually Contracting Equity Action Team and department directors	1) % team's actions sufficiently coordinate depts., % redundancies eliminated, % cohesion produced by their actions 2) % workforce that reflect demographics of the community (by position) 3) % managers trained and competent in using racial equity lens in hiring % POC hired by these managers (disaggregated by position) 4) % job descriptions that incorporate racial equity (by position) 5) % policies and practices changed, % POC hired (by position) % Contracting and procurement that goes to POC/immigrants	Quarterly reports, NDROH

2020 Racial Equity Action Plan *(RFD)*

Result Statement for all Outcomes: Implement improved recruitment and hiring practices in the RFD to increase diversity and inclusion while attracting and retaining high quality candidates.

1. Outcome Statement: To increase the diversity of the RFD through equitable and quality recruiting processes

Community Indicator/Barriers	Outcomes and Actions	Timeline	Accountability	"Better off/Impact" Performance Measure that Identifies "Client/Customer"	Progress Report
• Increase of community relations • Reflection of community demograph-ics • City residence employed and invested in/by city department Time & Financial Resource Constraints Bureaucratic Organizational	**1) Employ full-time recruitment officer** a. Write written justification with data in budget process **2) Better utilize the CPPS/trainee program** **a.** Conduct a historical review of the process and how it got to its current iteration **b.** Increase outreach/communication to and with schools and their administrations **c.** Increase buy-in with schools **d.** Utilize best practices from other successful organizations (e.g., the military) for increased recruitment **e.** Explore including the Charter Schools, BOCES, and similar programs into the CPPS/trainee program **3) Develop a standardized recruitment model for each track** a. Utilize best practices from other cities/fire departments b. Train recruitment officer on standard models c. Develop train-the-trainer model to build capability within the department d. Develop standard talking points for all RFD members to use	1) In process 2) Begin Q4 2020 a. Immediately (Q3 2020) b. Immediately (Q3 2020) c. Begin 2021 d. Immediately (Q3 2020) 3) Begin Q1 2020 a. Q2 2020 begin collecting data and making contacts b. Pending approval c. Q2 2020 d. Q2 2020 4) In progress a. Ongoing with test b. Q2 2020	1) The Mayor, Workforce Planning Team, Core Team, HR, Budget 2) RFD Senior Management, Training Chief, recruitment officer, CPPS and Trainee Officer, Core Team, HR 3) RFD Senior Management, recruitment officer, Core Team, HR 4) RFD Senior Management, recruitment	1) Full-time recruitment officer position created 2) a. Over a five-year period, achieve at least a 5% increase in number of students who apply each year (maximum of 100 applicants for each class) b. Over five years, achieve a 20% increase in number of schools participating each year with end goal of 100% participation 3) a. Achieve a 5% increase of overall applicants for the next test with a 10% increase in minority applicants. b. Achieve a 5% decrease of applicants "lost" along the way in the process	Updates and analysis

Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	**4) Increase support for candidates during the recruitment process** a. Host workshops b. Identify resources for support c. Make available practice exams and study guides	c. Ongoing with test	officer, Workforce Planning Team, Core Team, HR	4) Increase % of those passing the written and physical test compared to total number taking the test, as compared to historical information	

2. Outcome Statement: To better define and organize the hiring process, which leads to the RFD reflecting the community we serve

Community Indicator	Outcomes and Actions	Timeline	Accountability	"Better off/Impact" Performance Measure that Identifies "Client/Customer"	Progress Report
● Increase of community relations ● Reflection of community demographics ● City residence	**1) Process map the hiring process** a. Workforce Planning and Change Teams engage in Lean Six Sigma process map exercise with HR b. Clearly define the action items/roles and responsibilities for improvement c. Evaluate job specs/performance expectations for all jobs/ranks and proper succession planning (includes developing trainings) d. Reevaluate the action items/roles and responsibilities on a regular basis	1) By Q2 2020. Reviewed twice annually after completion	1) RFD Senior Management, Core Team, Workforce Planning Team, HR, Legal, Labor Orgs	1) Completion of the Map	Updates and analysis

employed and invested in/by city department Time & Financial Resource Constraints Bureaucratic Organizational Culture Organizational Climate (Internal to City of Rochester) Social & Political Climate (External to City of Rochester)	**2) Develop clear requirements and dates with a timeline** a. Create a schedule with HR and RPD b. Clarify and standardize the requirements **3) Address the background check process** a. Decide who will be doing the background checks b. Give more time to applicants to complete the paperwork, an explanation of the process, and/or classes on the process c. Work with the RPD change team d. Reevaluate the background packet e. Provide equity training for all persons involved in the pro **4) Increase the frequency of giving the test** **5) Increase support for candidates during the hiring process** a. Host workshops b. Identify resources for support c. Make available practice exams and study guides	2) Completion for next test 3) Immediately with new test held end of 2021 a. For next test b. Ongoing c. Q1 2020 d. In progress e. For next test 4) In progress for Q2 2021 5) With delivery of background packets for current test	2) RFD Senior Management, recruitment officer, RPD, HR 3) RFD, Senior Management, RPD, HR 4) The Mayor, RFD Senior Management, Workforce Planning Team, HR 5) RFD Senior Management, recruitment officer, Core Team, Workforce Planning Team, HR	2) Timeline and dates set 3) a. Updated background packet that reflects RFD needs b. Equity training developed and completed c. Decrease the percentage of unfairly disqualified candidates 4) Test offered every two years ***should see a decrease in attrition in the Academy because of higher scores and an increase of people scoring well on EMT*** 5) Increase percentage of viable candidates for hiring	

This section will be provided in the Approved Budget.

Increases

Revenue:

- An increase of $9,000,000 in the tax levy is proposed to balance the budget
- Utilities gross receipts tax
- Appropriation of fund balance for retirement costs
- In lieu of tax payments
- Parking fee increases

Expense:

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

Decreases

Revenue:

- Sales tax decreases $24,298,800
- Reimbursement from School Resource Officer Program
- Transfer from refunds and overpayments
- Use of cemetery Perpetual Care fund balance

Expense:

- Program eliminations or reductions in departmental sections
- Departmental reductions and efficiencies
- Cash capital expense

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

General Fund 2020-21 revenue estimates are $397,962,500, 5.0% less than the 2019-20 Budget. COVID-19 and the NYS PAUSE are expected to result in a $24,298,800 reduction in sales tax revenue. A 5.0% increase in the property tax levy is proposed resulting in $8,550,000 incremental revenue. Reimbursement from the Rochester City School District for the School Resource Officer Program is eliminated $1,452,900. Sharing of savings from the internal service fund for health care expense does not recur as savings will now occur on expenditure side $1,300,900. Transfer from Premium & Interest to offset debt service declines $1,300,000. Appropriation of fund balance committed for tax relief decreases $772,900. A one-time transfer of $750,000 from Refunds & Overpayments does not recur.

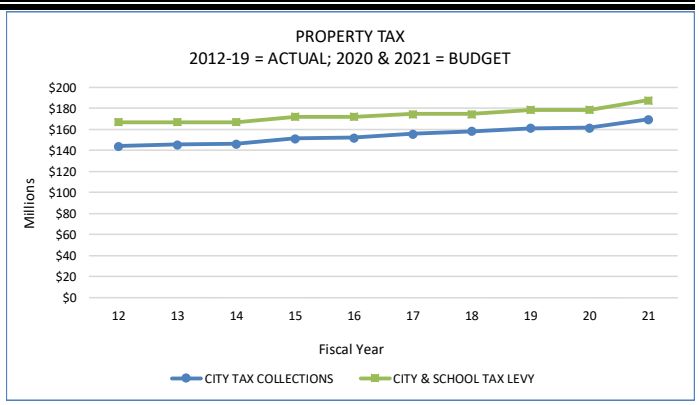
Special Fund 2020-21 revenue estimates are $19,170,800, 0.2% more than the 2019-20 Budget. A one-time appropriation of $300,000 in Library fund balance is budgeted. Property tax support to Library declines $278,400. Animal Control property tax support increases $112,400 to support operating budget expenditures in light of reduced operating revenue expectations.

Enterprise Fund 2020-21 revenue estimates are $112,525,800 or 0.3% more than the 2019-20 Budget. Parking ramp revenue increases $1,507,900 due to parking rate increases and increased activity in certain garages. Appropriations of fund balance for the following funds decline as a result of decreases in planned capital expenditures: Local Works, $1,491,800; Water Fund, $1,194,300; and Parking Fund, $1,102,600. An appropriation of Refuse fund balance is budgeted to help offset debt service expense $931,100. One-time transfer from Perpetual Care Fund for Cemetery does not recur $750,000. Ticket surcharge activity for the War Memorial declines $225,000 as a result of event cancellations or postponements resulting from the pandemic.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

	Amended 2019-20	Proposed 2020-21	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	150,100,100	159,227,900	9,127,800	6.1%
Delinquent & Supplemental Taxes	7,008,000	7,550,300	542,300	7.7%
In-Lieu-of-Tax Payments	13,756,200	14,071,700	315,500	2.3%
Interest & Penalties	2,358,000	2,120,000	-238,000	-10.1%
Sales Tax	161,992,000	137,693,200	-24,298,800	-15.0%
Utilities Gross Receipts Tax	5,500,000	7,200,000	1,700,000	30.9%
Mortgage Tax	2,200,000	2,000,000	-200,000	-9.1%
Taxes Total	342,914,300	329,863,100	-13,051,200	-3.8%
Departmental Income	10,581,500	8,104,000	-2,477,500	-23.4%
Use of Money & Property	1,191,800	1,299,800	108,000	9.1%
Fines & Forfeitures	4,889,000	4,452,100	-436,900	-8.9%
Licenses & Permits	3,464,900	3,190,000	-274,900	-7.9%
Sale of Property & Compensation for Loss	2,331,500	2,326,500	-5,000	-0.2%
Miscellaneous	18,666,100	18,003,000	-663,100	-3.6%
Intergovernmental – New York State	104,482,100	103,453,600	-1,028,500	-1.0%
Intergovernmental – Federal	5,958,100	6,381,700	423,600	7.1%
Intergovernmental – Other	21,635,300	22,003,600	368,300	1.7%
Interfund Revenue & Transfers	-97,070,600	-101,114,900	-4,044,300	4.2%
General Total	419,044,000	397,962,500	-21,081,500	-5.0%
Animal	2,192,500	2,121,400	-71,100	-3.2%
Library	16,938,100	17,049,400	111,300	0.7%
Water	44,275,200	42,004,100	-2,271,100	-5.1%
War Memorial	2,692,900	2,296,200	-396,700	-14.7%
Parking	14,319,700	14,191,900	-127,800	-0.9%
Cemetery	3,994,600	2,693,000	-1,301,600	-32.6%
Public Market	1,837,700	1,818,600	-19,100	-1.0%
Refuse	28,018,900	28,533,900	515,000	1.8%
Local Works	22,394,500	20,988,100	-1,406,400	-6.3%
Grand Total	555,708,100	529,659,100	-26,049,000	-4.7%

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 increases by $1,090,624,176 or 16.89% from the 2019-20 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 2019-20 budget:

	2019-20	2020-21	Change
Expenses	555,708,100	529,659,100	-26,049,000
Non-Property Tax Revenue	394,321,700	359,984,900	-34,336,800
Property Tax Required (City & School)	161,386,400	169,674,200	8,287,800

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

3. The Collection Rate – It is anticipated that 93.5 percent of the tax levy will be collected during 2020-21. In addition, anticipated collections for the first sixty days following the current year are accrued as 2019-20 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.0 percent. A Tax Reserve of 5.0 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2020-21 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 $88,050 or less. Approximately 4,625 property

owners will benefit from this program in 2020-21. All owner-occupied property owners with incomes less than $250,000 are eligible for the “Basic” STAR exemption program. Approximately 15,000 property owners will take advantage of the “Basic” program in 2020-21. Owner-occupied properties purchased since February 1, 2015 are subject to the new STAR credit program implemented with 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. All property owners whose income is greater than $250,000 may only participate in the STAR credit and not the exemption program. A provision enacted in 2017-18 requires NYS to pay interest on the STAR rebate if homeowners do not receive their checks on time. Beginning in 2020-21, NYS may deny Basic STAR exemptions and Basic STAR credits to property owners with delinquent property taxes. This program is further defined in the Property Tax Computation and Analysis portion of the Revenue Summary section.

Major Change
A proposed increase of 5.0% to the tax levy results in $8,550,000 incremental revenue. The remaining reduction is due to a 0.5% projected decrease in collections resulting in a higher allowance for uncollectables. Property tax distributed to the tax-supported Special and Enterprise funds decreases by $840,000.

Year-to-Year Comparison
All Funds

2019-20	2020-21	Change
161,386,400	169,674,200	8,287,800

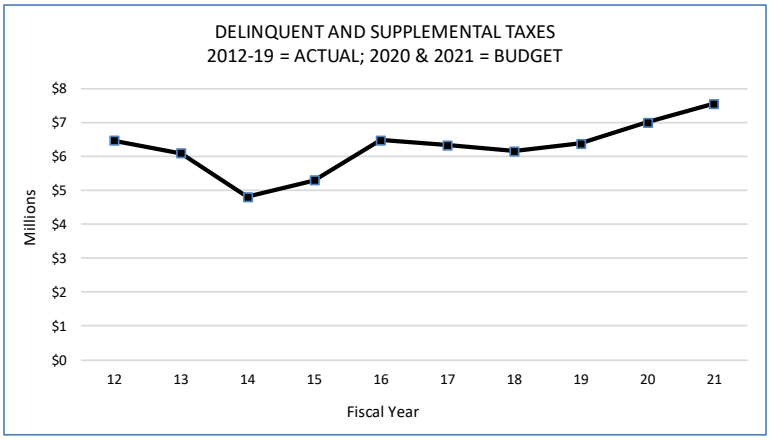
General Fund

2019-20	2020-21	Change
150,100,100	159,227,900	9,127,800

Delinquent & Supplemental Taxes
Revenue from property taxes levied but not collected or accrued in previous years is classified as delinquent taxes.

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.

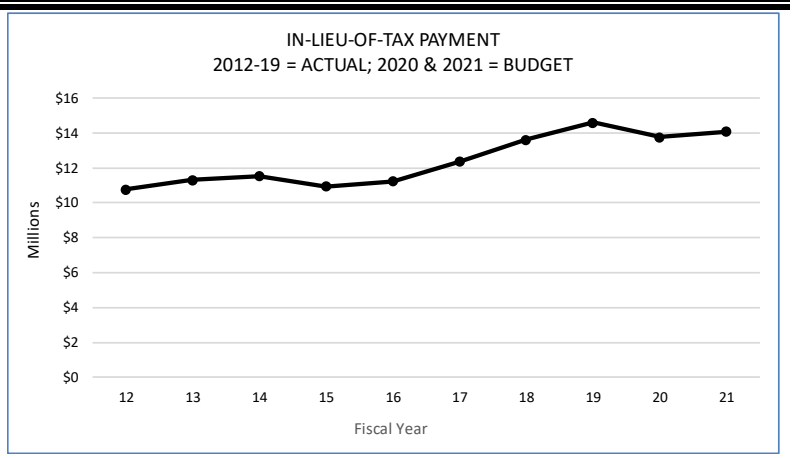


Major Change
Delinquent taxes increase $859,800 as a collection rate of 45% for delinquent taxes is assumed based on a larger beginning delinquent balance. Supplemental taxes decrease $317,500 due to a one time large addition that occurred in 2019-20. Tax lien sales were halted in 2019-20.

Year-to-Year Comparison

2019-20	2020-21	Change
7,008,000	7,550,300	542,300

In Lieu Of Tax Payments



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

1. The Private Housing Finance Law applies to projects constructed with private resources to provide housing for low and moderate income families. Payments for such projects are generally calculated at a rate of 10% of sheltered rents. Sheltered rents are determined by subtracting that portion of rent needed for utility service from total rent payments.
2. The Public Housing Law authorizes payments in lieu of taxes for property owned by public housing agencies. Payments are calculated in the same manner as those covered under the Private Housing Finance Law.
3. The Urban Development Act provides tax exemptions for properties owned by the Urban Development Corporation (UDC). When such properties are leased, payments in lieu of taxes are negotiated. For housing projects, the sheltered rent formula is generally applied, while economic development projects pay based on the percent of floor space occupied or percent of operating revenues.
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 forty-five COMIDA projects that make payments in lieu of taxes in 2020-21. Seventy-seven housing projects will make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

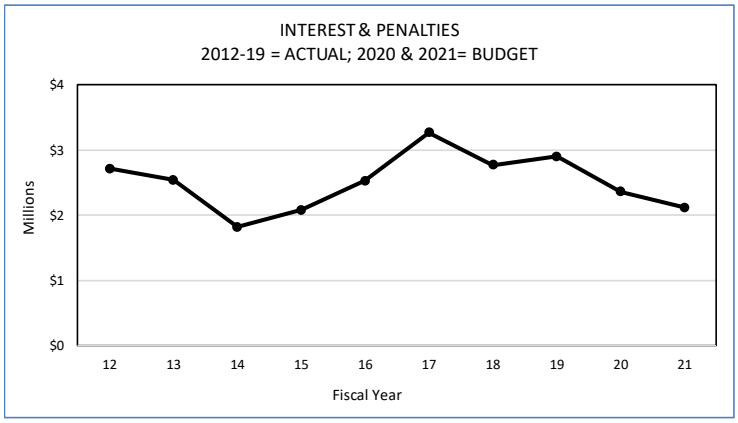
Major Change

Revenue increases due to several new COMIDA projects and shelter housing projects added which is partially offset by a lower non-homestead tax rate as a result of the tax shift and assessment increase.

Year-to-Year Comparison

2019-20	2020-21	Change
13,756,200	14,071,700	315,500

Interest & Penalties



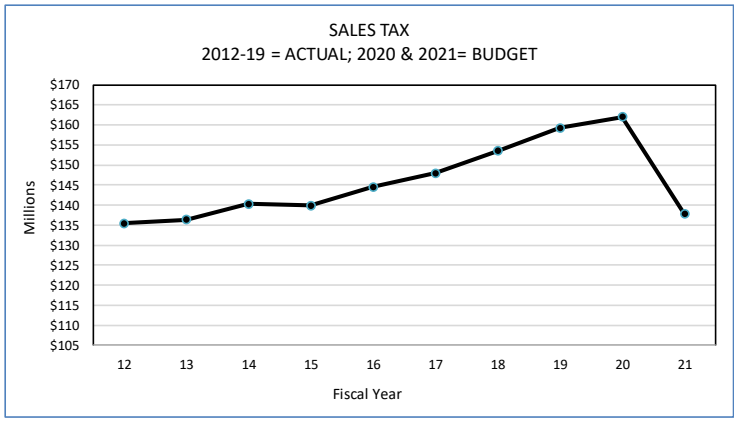
The interest rate on delinquent taxes and other charges listed on the tax bill was reduced in 2012-13 from 1.5% to 1% per month (18% to 12% per annum) for taxes levied effective July 1, 2012 and after. The interest rate on balances levied on or before July 1, 2011 will remain at 1.5% (18% per annum).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

Year-to-Year Comparison

2019-20	2020-21	Change
2,358,000	2,120,000	-238,000

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.

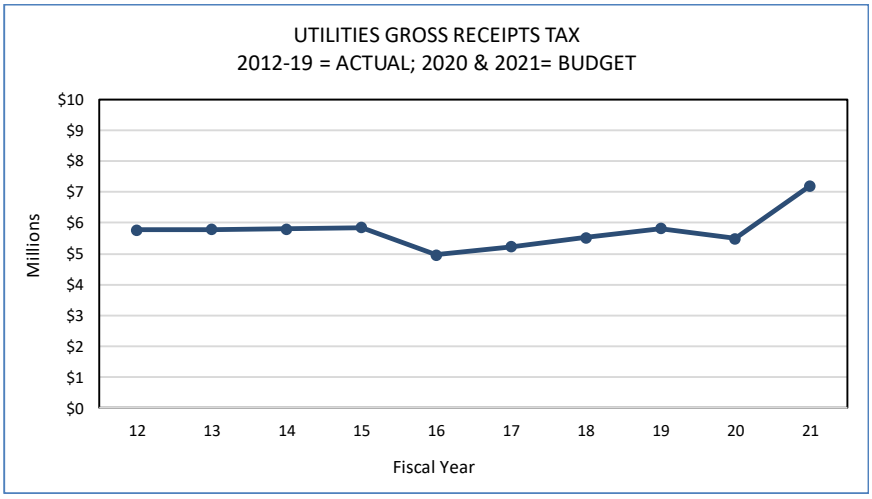


Major Change
Taxable sales are expected to decrease 15.0% compared to the 2019-20 budget. The COVID-19 pandemic and NYS PAUSE are expected to significantly impact sales tax revenues in a negative manner.

Year-to-Year Comparison

2019-20	2020-21	Change
161,992,000	137,693,200	-24,298,800

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.



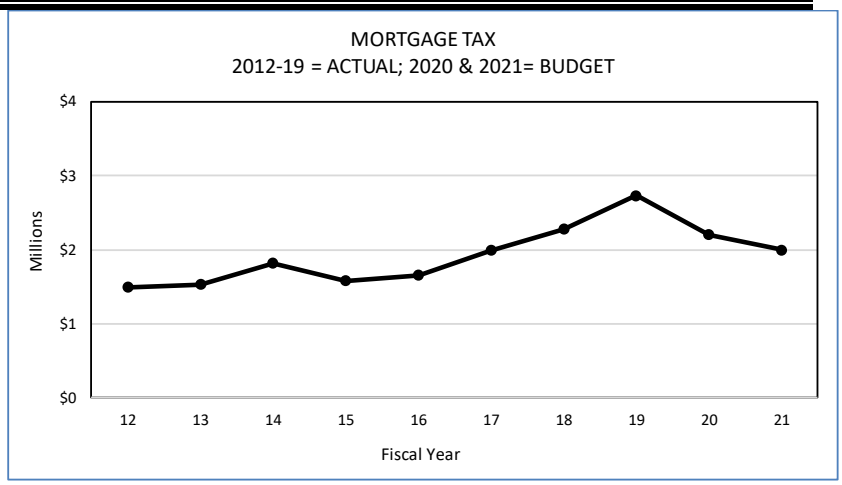
Major Change
Expected increase of $2,000,000 from delivery of ESCO-supplied energy from Rochester Gas & Electric. Remaining decrease is due to potential for non-collection resulting from the halting of utility shut-offs as a result of the economic downturn caused by COVID-19.

Year-to-Year Comparison

2019-20	2020-21	Change
5,500,000	7,200,000	1,700,000

Mortgage Tax

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



Major Change

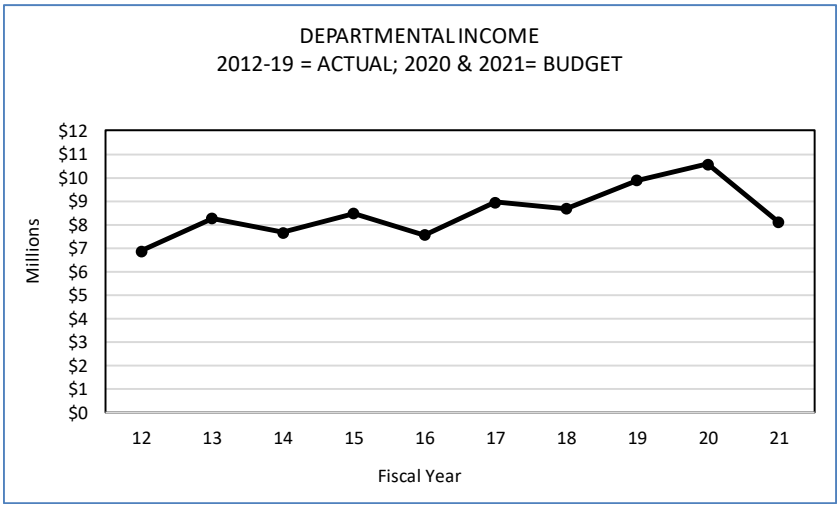
Potential for COVID-19 to negatively impact the real estate market.

Year-to-Year Comparison

2019-20	2020-21	Change
2,200,000	2,000,000	-200,000

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 some of these fees while others are set by the Department responsible for administering them. The fees are calculated to cover all or part of the cost of specific services.



Major Change

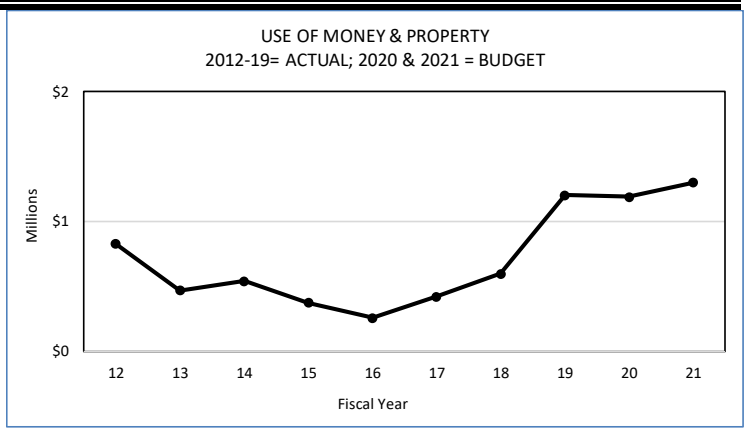
School Resource Office reimbursement from Rochester City School District ends $1,452,900. Net decrease of $404,800 in grants for the Office of Community Wealth Building to operate Financial Empowerment Centers and other miscellaneous program activities. Revenue from advertising program does not materialize $225,000. Net decrease in Zombie Properties grant $129,500. Revenue from West Brighton for fire service increases $106,700 in accordance with agreement. Overtime reimbursement for police special events declines due to event cancellations $97,800. Civil service exam fees decrease $90,000 to reflect historic actuals. City towing and storage fees decline due to milder weather $71,000. Literacy aide program funded by Rochester City School District is suspended $69,700. Recreation fees decrease net of $50,000 based on historical activity and cancellations related to COVID-19. Net of other changes is an increase of $6,500.

Year-to-Year Comparison

2019-20	2020-21	Change
10,581,500	8,104,000	-2,477,500

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

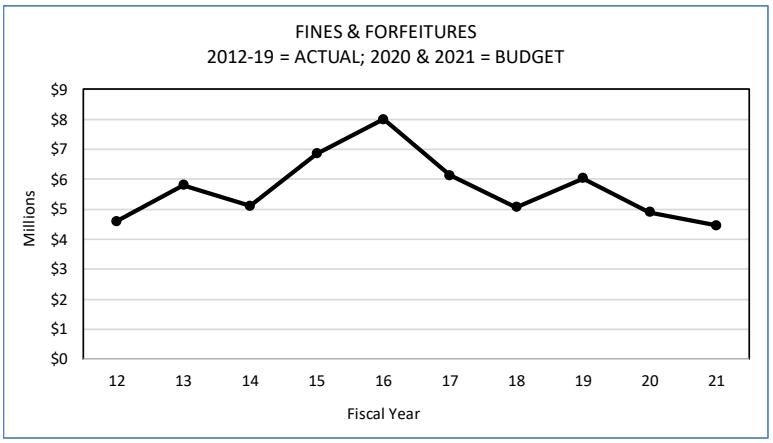
Port facility rental income increases $63,000 based on rent schedule. Other rental income from City-owned properties increases $35,000. Interest on investments increases $10,000.

Year-to-Year Comparison

2019-20	2020-21	Change
1,191,800	1,299,800	108,000

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 fines collected by the Rochester Traffic Violations Agency for traffic infractions committed within the city.



Major Change

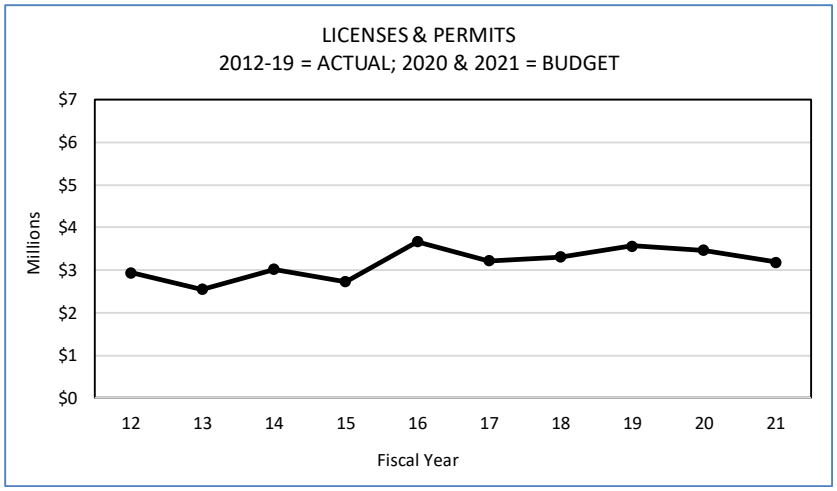
Revenue from moving violations decreases $285,700 as a result of fewer tickets being written during NYS PAUSE. Parking ticket collection decreases $151,200 for similar reasons.

Year-to-Year Comparison

2019-20	2020-21	Change
4,889,000	4,452,100	-436,900

Licenses & Permits

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



Major Change

Professional licenses decrease $256,500 due to off-year of biannual renewal. Taxi

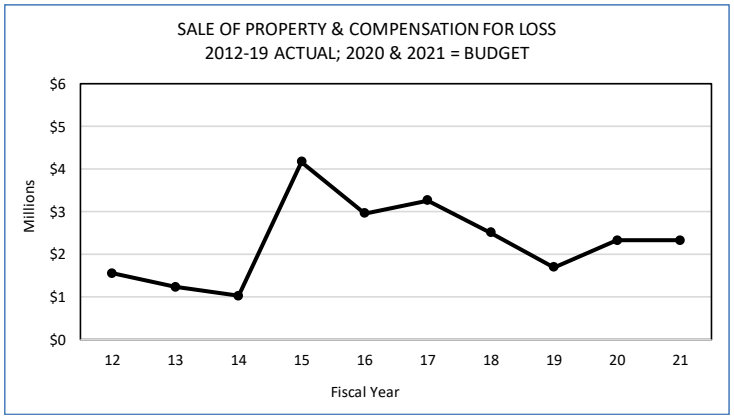
cab licenses decline $13,500. Net of other changes is a decrease of $4,900.

Year-to-Year Comparison

2019-20	2020-21	Change
3,464,900	3,190,000	-274,900

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

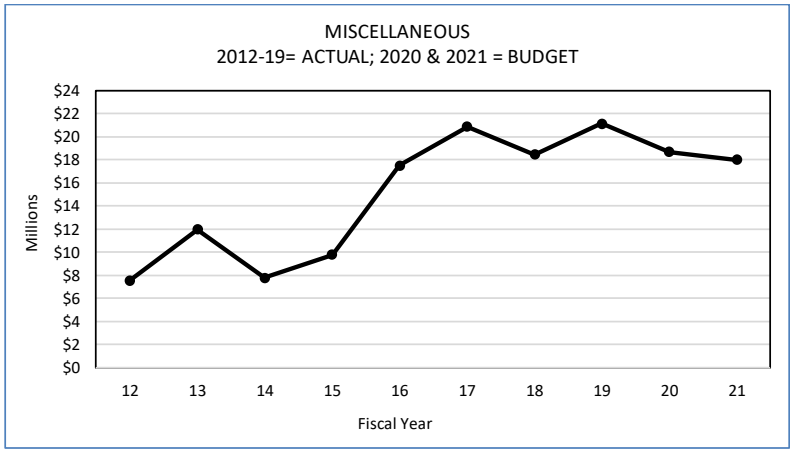
Proceeds from unclaimed auto auctions expected to decline $25,000. Reimbursement for defaulted homebuyer assistance increases $20,000.

Year-to-Year Comparison

2019-20	2020-21	Change
2,331,500	2,326,500	-5,000

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.



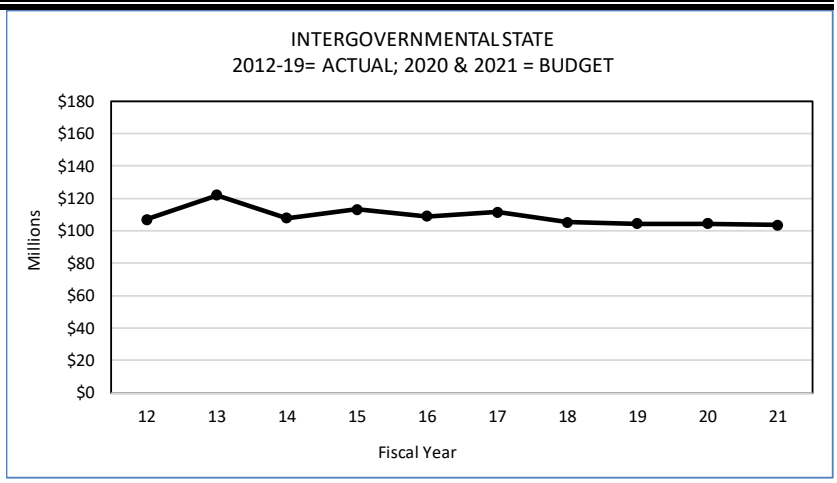
Major Change

Appropriation of fund balance committed for retirement costs increases $827,100. Use of fund balance committed for property tax relief decreases by $772,900. One time capital grants from private funders do not recur $740,000. First responder franchise fee is not budgeted $356,600. Cable TV franchise revenue increases due to deferred revenue associated with the Rochester Community TV, Inc. contract $279,300. Planned use of General Fund surplus increases $100,000.

Year-to-Year Comparison

2019-20	2020-21	Change
18,666,100	18,003,000	-663,100

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.

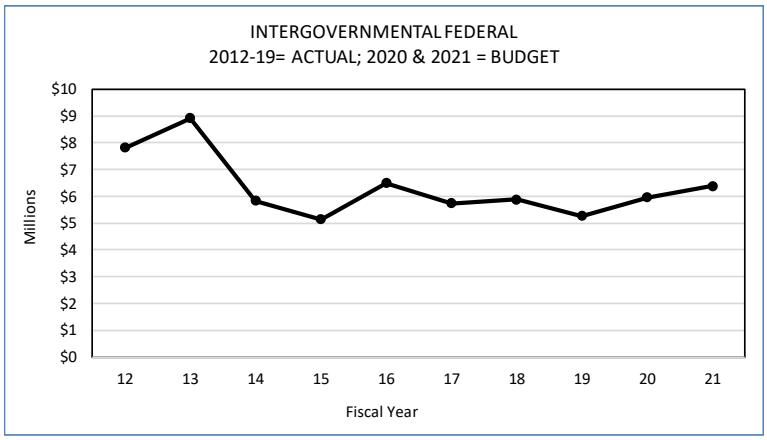
4. The New York State Tax Relief (STAR) Program provides revenue to municipalities to offset school property tax relief for targeted taxpayers. This only applies to STAR exemptions applied prior to February 1, 2015.

Major Change
STAR revenue is reduced $631,000 as direct credits from NYS continue to increase rather than credit on tax bill. Net reduction in Cities Rise grant $175,000. Pass through grant for RCSD after school programming does not recur $67,300. Crime Victim's Service Program grant is reduced $50,500. One-time Concrete to Canvas grant does not recur $30,800. One-time youth services grant does not recur $29,300. Net reduction of $23,000 in Motor Vehicle Theft & Insurance Fraud grant pending new award in 2021. Net decrease in Census 2020 grant $11,000. Net of other changes is a decrease of $10,600.

Year-to-Year Comparison

2019-20	2020-21	Change
104,482,100	103,453,600	-1,028,500

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
Community Development Block Grant assistance increases $911,500 due to additional assistance provided by the CARES Act and increased Summer of Opportunity programming. Federal Pregnancy Prevention grant does not recur $364,500. Net increase in Project CLEAN grant funds $81,800. Additional reimbursement towards Brownfield assessments $75,000. Net reduction of $70,400 in AmeriCorps grant. Net reduction in Violent Crime Task Force reimbursements $62,000. Lead Hazard

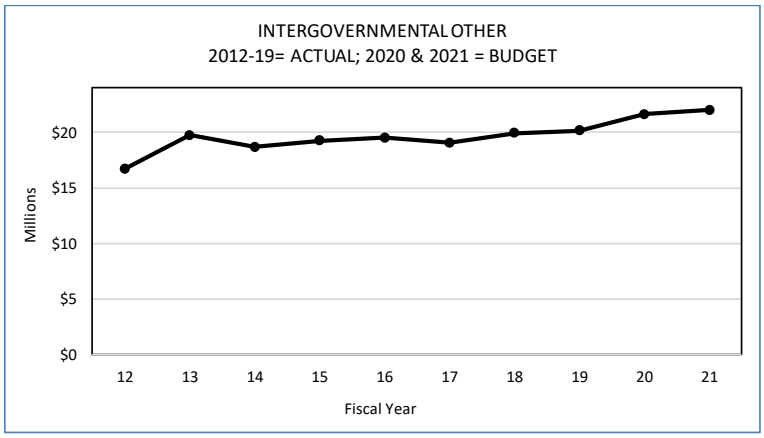
Control Program revenue does not recur $45,400. Net reduction of $47,300 for Program to Prepare Communities for Complex Coordinated Terrorist Attacks Program. One-time grant from US Marshal's Service does not recur $25,000. Summer lunch program decreases by $15,800 corresponding with planned expense. Net of other changes is a decrease of $14,300.

Year-to-Year Comparison

2019-20	2020-21	Change
5,958,100	6,381,700	423,600

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 $512,700 to correspond with the 2020 County budget. STOP-DWI grant funding decreases $99,500 pending new grant awards in calendar year 2021. Off Track Betting proceeds decrease with downturn in economy $50,000. Net of other changes is a reduction of $9,600.

Year-to-Year Comparison

2019-20	2020-21	Change
21,657,700	22,011,300	353,600

Interfund Revenues & Transfers

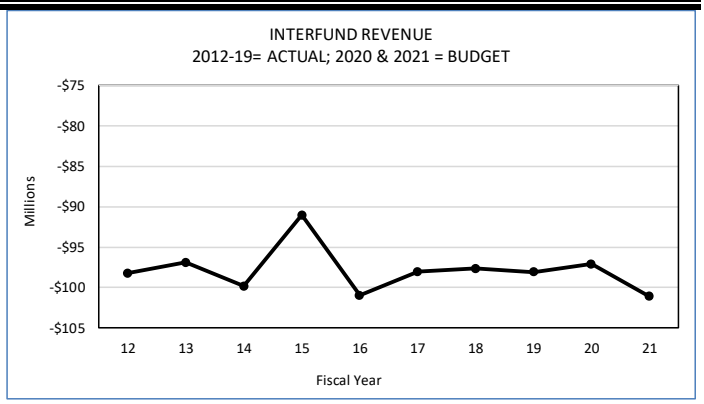
Interfund transfers consist of three categories:

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 non-governmental 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

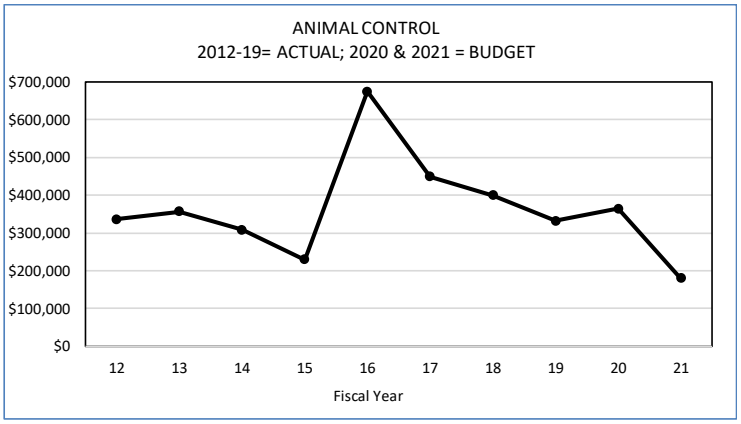


Sharing of savings from the internal service fund for health care expense does not recur as savings will now occur on expenditure side $1,300,900. Transfer from Premium & Interest decreases $1,300,000. One time transfer of $750,000 from Refunds & Overpayments in 2019-20 does not recur. Net reduction in forfeiture funds for community-based programs and overtime for special details is $272,400. Transfer from Downtown Special Events trust fund to offset special events expense is eliminated as 2020 events are canceled or postponed due to pandemic $250,000. Annual allocation for GRANET expires $200,000. Downtown Enhancement District transfer increases $14,500. Net of other changes is an increase of $14,500.

Year-to-Year Comparison

2019-20	2020-21	Change
-97,070,600	-101,114,900	-4,044,300

Animal Control Fund



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

Major Change

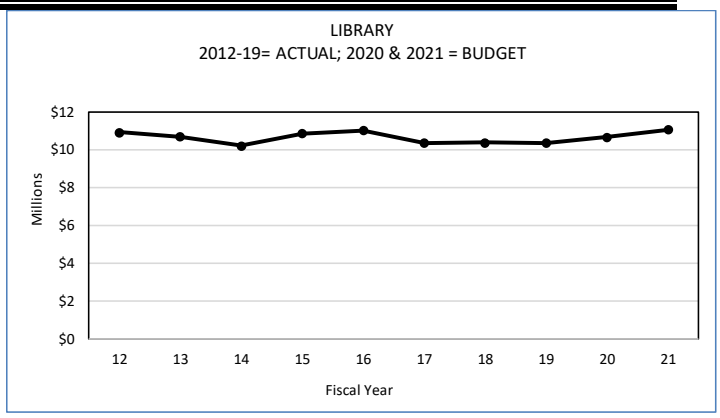
One-time American Society for Prevention of Cruelty to Animals (ASPCA) grant does not recur $63,000. Spaying and neutering services decline $41,500. Sale of cats and dogs along with miscellaneous charges decline $28,500 as overall activity at the shelter is expected to be down due to the pandemic. Decrease in rabies shots administered $17,500. PETCO grant expires $14,500. Redemption fees decline $9,500. Payment of fines decreases $4,500 based on historical trend. Rachel Ray grant expires $2,500. Dog licensing fees decrease $2,000. Property tax support needed to balance the budget increases $112,400.

Year-to-Year Comparison

	2019-20	2020-21	Change
Operating Revenue	363,900	180,400	-183,500
Property Tax	1,828,600	1,941,000	112,400
Total	2,192,500	2,121,400	-71,100

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

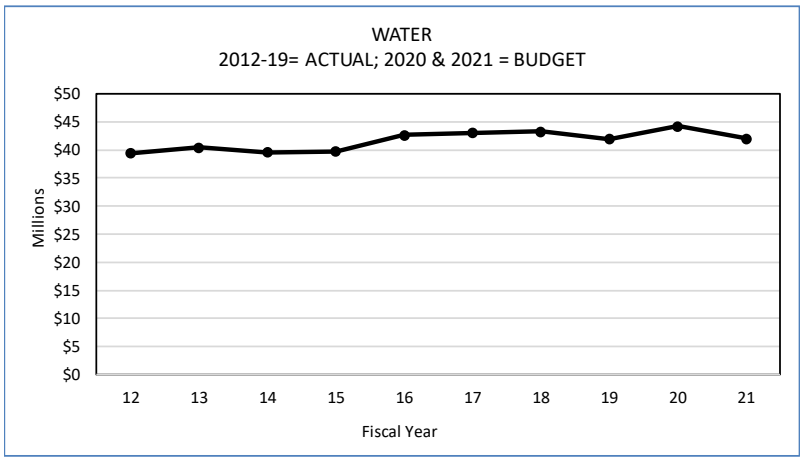
One-time appropriation of fund balance is budgeted $300,000. Increased support from the County for the Central Library is budgeted $103,000. Literacy aide program funded by Rochester City School District is not renewed $39,300. Rippey Charitable Trust supports additional services in Branch libraries $30,000. State aid decreases $13,800. Transfer from Premium & Interest to offset interest expense on debt service increases $11,200. Net of other changes is a reduction of $1,400. Property tax support needed to balance the budget decreases $278,400.

Year-to-Year Comparison

	2019-20	2020-21	Change
Operating Revenue	10,656,900	11,046,600	389,700
Property Tax	6,281,200	6,002,800	-278,400
Total	16,938,100	17,049,400	111,300

Water Fund

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



Major Change

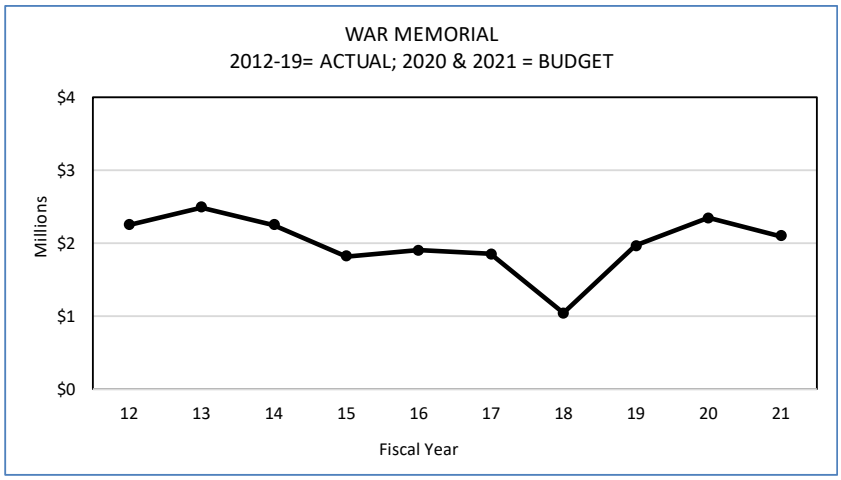
Appropriation of fund balance decreases $1,194,300 to correspond with increased capital expenditures. Reduction in consumption of approximately 2.5% with potential for further reductions resulting from the pandemic decreases metered water sales $1,010,000. Delinquent collections increase $105,300 due to higher beginning delinquent balance for 2020-21. Waiving of penalties during pandemic reduces revenue $105,000. Sharing of savings from the internal service fund for health care expense does not recur as savings will now occur on expenditure side $71,100. Net of other changes is an increase of $4,000.

Year-to-Year Comparison

2019-20	2020-21	Change
44,275,200	42,004,100	-2,271,100

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 monthly rental revenue, a ticket surcharge, and reimbursement for utility expenses. The City also receives funds from naming rights of the facility. A share of receipts from the City's portion of the Hotel/Motel Occupancy Tax is credited to this fund.



Major Change

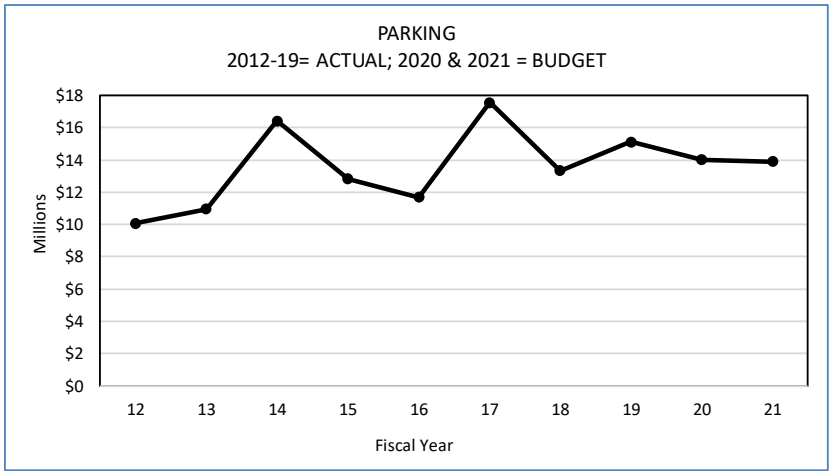
Ticket surcharges expected to decline $225,000 as a result of pandemic causing event cancellations or postponements. Utility reimbursements from operator decline based on actual expense $24,000. Transfer from Premium & Interest to offset interest expense on debt service increases $5,500. Property tax support needed to balance the budget decreases $153,200 resulting from lower cash capital expenditures.

Year-to-Year Comparison

	2019-20	2020-21	Change
Operating Revenue	2,340,400	2,096,900	-243,500
Property Tax	352,500	199,300	-153,200
Total	2,692,900	2,296,200	-396,700

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

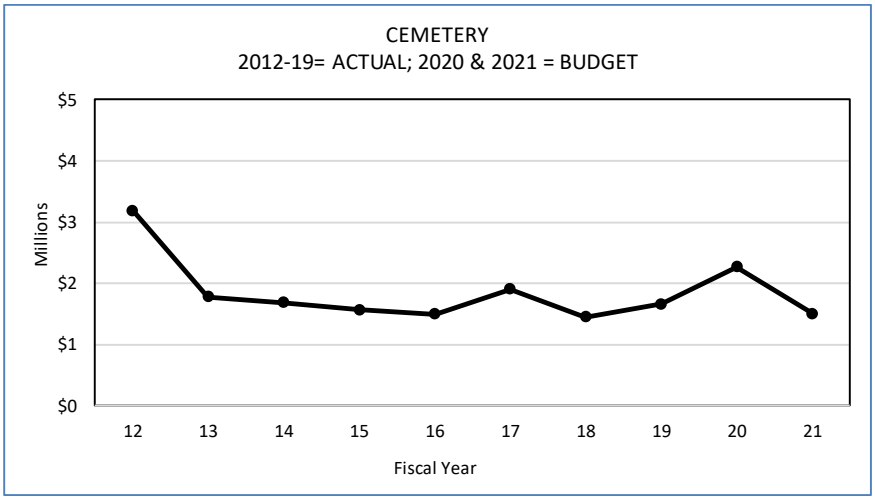
Appropriation of fund balance decreases $1,102,600. Parking ticket collection revenue decreases to reflect actual experience $478,700. Revenue increases by $454,400 in Washington Square Garage due to the addition of a large group of parkers. Proposed increases in parking garage monthly rates and transient rates result in additional revenue of $388,600 and $271,900 respectively. Full year of operation of Mortimer Garage and Crossroads Garage increases revenue by $342,700 and $214,900 respectively. Revenue decreases in the following garages to reflect actual use: High Falls Garage $137,700, Sister Cities Garage $49,700 and Court Street Garage $32,700. On-street meter revenue decreases to align with actual experience $63,600. Revenue increases in South Avenue Garage by $43,200 and East End Garage $12,300 to reflect actual use. Transfer from Premium & Interest to offset interest expense on debt service increases $36,600. Sharing of savings from the internal service fund for health care expense does not recur as savings will now occur on expenditure side $20,900. Interest on receivable decreases $6,400 as payments are made on the Midtown loan. Net of other changes is a decrease of $100.

Year-to-Year Comparison

	2019-20	2020-21	Change
Operating Revenue	14,021,100	13,893,300	-127,800
Property Tax	298,600	298,600	0
Total	14,319,700	14,191,900	-127,800

Cemetery Fund

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



Major Change

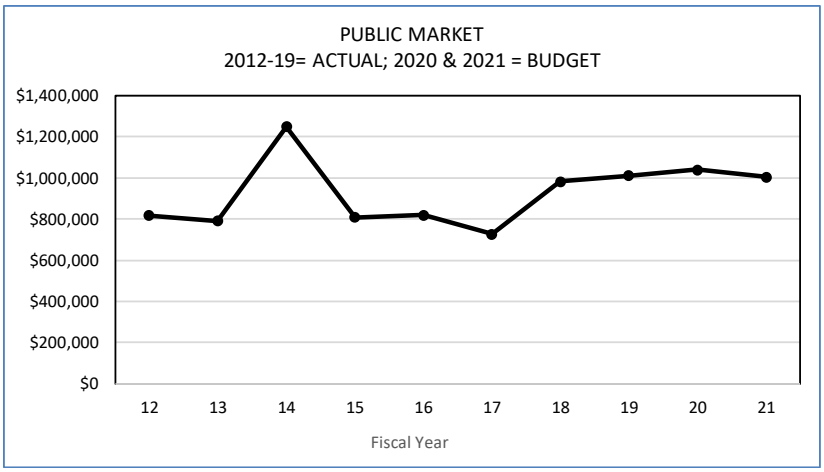
One time transfer of $750,000 from the Perpetual Care Fund to offset capital expenditures does not recur. Cremation services fees increase with activity $40,000. Interment space and related products and service fees decrease $55,000 to reflect lower sales. Property tax support needed to balance the budget decreases $536,600.

Year-to-Year Comparison

	2019-20	2020-21	Change
Operating Revenue	2,268,200	1,503,200	-765,000
Property Tax	1,726,400	1,189,800	-536,600
Total	3,994,600	2,693,000	-1,301,600

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.



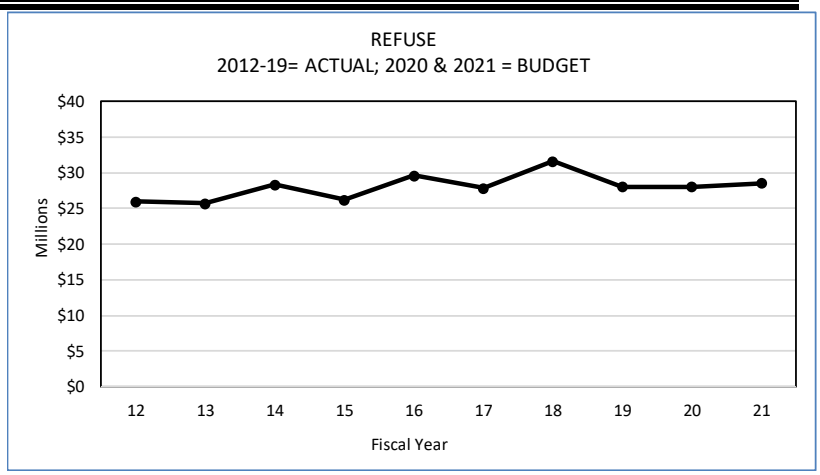
Major Change

One time revitalization grant from NYS does not recur $43,000. Transfer from Premium & Interest to offset interest expense on debt service increases $18,100. Market fees decrease $10,000 to reflect expected activity. Property tax support needed to balance the budget increases $15,800.

Year-to-Year Comparison

	2019-20	2020-21	Change
Operating Revenue	1,038,700	1,003,800	-34,900
Property Tax	799,000	814,800	15,800
Total	1,837,700	1,818,600	-19,100

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.

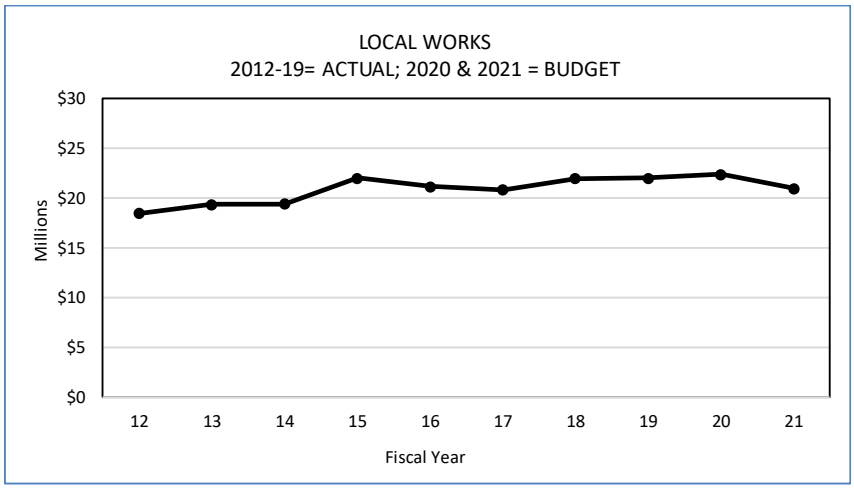


Major Change
An appropriation of fund balance is budgeted to help offset debt service $931,100. Current residential collections expected to decline $264,000 based on lower collection rate resulting from the economic downturn. Uncertainty regarding commercial businesses reopening after pandemic reduces expected revenue $250,000. Delinquent collections expected to increase $146,400 based on higher beginning balance in 2020-21. Recycling revenue decreases $45,000. Sharing of savings from the internal service fund for health care expense does not recur as savings will now occur on expenditure side $63,300. Transfer from Premium & Interest to offset debt service increases $52,800. Refuse hauler permits increase $7,000.

Year-to-Year Comparison

2019-20	2020-21	Change
28,018,900	28,533,900	515,000

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



Major Change
Appropriation of fund balance decreases $1,491,800 as cash capital expenditures decline. Delinquent collections expected to increase $150,900 based on higher beginning balance in 2020-21. Sharing of savings from the internal service fund for health care expense does not recur as savings will now occur on expenditure side $43,700. Current collections decline slightly $26,700. Transfer from Premium & Interest to offset interest expense on debt service increases $20,900. Miscellaneous revenue declines $16,000.

Year-to-Year Comparison

2019-20	2020-21	Change
22,394,500	20,988,100	-1,406,400

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
General				
Taxes				
Property Tax (City & School)	147,788,500	148,279,700	150,100,100	159,227,900
Delinquent & Supplemental Taxes	6,381,331	5,955,700	7,008,000	7,550,300
In-Lieu-of-Tax Payments	14,589,102	13,850,000	13,756,200	14,071,700
Interest & Penalties	2,901,321	2,000,000	2,358,000	2,120,000
Sales Tax	159,241,715	155,554,800	161,992,000	137,693,200
Utilities Gross Receipts Tax	5,818,727	4,923,000	5,500,000	7,200,000
Mortgage Tax	2,729,882	1,636,800	2,200,000	2,000,000
Taxes Total	339,450,578	332,200,000	342,914,300	329,863,100
Departmental Income				
Police Fees	1,482,288	1,018,900	1,264,300	1,095,500
Fire Fees	746,403	669,300	685,000	724,600
Finance Fees	292,930	286,000	286,000	286,000
Repairs & Clean-up Fees	745,809	475,000	550,000	600,000
Recreation Fees	838,104	821,100	1,031,000	981,000
Zoning Fees	102,495	90,000	90,000	90,000
Charges for Service	3,832,839	3,331,400	4,009,500	2,590,900
Other Dept. Income	1,843,240	2,200,300	2,665,700	1,736,000
Departmental Income Total	9,884,108	8,892,000	10,581,500	8,104,000
Use of Money & Property				
Interest Earnings	599,173	349,300	140,000	150,000
Rental of Real Property	602,463	605,800	1,051,800	1,149,800
Use of Money & Property Total	1,201,636	955,100	1,191,800	1,299,800
Fines & Forfeitures				
City Court Fines	15,997	15,000	15,000	15,000
Moving Violations	3,291,467	1,829,600	2,460,700	2,175,000
Parking Violations	845,487	577,800	912,000	760,800
Municipal Code Fines	1,717,742	1,500,000	1,500,000	1,500,000
Miscellaneous	110,156	1,300	1,300	1,300
Red Light Camera Violations	40,951	26,000	0	0
Fines & Forfeitures Total	6,021,800	3,949,700	4,889,000	4,452,100
Licenses & Permits				
Business & Occupational Licenses	250,496	218,700	256,300	241,800
Bingo Licenses	7,531	7,000	10,000	10,000
Professional Licenses	39,932	277,500	297,500	41,000
Other Licenses	80,707	73,500	82,100	78,200
Building Permits	2,758,627	2,394,000	2,244,000	2,244,000
Street Opening Permits	429,851	350,000	575,000	575,000
Licenses & Permits Total	3,567,144	3,320,700	3,464,900	3,190,000
Sale of Property & Compensation for Loss				
Sale of Scrap	269,845	124,000	250,000	250,000
Sale of Real Property	937,020	2,200,000	1,700,000	1,700,000
Sale of Unclaimed Property	266,882	232,200	256,500	231,500
Other Compensation for Loss	219,837	145,000	125,000	145,000
Sale of Property & Compensation for Loss Total	1,693,584	2,701,200	2,331,500	2,326,500

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Miscellaneous				
General Fund Surplus	5,670,000	5,700,000	5,700,000	5,800,000
Appr. Of Fund Balance Capital Projects	3,500,000	0	0	0
Appr. Of Fund Balance Retirement Costs	4,600,000	4,300,000	4,300,000	5,127,100
Appr. Of Fund Balance Tax Relief	3,000,000	4,600,000	4,600,000	3,827,100
Cable TV Franchise Revenue	1,893,477	1,869,500	1,869,500	2,148,800
Miscellaneous	2,109,353	2,558,000	1,840,000	1,100,000
First Responder Franchise Fee	356,606	0	356,600	0
Miscellaneous Total	21,129,436	19,027,500	18,666,100	18,003,000
Intergovernmental – New York State				
Aid & Incentives to Municipalities	88,234,464	70,673,000	88,234,400	88,234,400
STAR	9,785,054	9,279,000	9,212,300	8,581,300
Youth Aid	54,301	54,300	54,300	54,300
Consolidated Highway Improvements	5,001,200	5,035,300	5,035,300	5,035,300
Miscellaneous	1,337,559	1,755,900	1,945,800	1,548,300
Intergovernmental – New York State Total	104,412,578	86,797,500	104,482,100	103,453,600
Intergovernmental – Federal				
Community Development Block Grant	3,613,752	3,769,300	3,789,300	4,700,800
Transportation Grants	74,741	50,000	10,000	50,000
Federal Nutrition	289,090	206,100	295,800	280,000
Lead Programs	58,011	40,000	45,400	0
Miscellaneous	1,231,429	1,536,800	1,817,600	1,350,900
Intergovernmental – Federal Total	5,267,023	5,602,200	5,958,100	6,381,700
Intergovernmental – Other				
Off Track Betting	174,800	240,000	200,000	150,000
Emergency Communications	18,227,716	19,493,000	19,573,500	20,086,200
Police Services-Firearms Instruction	81,398	55,700	55,700	55,700
Election Inspectors	327,367	270,000	270,000	279,800
Traffic Shares	68,479	50,000	197,000	192,000
STOP-DWI	126,218	152,300	154,700	55,200
Hotel/Motel Tax (Convention Center)	795,000	795,000	795,000	795,000
Miscellaneous	350,590	383,900	389,400	389,700
Intergovernmental – Other Total	20,151,568	21,439,900	21,635,300	22,003,600

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
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	30,677	32,000	10,100	28,200
Premium & Interest Fund	5,800,000	5,800,000	5,800,000	4,500,000
Foreign Insurance Fund	175,406	170,800	174,400	170,800
Downtown Enhancement District	738,844	756,000	756,000	770,500
Seized Property Fund	397,536	497,300	625,300	152,900
Capital Funds	270,000	350,000	350,000	350,000
Trans. Refunds & Overpayment	0	750,000	750,000	0
Health Care Reserve Fund	1,301,000	1,300,900	1,300,900	0
Special Events Trust Fund	294,535	250,000	250,000	0
Interfund Revenue & Transfers Total	-98,079,302	-97,180,300	-97,070,600	-101,114,900
General Total	414,700,153	387,705,500	419,044,000	397,962,500
Animal				
Animal Control Center Fees	198,574	167,000	227,000	130,000
Dog Licenses	47,545	34,200	44,900	42,900
Animal Fines	12,463	12,000	12,000	7,500
Miscellaneous	73,415	80,000	80,000	0
Property Tax	1,757,100	1,828,600	1,828,600	1,941,000
Animal Total	2,089,097	2,121,800	2,192,500	2,121,400
Library				
Library Charges	2,580,628	2,712,000	2,806,600	2,822,700
County Reimbursement	6,770,000	6,872,000	6,872,000	6,975,000
State Aid	914,508	844,400	925,600	924,300
Miscellaneous	63,157	37,400	39,300	0
Trans. Premium & Interest	9,200	13,400	13,400	24,600
Appropriation of Fund Balance	0	0	0	300,000
Property Tax	6,928,300	6,251,200	6,281,200	6,002,800
Library Total	17,265,793	16,730,400	16,938,100	17,049,400

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Water				
Metered Water Sales	32,915,781	33,402,000	34,412,000	33,402,000
Upland Sales/MCWA	2,135,143	2,135,300	2,135,300	2,135,300
Other Municipalities	479,226	400,000	400,000	400,000
Delinquent Collections	1,037,682	677,000	988,000	1,093,300
Service Charges	161,156	150,000	150,000	150,000
Interest & Penalties	793,824	700,000	905,000	800,000
State Aid	11,259	0	0	0
Miscellaneous	268,025	215,400	280,400	235,400
Interest Earnings	185,454	116,000	1,000	50,000
Intergovernmental – Federal	2,989	2,500	2,500	2,500
Trans. Premium & Interest	1,000,000	1,000,000	1,000,000	1,000,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Trans. Health Care Reserve	71,100	71,100	71,100	0
Appropriation of Fund Balance	2,662,900	3,686,900	3,686,900	2,492,600
Water Total	41,967,539	42,799,200	44,275,200	42,004,100
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	1,036,033	1,073,000	1,429,000	1,180,000
Interest Earnings	14,118	3,200	0	0
Trans. Premium & Interest	6,600	6,400	6,400	11,900
Property Tax	1,264,300	352,500	352,500	199,300
War Memorial Total	3,226,051	2,340,100	2,692,900	2,296,200
Parking				
Parking Ramps	7,336,983	5,627,000	6,721,500	8,229,400
Parking Lots	337,496	208,200	208,200	208,200
Meters	1,333,687	1,132,200	1,530,700	1,467,100
Parking Fines	2,686,009	1,829,500	2,888,000	2,409,300
Miscellaneous	167,214	95,100	99,700	99,600
Intergovernmental – Federal	948	0	0	0
Trans. Premium & Interest	128,100	124,000	124,000	160,600
Trans. Health Care Reserve	20,900	20,900	20,900	0
Appropriation of Fund Balance	2,836,100	2,283,700	2,283,700	1,181,100
Use of Money & Property	284,676	172,700	144,400	138,000
Property Tax	298,600	298,600	298,600	298,600
Parking Total	15,430,713	11,791,900	14,319,700	14,191,900

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Cemetery				
Sales	509,825	436,700	460,000	440,000
Service Charges	568,981	533,000	590,000	570,000
Miscellaneous	115,162	111,000	137,000	122,000
Interest Earnings	133,228	75,100	40,000	40,000
Interfund Revenue & Transfers	0	750,000	750,000	0
Trans. Premium & Interest	17,700	11,200	11,200	11,200
Cremation Service fees	317,751	310,000	280,000	320,000
Property Tax	2,491,900	1,726,400	1,726,400	1,189,800
Cemetery Total	4,154,547	3,953,400	3,994,600	2,693,000
Public Market				
Market Fees	890,830	880,000	930,000	920,000
Embellishment Fees	47,049	49,700	49,700	49,700
Miscellaneous	15,827	0	0	0
Interest Earnings	9,332	2,600	2,000	2,000
Intergovernmental – New York State	0	43,000	43,000	0
Trans. Premium & Interest	49,100	14,000	14,000	32,100
Property Tax	529,700	799,000	799,000	814,800
Public Market Total	1,541,838	1,788,300	1,837,700	1,818,600
Refuse				
Current Collections	21,699,007	21,300,000	21,600,000	21,336,000
Commercial Charges	3,676,344	3,378,800	3,600,000	3,350,000
Delinquent Collections	2,146,635	1,711,300	2,208,000	2,354,400
Miscellaneous	388,287	380,200	458,000	420,000
Interest Earnings	81,380	59,000	60,000	60,000
Intergovernmental – New York State	9,187	1,925,400	0	0
Sale of Scrap	0	10,000	10,000	10,000
Trans. Premium & Interest	0	19,600	19,600	72,400
Trans. Health Care Reserve	63,300	63,300	63,300	0
Appropriation of Fund Balance	0	0	0	931,100
Refuse Total	28,064,140	28,847,600	28,018,900	28,533,900
Local Works				
Current Collections	18,489,567	18,690,000	18,778,600	18,751,900
Delinquent Collections	1,337,833	1,093,600	1,465,300	1,616,200
Miscellaneous	128,362	125,000	166,000	150,000
Interest Earnings	119,239	6,000	29,000	29,000
State Reimbursement-Snow & Ice Control	72,839	75,000	75,000	75,000
Trans. Premium & Interest	81,100	63,000	63,000	83,900
Trans. Health Care Reserve	43,700	43,700	43,700	0
Appropriation of Fund Balance	1,755,300	1,773,900	1,773,900	282,100
Local Works Total	22,027,940	21,870,200	22,394,500	20,988,100
Total All Funds	550,467,811	519,948,400	555,708,100	529,659,100

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 2020-21 STAR revenue of $8,581,300 is applied as a credit to the tax levy after the tax rate has been determined.

Property Tax Rates & Burdens

The assessed value for a typical single family residence (Homestead) in 2020-21 is $87,900. The assessed value for a typical commercial property (Non-Homestead) is $307,200 in 2020-21. The Homestead value in 2019-20 was $72,600 and $285,200 for Non-Homestead.

	2019-20	2020-21	Change	Percent Change
TAX RATE (per $1,000)				
Homestead Class				
- City	6.48	6.42	-0.06	-0.93%
- School	12.95	11.15	-1.80	-13.90%
Total	19.43	17.57	-1.86	-9.57%
Non-Homestead Class				
- City	13.15	13.09	-0.06	-0.46%
- School	26.31	22.75	-3.56	-13.53%
Total	39.46	35.84	-3.62	-9.17%
TAX BURDEN				
Single Family Residence				
- City	$470.45	$564.32	$93.87	19.95%
- School	$940.17	$980.09	$39.92	4.25%
Total	$1,410.62	$1,544.41	$133.79	9.48%
Commercial Property				
- City	$3,750.38	$4,021.25	$270.87	7.22%
- School	$7,503.61	$6,988.80	-$514.81	-6.86%
Total	$11,253.99	$11,010.05	-$243.94	-2.17%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of City 2020-21 Property Tax Levy

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	474,487,200			474,487,200
Cash Capital		15,634,000		15,634,000
Debt Service			39,537,900	39,537,900
Tax Reserve	2,020,944	678,521	727,405	3,426,870
Total	476,508,144	16,312,521	40,265,305	533,085,970
REVENUE				
Operating	436,089,270			436,089,270
Cash Capital		2,742,100		2,742,100
Debt Service			25,717,200	25,717,200
Total	436,089,270	2,742,100	25,717,200	464,548,570
TOTAL TAX LEVY	40,418,874	13,570,421	14,548,105	68,537,400
Homestead (42.50944%)**				29,134,865
Non-Homestead (57.49056%)**				39,402,535
ASSESSED VALUE				7,548,132,436
Homestead				4,537,747,916
Non-Homestead				3,010,384,520
TAX RATE				
Homestead	3.79	1.27	1.36	6.42
Non-Homestead	7.72	2.59	2.78	13.09

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2020-21 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2019-20 Homestead and Non-Homestead apportionment was 41.38823% and 58.61177% respectively.

Computation of School 2020-21 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 Capital	Debt Service	Total
EXPENSE				
Operating	87,109,367			87,109,367
Cash Capital		3,787,008		3,787,008
Debt Service			86,675,017	86,675,017
Tax Reserve	4,584,704	0	1,370,296	5,955,000
Total	91,694,071	3,787,008	88,045,313	183,526,392
REVENUE				
Operating	0	0	0	0
Cash Capital		3,787,008		3,787,008
Debt Service*	0	0	60,639,384	60,639,384
Total	0	3,787,008	60,639,384	64,426,392
TOTAL TAX LEVY	91,694,071	0	27,405,929	119,100,000
Homestead (42.50944%)**				50,628,743
Non-Homestead (57.49056%)**				68,471,257
ASSESSED VALUE				7,550,094,259
Homestead				4,539,709,739
Non-Homestead				3,010,384,520
TAX RATE				
Homestead	8.58	0.00	2.57	11.15
Non-Homestead	17.52	0.00	5.23	22.75

*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 2020-21 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2019-20 Homestead and Non-Homestead apportionment was 41.38823% and 58.61177% respectively.

Computation of Property Tax Revenue For The General Fund

City Property Tax Levy	68,537,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	187,637,400
Less: Allowance for Uncollectables (Tax Reserve)	9,381,870
Less: STAR Revenue	8,581,300
Combined City and School Property Tax Revenue	169,674,200
Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:	
Animal Control Fund	1,941,000
Library Fund	6,002,800
War Memorial Fund	199,300
Parking Fund	298,600
Cemetery Fund	1,189,800
Public Market Fund	814,800
Net General Fund Property Tax Revenue	159,227,900

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 2020-21 at the revised homestead and non-homestead tax rates results in increased revenue of approximately $315,500. 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. The tax levy was not increased in 2019-20 which allows for a carry-over to be used in the amount of $3,107,534. For 2020-21, the allowable levy growth factor is 1.81% as published by the NYS Office of the Comptroller. The resulting allowable total tax levy increase for 2020-21 is $9,878,890. An increase to the property tax levy of $9,000,000 is proposed, leaving an estimated margin of approximately $878,000.

STAR

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of $88,050 or less. The second, called Basic STAR, is for all other home owners regardless of age with incomes less than $250,000.

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 4,625 property owners will benefit from the existing Enhanced STAR program and 15,000 property owners for the Basic STAR program in 2020-21 on their property tax bill. 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 and earn under $250,000. Individuals making between $250,000 and $500,000 are only eligible for the STAR credit and therefore can only receive their credit directly from NYS. Beginning in 2020-21, NYS may deny Basic STAR exemptions and credits to property owners with delinquent property taxes.

Eligible property owners for the 2020-21 program receive up to a $46,770 and $20,100 assessment exemption for the Enhanced program and Basic program respectively. The exemption levels for 2019-20 were $45,110 and $19,700. 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 2019-20 for the Enhanced and Basic programs were $821 and $376 respectively. The 2020-21 maximum STAR savings will remain at $821 for the Enhanced program and $376 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 2020-21 STAR revenue estimate to be reimbursed from the state for those enrolled in the original STAR program is as follows:

	Assessed Value Exemption	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	480,535,998	6.42	3,085,522	3,084,278
Non-Homestead	3,791,667	13.09	49,629	49,629
	484,327,665		3,135,151	3,133,907
School:				
Homestead	481,468,241	11.15	5,369,334	5,367,112
Non-Homestead	3,529,394	22.75	80,276	80,276
	484,997,635		5,449,610	5,447,388
Total	N/A	N/A	8,584,761	8,581,295

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Value – Changes

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

2020-21 Assessed Value	7,548,132,436
2019-20 Assessed Value	6,457,508,260
Change	1,090,624,176
Percent Change	16.89%

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

Non-Homestead Assessment:	
Roll Section 6 (Utility)	139,120,512
Roll Section 5 (Special Franchise)	31,373,294
1000 Lexington Avenue (GM Components-from COMIDA)	12,050,000
Roll Section 7 (Railroad)	3,492,105
Unit 5c (503) Capron Street - from COMIDA	307,100
Unit 3e (305) Capron Street - from COMIDA	190,400
139 State Street (Center City Place LLC - from COMIDA)	187,800
247 N. Goodman Street (247 N. Goodman LLC - to COMIDA)	-7,364,000
40-52 Chestnut Street (50 Chestnut Ventures-to COMIDA)	-5,750,000
78 Rockwood Street (Lumber East LLC - to COMIDA)	-4,900,000
23-53 S. Union St. (FiveTwentyFive East Broad LLC - to COMIDA)	-4,640,000
1176-1188 Mt. Hope Ave. (10 Gold St. Properties LLC-to COMIDA	-2,530,000
24 Winthrop Street (New Car Prep LLC -to COMIDA)	-710,000
Non-Homestead net of other changes	196,050,140
Subtotal	356,877,351
Homestead Assessment :	
Decrease in Veterans Exemption	-204,347
Homestead net of other changes	733,951,172
Subtotal	733,746,825
Total Assessment Change	1,090,624,176

Assessed Valuation – Historic

Fiscal Year	General Municipal Purposes	Veterans Exemption*	Total School Purposes**	Change from Prior Year
2020-21	7,548,132,436	1,961,823	7,550,094,259	1,090,419,829
2019-20	6,457,508,260	2,166,170	6,459,674,430	62,779,208
2018-19	6,395,260,568	1,634,654	6,396,895,222	-63,639,476
2017-18	6,450,303,764	10,230,934	6,460,534,698	-28,695,449
2016-17	6,477,500,681	11,729,466	6,489,230,147	496,368,503
2015-16	5,980,614,540	12,247,104	5,992,861,644	23,740,117
2014-15	5,922,584,257	46,537,270	5,969,121,527	37,771,486
2013-14	5,882,907,153	48,442,888	5,931,350,041	20,358,462
2012-13	5,860,652,793	50,338,786	5,910,991,579	131,083,111
2011-12	5,729,224,760	50,683,708	5,779,908,468	2,534,057

*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 (RPTL) to apply the alternate veterans tax exemption for School Purposes as well as General Municipal Purposes. Local Law No. 5 of 2017 adopted section 458-b (2)(d)(iii) of the RPTL to apply the Cold War veterans exemption. Local Law No. 6 of 2017 adopted section 459-c of the RPTL for persons with disabilities and limited income.

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*
2019-20	225,382,495	207,327,395	91.99	17,759,810
2018-19	224,641,884	208,258,273	92.71	16,383,611
2017-18	219,297,564	205,190,037	93.57	13,714,047
2016-17	217,466,400	203,171,637	93.43	13,592,117
2015-16	213,822,938	198,289,077	92.74	14,247,070
2014-15	213,694,121	191,616,333	89.67	14,789,367
2013-14	206,187,605	190,290,555	92.29	14,423,393
2012-13	206,013,149	190,955,268	92.69	15,025,054
2011-12	205,558,194	185,325,233	90.16	15,009,884
2010-11	201,211,222	182,280,504	90.59	14,879,786

B. Delinquent Taxes

Fiscal Year	Delinquent Tax Balances July 1	Delinquent Tax Collections	Percent of Delinquent Tax Balances	Delinquent Tax Balances June 30*	Total Tax Balances June 30**
2019-20	24,574,903	10,392,719	42.3	14,182,184	30,947,089
2018-19	23,470,877	11,266,361	48.00	12,204,516	26,924,064
2017-18	23,556,862	12,503,374	53.08	9,756,817	23,470,877
2016-17	25,848,886	12,589,366	48.70	9,965,610	23,556,862
2015-16	24,042,857	10,491,733	43.64	11,601,816	25,848,886
2014-15	21,196,943	9,729,027	45.90	9,253,490	24,042,857
2013-14	17,595,933	8,683,531	49.35	6,773,716	21,197,109
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

*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.

Fiscal Year	Assessed Value	Equalization Ratio	Full Assessed Valuation
2020-21	7,550,094,259	89.37	8,448,130,535
2019-20	6,459,674,430	90.81	7,113,395,474
2018-19	6,396,895,222	92.37	6,925,295,250
2017-18	6,460,534,698	98.34	6,569,589,890
2016-17	6,489,230,147	99.40	6,528,400,550
	Five Year Total		35,584,811,699
	Five Year Average		7,116,962,340
	Constitutional Percentage		2%
	Constitutional Limit		142,339,247

Constitutional Tax Limit & Margin – Historic

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

Constitutional Operating Tax Limit 2011-12 to 2020-21

Fiscal Year	Limit	Amount Used	Tax Margin
2020-21	142,339,247	125,914,200	16,425,047
*2019-20	132,192,169	96,235,400	35,956,769
**2018-19	128,618,413	85,894,400	42,724,013
2017-18	126,953,917	86,261,900	40,692,017
2016-17	122,588,990	86,682,510	35,906,480
2015-16	120,915,400	95,608,916	25,306,484
2014-15	120,630,471	87,869,202	32,761,269
2013-14	118,271,244	83,788,131	34,483,113
2012-13	117,713,012	81,464,027	36,248,985
2011-12	117,971,445	88,313,937	29,657,508

*revised due to mid-year RCSD cash capital amendment
**revised to include High Falls Business

Computation of Constitutional Tax Levy Margin for Fiscal Year 2020-21

Five Year Average Full Valuation		$7,116,962,340
Two Per Centum of Five Year Average Full Valuation		$142,339,247
Exclusion Added Thereto:		
School bonds and notes, principal and interest	$26,035,700	
Water bonds and notes, principal and interest	8,999,900	
Appropriation for bonded indebtedness	21,877,400	
Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law*	12,891,900	69,804,900
		212,144,147
Less: Revenue Applied to Debt		8,056,700
Maximum Taxing Power		204,087,447
Total Tax Levy**		187,662,400
Constitutional Tax Levy Margin		$16,425,047

*Includes City School District Cash Capital
**Includes $25,000 for High Falls Business Improvement District

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

RP-495 (9/08)

NEW YORK STATE DEPARTMENT OF TAXATION & FINANCE

OFFICE OF REAL PROPERTY TAX SERVICES

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: May 11, 2020

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2019

Total equalized value in taxing jurisdiction: $ 9,891,605,118

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Total Equalized Value (Column E)	Percentage of Value Exempted (Column F)
13100	County Owned (Generally)	RPTL 406(1)	52	203,942,097	2.06%
13350	City Owner (Generally)	RPTL 406(1)	3,255	484,579,892	4.90%
18020	Municipal Ind. Dev. Agency	RPTL 412-a	196	486,147,527	4.91%
25110	Nonprofit Orgnztn-Religious	RPTL 420-a	550	154,247,339	1.56%
25120	Nonprofit Orgnztn-Educational	RPTL 420-a	136	408,613,333	4.13%
25130	Nonprofit Orgnztn-Charitable	RPTL 420-a	177	108,840,376	1.10%
25210	Nonprofit Orgnztn-Hospital	RPTL 420-a	11	237,540,780	2.40%
41836	Enhanced Star	RPTL 425	4,472	169,838,017	1.72%
41856	Basic Star	RPTL 426	16,518	355,947,840	3.60%
All Other	All Other	Various	7,041	869,224,767	8.79%
		Totals	32,408	$3,478,921,968	35.17%

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

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

RP-495 PILOT (9/08)

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: May 15, 2020

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2019

Total equalized value in taxing jurisdiction: $ 9,891,605,118

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	196	$8,175,118.63
		Totals	196	$8,175,118.63

Expense Changes – Highlights

The 2020-20 Proposed Budget of $529,659,100 decreases expenditures by $26,049,000, 4.7% less than the 2019-20 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 #2 through #15 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
- Program enhancements
- Debt service

MAJOR DECREASES

- Cash Capital
- Departmental reductions and efficiencies
- Program eliminations or reductions in departmental sections

Change Detail

Salary & Wage Adjustment	Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,589,400	821,100	-41,900	-832,400	-36,300	-27,548,900	-26,049,000

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

Year-to-Year Comparison

	Budget 2019-20	Budget 2020-21	Variance	Percent
City Council and Clerk	2,273,100	2,412,500	139,400	6.1
Administration:				
Mayor's Office	4,829,200	4,452,300	-376,900	-7.8
Management & Budget	798,800	731,700	-67,100	-8.4
Human Resource Management	2,404,800	2,718,100	313,300	13.0
Communications	3,268,600	3,271,400	2,800	0.1
Law	2,121,900	2,034,000	-87,900	-4.1
Information Technology	7,426,600	6,839,300	-587,300	-7.9
Finance (Excluding Parking)	5,816,900	5,318,500	-498,400	-8.6
Finance (Parking)	6,310,400	6,150,000	-160,400	-2.5
Neighborhood & Business Development	11,700,800	10,988,900	-711,900	-6.1
Environmental Services	89,111,300	88,207,500	-903,800	-1.0
Emergency Communications	14,915,300	15,360,400	445,100	3.0
Police	99,557,000	95,866,000	-3,691,000	-3.7
Fire	52,215,300	53,721,200	1,505,900	2.9
Library	12,335,600	12,375,300	39,700	0.3
Recreation & Youth Services	12,666,700	12,408,700	-258,000	-2.0
Undistributed Expense	148,123,200	148,843,600	720,400	0.5
Contingency	4,317,500	2,787,800	-1,529,700	-35.4
Cash Capital	37,979,000	15,634,000	-22,345,000	-58.8
Debt Service	37,536,100	39,537,900	2,001,800	5.3
TOTAL	555,708,100	529,659,100	-26,049,000	-4.7

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Proposed 2020-21
City Council and Clerk	2,010,300	2,072,700	2,273,100	2,412,500
Administration				
Mayor's Office	2,724,482	4,567,800	4,829,200	4,452,300
Management & Budget	729,350	679,400	798,800	731,700
Human Resource Management	2,175,870	2,363,000	2,404,800	2,718,100
Communications	3,100,236	2,952,400	3,268,600	3,271,400
Law Department	1,913,641	1,989,600	2,121,900	2,034,000
	10,643,579	12,552,200	13,423,300	13,207,500
Information Technology	8,596,129	7,439,600	8,416,000	7,818,400
Interfund Credit	-117,014	-149,000	-149,000	-145,000
Intrafund Credit	-835,659	-840,400	-840,400	-834,100
	7,643,456	6,450,200	7,426,600	6,839,300
Finance				
Director's Office	611,050	566,600	618,500	662,000
Accounting	1,110,559	1,193,200	1,196,200	880,300
Treasury	1,780,518	1,750,600	1,777,800	1,779,700
Assessment	884,174	916,900	939,300	874,300
Parking & Municipal Violations	5,645,564	5,739,300	6,310,400	6,150,000
Purchasing	1,052,559	1,026,100	1,097,100	1,028,900
Traffic Violations Agency	794,838	869,200	944,900	826,300
	11,879,262	12,061,900	12,884,200	12,201,500
Interfund Credit	-167,955	-163,700	-189,700	-222,300
Intrafund Credit	-528,460	-563,400	-567,200	-510,700
	11,182,847	11,334,800	12,127,300	11,468,500
Neighborhood & Business Development				
Commissioner	1,079,924	1,452,500	1,302,600	869,400
Business & Housing Development	2,637,638	2,583,900	2,784,600	2,700,800
Neighborhood Preservation	1,411,719	1,453,100	1,517,400	1,574,000
Buildings and Zoning	5,580,019	5,692,800	6,096,200	5,844,700
Total	10,709,300	11,182,300	11,700,800	10,988,900
Environmental Services				
Office of the Commissioner	3,413,976	3,541,000	3,596,200	3,659,800
Architecture & Engineering	6,908,990	6,959,000	7,190,400	7,195,300
Operations	34,706,368	35,024,600	37,882,700	37,148,700
Buildings and Parks	16,074,173	16,323,400	17,069,000	17,026,400
Equipment Services	12,389,598	12,236,300	12,798,300	12,724,300
Water	21,457,213	22,267,600	23,042,300	23,109,100
	94,950,318	96,351,900	101,578,900	100,863,600
Interfund Credit	-6,206,955	-6,735,600	-6,735,600	-6,814,700
Intrafund Credit	-5,554,499	-5,732,000	-5,732,000	-5,841,400
	83,188,864	83,884,300	89,111,300	88,207,500

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Emergency Communications	13,908,511	14,898,200	14,915,300	15,360,400
Police	97,165,742	97,759,200	99,557,000	95,866,000
Fire	51,536,006	53,195,500	52,215,300	53,721,200
Library				
Central Library	7,383,880	7,438,300	7,708,800	7,836,400
Community Library	4,380,119	4,535,600	4,626,800	4,538,900
	11,763,999	11,973,900	12,335,600	12,375,300
Recreation & Youth Services				
Office of the Commissioner	2,318,278	2,091,000	2,105,400	2,397,100
Recreation	8,410,739	7,361,100	8,267,600	7,507,300
Bureau of Youth Services	1,328,806	2,145,500	2,293,700	2,504,300
Total	12,057,823	11,597,600	12,666,700	12,408,700
Undistributed	148,897,331	141,378,600	148,554,200	149,277,600
Interfund Credit	-254,540	-287,000	-246,000	-276,000
Intrafund Credit	-165,404	-146,300	-185,000	-158,000
	148,477,387	140,945,300	148,123,200	148,843,600
Contingency	0	3,337,300	4,317,500	2,787,800
Capital				
Cash Capital	39,755,700	37,979,000	37,979,000	15,634,000
Debt Service	38,939,557	37,536,100	37,536,100	39,537,900
	78,695,257	75,515,100	75,515,100	55,171,900
TOTAL	538,983,071	536,698,600	555,708,100	529,659,100

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Proposed 2020-21
PERSONNEL EXPENSES				
City Council and Clerk	1,787,472	1,775,900	1,960,700	1,977,500
Administration	7,959,657	9,603,700	9,969,200	10,039,000
Information Technology	4,251,911	3,378,600	3,583,000	2,998,800
Finance	6,452,034	6,434,700	6,695,600	6,301,100
Neighborhood & Business Development	9,185,257	9,823,000	9,996,100	9,593,900
Environmental Services	39,330,660	41,007,000	42,003,200	42,398,700
Emergency Communications	12,748,624	13,778,200	13,654,900	13,964,600
Police	86,914,734	87,220,300	88,259,100	86,045,600
Fire	47,730,892	49,377,100	48,539,200	49,579,500
Library	8,916,032	9,145,600	9,274,300	9,231,300
Recreation & Youth Services	7,905,511	7,842,200	8,564,400	7,954,200
Undistributed	110,503,906	108,978,700	115,014,100	113,955,700
	343,686,690	348,365,000	357,513,800	354,039,900
MATERIALS AND SUPPLIES				
City Council and Clerk	7,347	5,000	9,400	12,000
Administration	94,388	79,400	113,400	120,600
Information Technology	28,089	24,900	25,900	17,200
Finance	177,812	196,200	232,000	227,100
Neighborhood & Business Development	78,631	75,500	48,900	48,100
Environmental Services	10,186,215	9,972,700	10,603,400	10,772,400
Emergency Communications	79,919	72,100	93,700	120,300
Police	1,418,770	1,646,900	1,733,600	1,394,100
Fire	599,620	668,100	662,400	673,500
Library	1,252,390	1,180,900	1,211,400	1,120,800
Recreation & Youth Services	377,959	332,700	382,600	388,800
	14,301,140	14,254,400	15,116,700	14,894,900

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
SERVICES				
City Council and Clerk	215,481	291,800	303,000	423,000
Administration	2,589,534	2,869,100	3,340,700	3,047,900
Information Technology	4,316,129	4,036,100	4,807,100	4,802,400
Finance	5,249,416	5,431,000	5,956,600	5,673,300
Neighborhood & Business Development	1,445,412	1,283,800	1,655,800	1,346,900
Environmental Services	36,417,743	36,356,500	38,507,000	38,671,100
Emergency Communications	1,079,968	1,047,900	1,166,700	1,275,500
Police	8,783,014	8,892,000	9,564,300	8,426,300
Fire	3,199,294	3,146,500	3,009,700	3,464,100
Library	1,595,577	1,647,400	1,754,900	1,928,200
Recreation & Youth Services	3,774,353	3,422,700	3,719,700	4,065,700
Capital & Debt	38,978,957	37,575,500	37,575,500	39,577,300
	107,644,878	106,000,300	111,361,000	112,701,700
OTHER				
City Council and Clerk	0	0	0	0
Administration	0	0	0	0
Information Technology	0	0	0	0
Finance	0	0	0	0
Neighborhood & Business Development	0	0	0	0
Environmental Services	9,015,700	9,015,700	10,465,300	9,021,400
Emergency Communications	0	0	0	0
Police	49,224	0	0	0
Fire	6,200	3,800	4,000	4,100
Library	0	0	95,000	95,000
Recreation & Youth Services	0	0	0	0
Undistributed	38,393,425	32,399,900	33,540,100	35,321,900
Contingency	0	3,337,300	4,317,500	2,787,800
Capital & Debt	39,716,300	37,939,600	37,939,600	15,594,600
	87,180,849	82,696,300	86,361,500	62,824,800
INTERFUND & INTRAFUND CREDITS	-13,830,486	-14,617,400	-14,644,900	-14,802,200
Total	538,983,071	536,698,600	555,708,100	529,659,100

EXPENDITURE SUMMARY
SUMMARYOF 2019-20 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. 2019-20 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

Department	Approved Budget	Amended Budget	Variance	Ordinances
City Council and Clerk	2,273,100	2,273,100	0	
Administration:	0	0	0	
-Mayor's Office	4,517,200	4,829,200	312,000	2019-248, 2020-2, 2020-60
-Management & Budget	798,800	798,800	0	
-Human Resource Management	2,404,800	2,404,800	0	
-Communications	3,268,600	3,268,600	0	
-Law	2,121,900	2,121,900	0	
Information Technology	7,426,600	7,426,600	0	
Finance (excl. Parking)	5,816,900	5,816,900	0	
Finance - Parking	5,984,000	6,310,400	326,400	2019-324
Neighborhood & Business Development	11,621,600	11,700,800	79,200	2019-222
Environmental Services	89,092,600	89,111,300	18,700	2019-315, 2019-368
Emergency Communications	14,915,300	14,915,300	0	
Police	98,618,600	99,557,000	938,400	2019-232, 2019-233, 2019-236, 2019-268, 2019-270, 2019-271, 2019-288, 2019-289, 2019-291, 2019-320, 2019-346, 2019-347, 2019-379, 2019-381, 2020-14, 2020-15, 2020-16, 2020-46, 2020-47, 2020-83, 2020-117, 2020-118, 2020-119
Fire	52,175,300	52,215,300	40,000	2019-321
Library	12,296,300	12,335,600	39,300	2019-243
Recreation & Youth Services	12,458,700	12,666,700	208,000	2019-241, 2019-243, 2019-272, 2019-275, 2019-292, 2020-50
Undistributed Expenses	148,042,100	148,123,200	81,100	2019-222, 2019-243, 2019-270, 2019-321, 2019-379, 2020-15
Contingency	4,317,500	4,317,500	0	
Cash Capital	36,361,000	37,979,000	1,618,000	2019-240, 2019-250, 2019-349, 2020-18, 2020-33, 2020-48, 2020-120
Debt Service	37,536,100	37,536,100	0	
TOTAL EXPENSE	552,047,000	555,708,100	3,661,100	

EXPENDITURE SUMMARY
SUMMARY OF 2019-20 BUDGET AMENDMENTS

Ordinance	Purpose	Amount		Department
2019-222	LISC Zombie grant	79,200	*	NBD
		37,800	*	Undistributed
2019-232	US Marshals Service	10,000	*	Police
2019-233	Save Them All grant	2,500	*	Police
2019-236	GRANET	200,000	*	Police
2019-240	ROC City Skate Park	10,000	*	Cash Capital
2019-241	RACF/Play Streets grant	22,400	*	DRYS
2019-243	RCSD Summer Literacy	39,300	*	Library
		62,200	*	DRYS
		7,500	*	Undistributed
2019-248	Financial Empowerment Centers	175,000	*	Mayor's office
2019-250	NYS Extreme winter recover	535,000	*	Cash Capital
2019-268	FF Crime Stoppers	15,000	*	Police
2019-270	RPD Grant carryovers	28,400	*	Police
		4,700	*	Undistributed
2019-271	US Secret Service	15,000	*	Police
2019-272	RCSD Pathways to Peace program	20,000	*	DRYS
2019-275	Danforth Licenses	35,800	*	DRYS
2019-288	Forefeiture Funds: Vehicles	110,000	*	Police
2019-289	GTSC Child Passenger grant	2,400	*	Police
2019-291	GIVE grant	106,700	*	Police
2019-292	AmeriCorps	38,300	*	DRYS
2019-315	Play Walk Easment	1,000	*	DES
2019-320	RCSD Traffic and crowd control	25,700	*	Police
2019-321	SHSP 2019	40,000	*	Fire
		13,200	*	Undistributed
2019-324	Crossroads and Mortimer Garages	326,400	*	Finance

2019-346	NYS DCJS MVT	23,000	*	Police
2019-347	Forfeiture Funds	5,000	*	Police
2019-349	Security camera grant	43,000	*	Cash Capital
2019-368	Riverwatch	17,700	*	DES
2019-379	CCTA	3,800	*	Police
		1,200	*	Undistributed
2019-381	Forfeiture funds - K9	8,500	*	Police
2020-2	Financial Empowerment Centers	75,000	*	Mayor's Office
2020-14	USDOJ Task Force	12,000	*	Police
2020-15	Monroe County STOP DWI	68,000	*	Police
		16,700	*	Undistributed
2020-16	Monroe County DWI Crackdown	2,400	*	Police
2020-18	RACF Maguire Building	460,000	*	Cash Capital
2020-33	Cities Rise	300,000	*	Cash Capital
2020-46	Forfeiture Funds - Community progra	8,000	*	Police
2020-47	Ibero - Project CLEAN	84,000	*	Police
2020-48	ROC City Skate Park	125,000	*	Cash Capital
2020-50	My Brother's Keeper	29,300	*	DRYS
2020-60	Census 2020	62,000	*	Mayor's Office
2020-83	Forfeiture Funds - command vehicle	120,000	*	Police
2020-117	PETCO	10,000	*	Police
2020-118	OCDETF	15,000	*	Police
2020-119	ASPCA	63,000	*	Police
2020-120	ROC City Skate Park	145,000	*	Cash Capital

*Appropriation of additional revenue

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY
APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current Expense Budget	Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
City Council and Clerk	2,412,500	1,079,200	0	0	3,491,700	675,600	2,816,100
Administration	13,207,500	6,009,500	110,000	7,232,600	26,559,600	2,410,400	24,149,200
Information Technology	6,839,300	2,066,100	536,000	0	9,441,400	0	9,441,400
Finance	11,468,500	3,962,300	0	0	15,430,800	18,871,700	-3,440,900
Neighborhood & Business Development	10,988,900	5,967,200	500,000	896,900	18,353,000	9,984,100	8,368,900
Environmental Services	88,207,500	28,717,300	12,023,000	21,046,300	149,994,100	104,695,100	45,299,000
Emergency Communication	15,360,400	8,052,200	20,000	400,900	23,833,500	20,086,200	3,747,300
Police	95,866,000	51,886,700	690,000	0	148,442,700	5,652,600	142,790,100
Fire	53,721,200	29,964,500	1,405,000	738,900	85,829,600	3,283,000	82,546,600
Library	12,375,300	4,243,300	150,000	186,900	16,955,500	17,024,800	-69,300
Recreation & Youth Services	12,408,700	4,966,200	200,000	425,800	18,000,700	4,908,500	13,092,200
Undistributed*	1,929,100	0	0	0	1,929,100	0	1,929,100
Contingency	2,787,800	0	0	0	2,787,800	0	2,787,800
Cash Capital	N/A	0		0	0	0	0
Debt Service**	N/A	0	0	8,609,600	8,609,600	0	8,609,600
Total		146,914,500	15,634,000	39,537,900	529,659,100	187,592,000	342,067,100

*Other General Fund expenses not distributed.
**Includes only expenditures not distributed to departmental budgets.
N/A - Not applicable; all expenditures distributed
Net of all interfund and intrafund chargebacks

FUND ACCOUNTING

In accordance with generally accepted accounting principles, the City records financial transactions of its operations in various funds, each of which is a separate entity. Funds that do not generate sufficient revenues from operations are supported by property tax revenue. Following is a description of the funds and a table summarizing transactions in these funds during 2019-20.

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 Market.

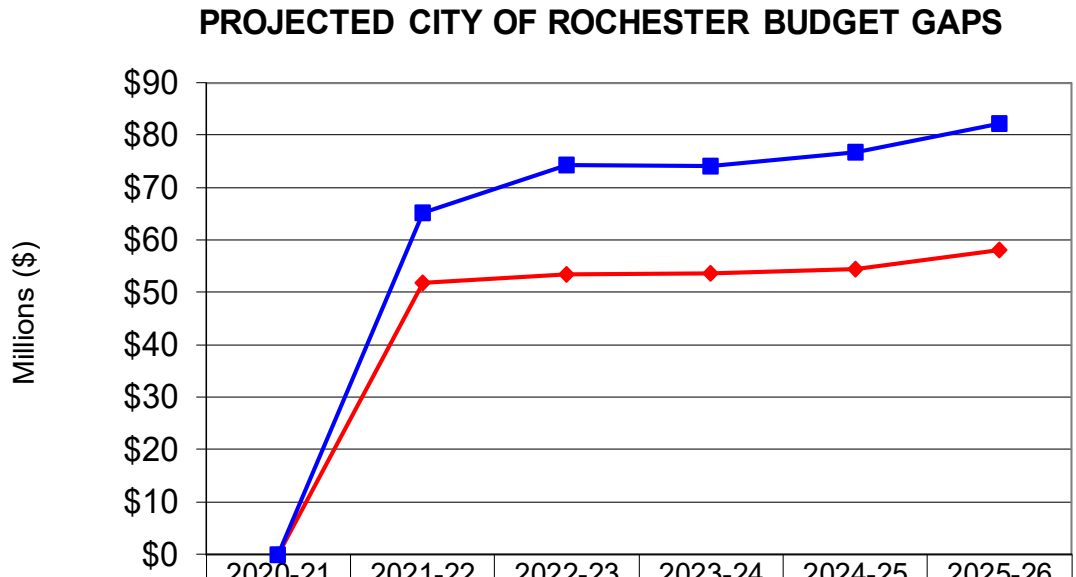
Refuse Fund includes refuse collection and disposal operations.

Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk	2,412,500										2,412,500
Administration:											
Mayor's Office	4,452,300										4,452,300
Management & Budget	731,700										731,700
Human Resource Management	2,718,100										2,718,100
Communications	3,271,400										3,271,400
Law	2,034,000										2,034,000
Information Technology	6,839,300										6,839,300
Finance	5,318,500						6,150,000				11,468,500
Neighborhood & Business Developmer	10,988,900										10,988,900
Environmental Services	27,909,800			13,860,300	23,277,500	932,000		1,996,800		20,231,100	88,207,500
Emergency Communications	15,360,400										15,360,400
Police	94,366,200	1,499,800									95,866,000
Fire	53,721,200										53,721,200
Library			12,375,300								12,375,300
Recreation & Youth Services.	11,409,400								999,300		12,408,700
Undistributed Expense	126,290,400	606,600	4,243,300	4,059,400	5,467,700	52,400	1,076,900	587,400	215,400	6,244,100	148,843,600
Contingency	2,787,800										2,787,800
Cash Capital	6,551,000	15,000	150,000	1,455,000	4,259,000	50,000	2,149,000		65,000	940,000	15,634,000
Debt Service	20,799,600		280,800	1,613,400	8,999,900	1,261,800	4,816,000	108,800	538,900	1,118,700	39,537,900
	397,962,500	2,121,400	17,049,400	20,988,100	42,004,100	2,296,200	14,191,900	2,693,000	1,818,600	28,533,900	529,659,100
Revenue											
Property Tax (City & School)	159,227,900	1,941,000	6,002,800			199,300	298,600	1,189,800	814,800		169,674,200
Other Taxes	170,635,200										170,635,200
Departmental Income	8,104,000	172,900	2,822,700	20,368,100	38,160,600	1,180,000	9,905,900	1,452,000	969,700	27,050,400	110,186,300
Use of Money & Property	1,299,800			29,000	293,000		136,800	40,000	2,000	60,000	1,860,600
Fines & Forfeitures	4,452,100	7,500					2,409,300				6,868,900
Licenses & Permits	3,190,000										3,190,000
Sale of Property & Comp.	2,326,500										2,326,500
Miscellaneous	3,248,800			150,000	55,400		99,600			420,000	3,973,800
Intergovernmental State	103,453,600		924,300	75,000							104,452,900
Intergovernmental Federal	6,381,700				2,500						6,384,200
Intergovernmental Other	22,003,600		6,975,000			905,000					29,883,600
Interfund Revenue	-101,114,900										-101,114,900
Trans. Premium & Interest			24,600	83,900	1,000,000	11,900	160,600	11,200	32,100	72,400	1,396,700
Appropriation of Fund Balance	14,754,200		300,000	282,100	2,492,600		1,181,100			931,100	19,941,100
Total	397,962,500	2,121,400	17,049,400	20,988,100	42,004,100	2,296,200	14,191,900	2,693,000	1,818,600	28,533,900	529,659,100

Introduction

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

The multi-year projection is not a prediction of future events. Instead, the projection illustrates the City's fiscal condition over the next five years based on existing trends and specified assumptions. As indicated in the forecast below, a gap for all funds of approximately $65.2 million is expected for 2021-2022. This gap accumulates to $82.2 million in 2025-2026.



	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
GENERAL FUND	0	$51.8	$53.4	$53.6	$54.5	$58.1
ALL FUNDS	0	$65.2	$74.2	$74.0	$76.8	$82.2

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 decline assumed for 2020-21 is 15% reduction from the 2019-20 budget. The projection assumes that in 2022-23 sales tax returns to the 2019-20 levels before the impacts of the COVID-19 emergency. Future taxable sales tax growth rates are assumed at 2.5% for 2023-24 through 2025-26.

City School District

The City revenue allocation to the City School District is assumed constant at $119.1 million. Funding of school resource officers at $1.45 million is not assumed for 2020-21.

Intergovernmental

The following actions are assumed of the Federal Government:

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

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

- Aid and Incentives to Municipalities (AIM) is assumed to be constant for 2020-21 to 2025-26.
- Consolidated Highway Improvement Program funds continue at a maintenance of effort level.

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

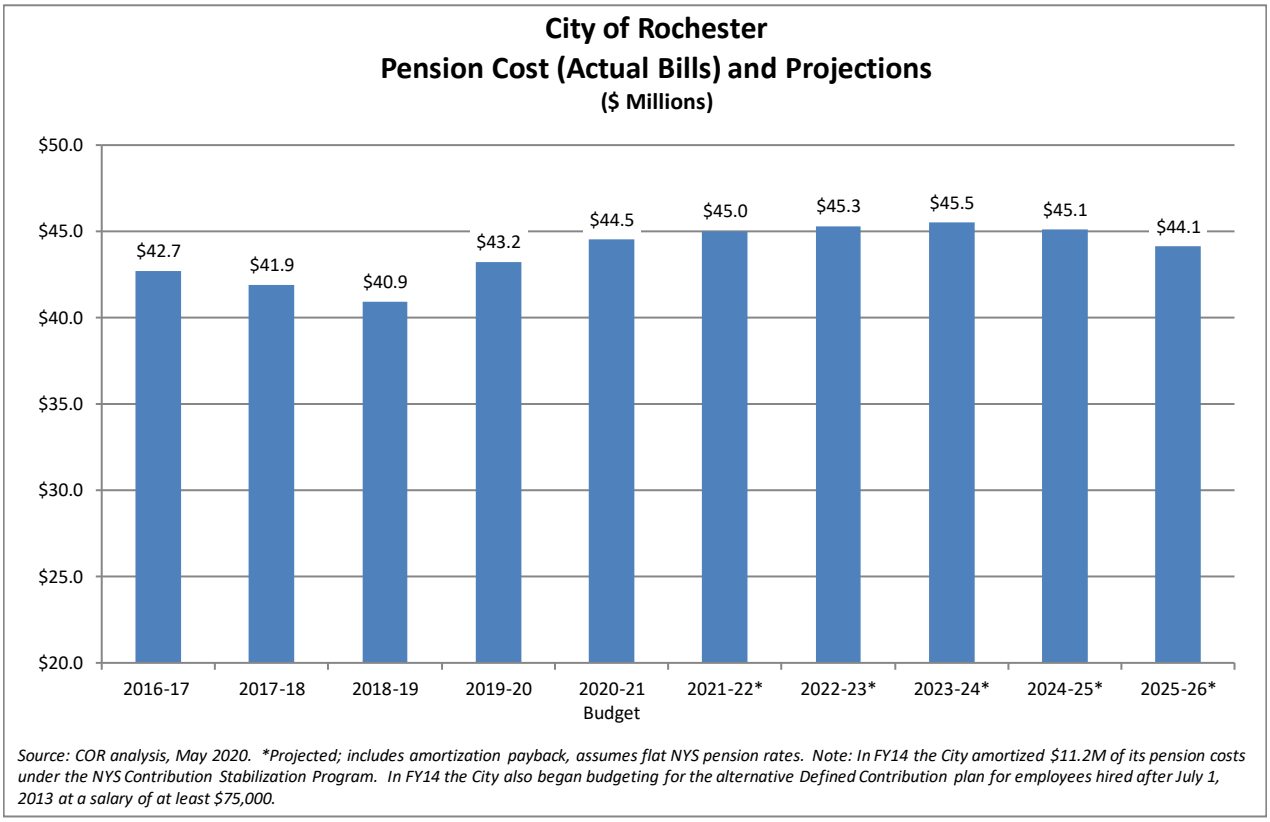
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, parking, front foot assessment).

Other Revenues

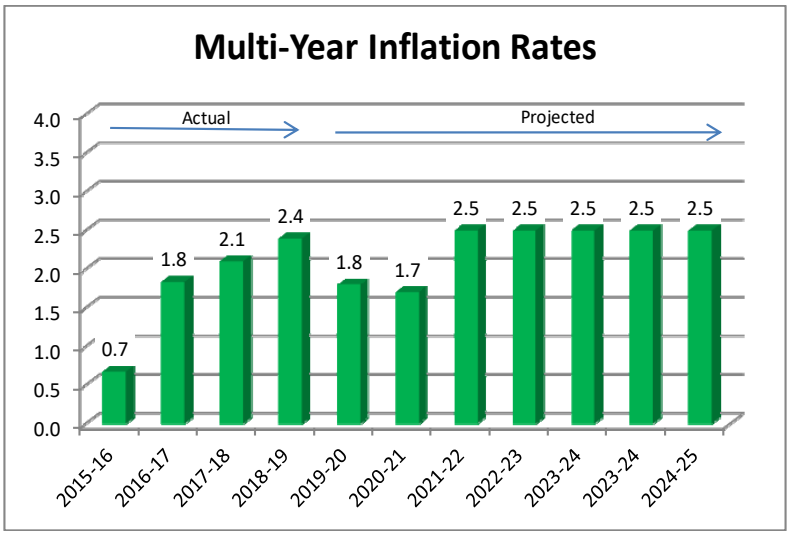
The multi-year projection assumes no appropriation of General Fund surplus for 2021-22 to 2025-26.

Expense

A significant portion of the projected expenditures are 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 $44.5 million for 2020-21.



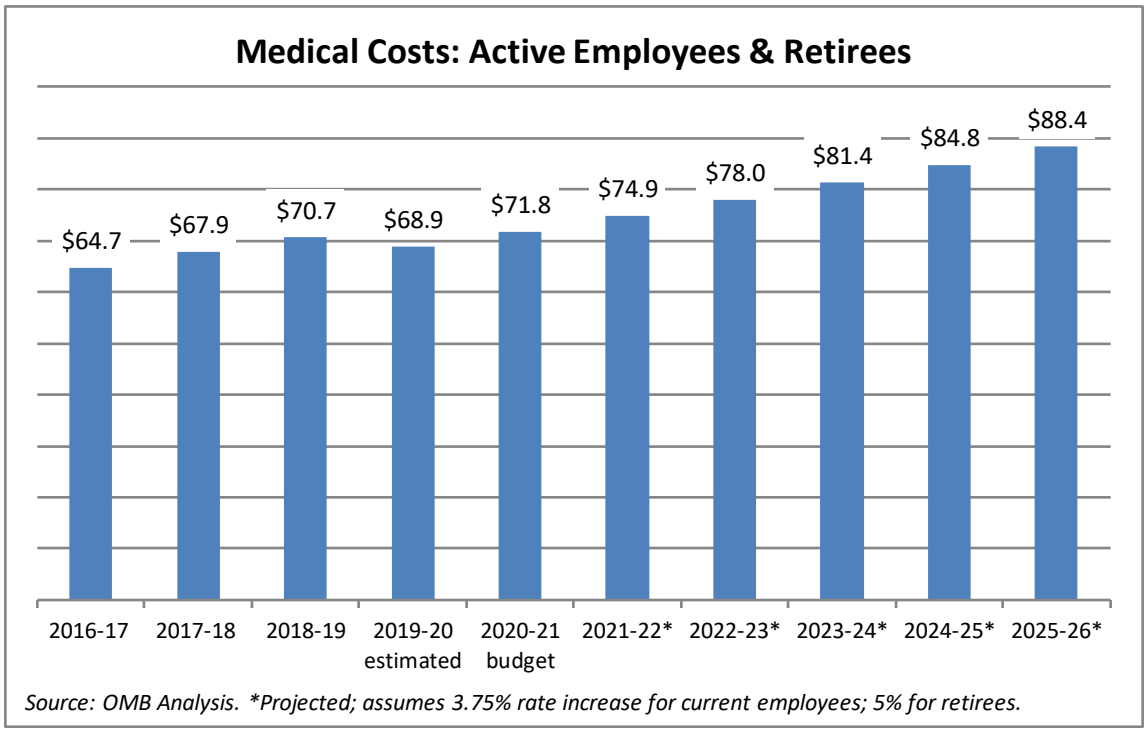
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 1.7% for 2020-21 and at 2.5% annually through 2025-26. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee wages and salaries, construction projects, materials, and other services. Cost increases based on expected inflation rates and current labor agreements are reflected in the multi-year expense projection.



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

Expenditure forecasts for Cash Capital and Debt Service are based on the City's 2021-2025 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 5% increase annually.



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

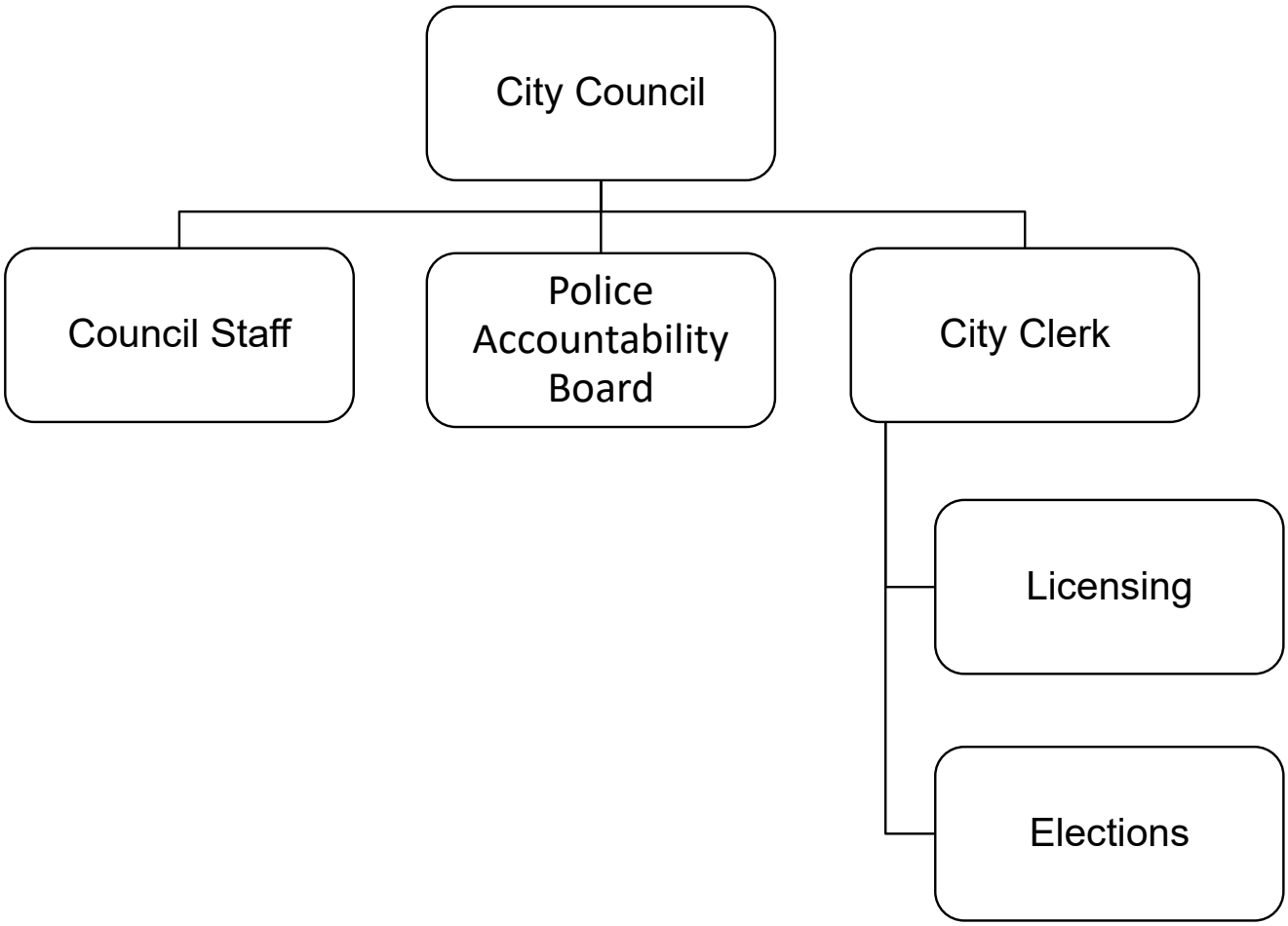
Mission Statement

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 Police Accountability Board supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by ensuring public accountability of the Rochester Police Department sworn officers while preserving the integrity of the agency.

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



Departmental Highlights

The Office of the City Council includes the members of the City Council and appropriations for Council research, support staff, and other related expenses. As the legislative branch of City government, City Council works in conjunction with the Mayor and her administration to ensure a balanced government. Information gathered from the Census, which is conducted this year, may impact District Council boundaries.

The Police Accountability Board (PAB) was established to provide a transparent and accountable process for the community to evaluate patterns, practices, policies and procedures of the Rochester Police Department (RPD). The PAB will conduct fair and unbiased investigations into alleged police misconduct. A full year of funding is included in the 2020-21 Budget. The budget assumes staff will begin August 1, 2020.

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 including but not limited to 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.

Vital Customers

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

Police Accountability Board:
- ❑ External: All those who currently or potentially could live, visit, or do business in the City of Rochester, all who come in contact with the Rochester Police Department
- ❑ Internal: City of Rochester Police Department

City Clerk (Clerk's Office, Licensing, Elections):
- ❑ External: All those who currently or potentially could live, visit, or do business in the City of Rochester
- ❑ Internal: City of Rochester Departments

Critical Processes

City Council:
- ❑ Works in conjunction with the Mayor's Office to pass laws and govern the city
- ❑ Sets fiscal policies and approves all spending, whether for operations (e.g., salaries) or capital items such as major equipment purchases, street repairs, or other public improvements
- ❑ Proposes new programs at the suggestion of city residents
- ❑ Responds annually to thousands of constituent requests
- ❑ Makes decisions regarding the following: dividing city into election districts; approving City real estate transactions; issuing municipal bonds; approving fees and charges, such as taxicab rates; creating Special Assessment Districts; adopting Home Rule Messages involving State enabling

legislation; confirming City department heads and volunteer members of City Boards and Commissions; conducting an annual independent audit of the City's finances; and investigation of all City departments, with access to all records, compelling testimony, and issuing subpoenas

Police Accountability Board:
- ❑ Provides a transparent and accountable process for the community to evaluate the patterns, practices, policies and procedures of the RPD
- ❑ Conducts fair and unbiased investigations into alleged police misconduct
- ❑ Develops and maintains a disciplinary matrix to be used by the Rochester Police Department

City Clerk (Clerk's Office, Licensing, Elections):
- ❑ Prepares the agendas for City Council meetings, records the proceedings, and prints and distributes the minutes
- ❑ Prints supplements and amendments to the City Code and Charter
- ❑ Administers and audits the payroll for City election inspectors
- ❑ Advertises public hearings and notifies the Secretary of State of changes in local laws
- ❑ Receives and processes applications and payments for numerous licenses
- ❑ Prepares reports with licensing information for City, County, and State agencies

2020-21 Strategic Goals & Objectives

Unit	Objective	Rochester 2034 Initiative	Projected Completion
City Council	Participate in racial equity training	6B	Second Quarter
City Council	Review Census information and update election districts	6B	Fourth Quarter
Police Accountability Board	Establish and set up a work location and meeting place for the Board and Executive Director	6B, 3F	First Quarter
Police Accountability Board	Develop a disciplinary matrix as detailed in Local Law No. 2	6B, 3F	First Quarter
Police Accountability Board	Review and update by-laws and policies as needed	6B, 3F	Ongoing
Police Accountability Board	Produce ongoing reports as required by Local Law No. 2	6B, 3F	Ongoing

Key Performance Indicators

Clerk's Office:

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Licenses processed:				
● Dog	3,571	3,655	3,915	3,834
● Marriage	1,715	1,373	1,788	1,734
● Duplicate Marriage	1,798	2,051	1,712	1,834
● Commissioner of Deeds	170	114	165	157
● Business	1,111	1,074	1,203	1,136
● Hack Plates	175	153	189	185
● Taxicab drivers	237	130	255	237

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
● Other taxicab	149	127	264	193
● Animal and Poultry	60	48	52	46
Domestic Partnerships	221	217	220	233
Alarm permits	5,706	6,275	6,371	6,046
Handicapped parking	1,111	872	900	992
Marriage ceremonies	429	259	478	438
Passports	141	70	141	134
Corn Hill parking	282	277	280	277
Cobbs Hill Dog Park	345	355	800	394

Police Accountability Board:

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Number of complaints received directly by PAB	N/A	N/A	N/A	200
Number of investigations / panel hearings	N/A	N/A	N/A	30
Average length of time each case was pending before the PAB (days)	N/A	N/A	N/A	120
Number of outreach events conducted by the PAB	N/A	N/A	N/A	4

N/A – Not Applicable

Future PAB KPIs will include data related to discipline and the findings of cases reviewed. This year there are not enough data points to make projections.

Year-To-Year Comparison

Activity	Budget 2019-20	Budget 2020-21	Change	Percent Change
City Council	1,049,600	1,074,900	25,300	2.4%
Police Accountability Board	282,900	396,200	113,300	40.0%
Office of the City Clerk	418,000	412,800	-5,200	-1.2%
Licensing	247,600	248,800	1,200	0.5%
Elections	275,000	279,800	4,800	1.7%
Total	2,273,100	2,412,500	139,400	6.1%
Employee Years	26.4	28.2	1.8	6.8%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-53,700	4,300	-10,200	-20,000	0	219,000	139,400

Major Changes

Funding is added to provide for a full year of operation of the Police Accountability Board	150,300
Increase Council professional services to include racial equity efforts, Council redistricting and continuation of contracts	81,300

Police Accountability Board rent expense is eliminated as City Council has determined that the PAB will be housed in a City facility	-18,000
Funding is added to account for the Presidential election	4,500
Net increase in miscellaneous lines based on projected need	1,800
Productivity improvements result in savings	-900

Program Change
Clerk's Office estimated 2019-20 KPIs reflect the impact from the COVID-19 emergency.

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

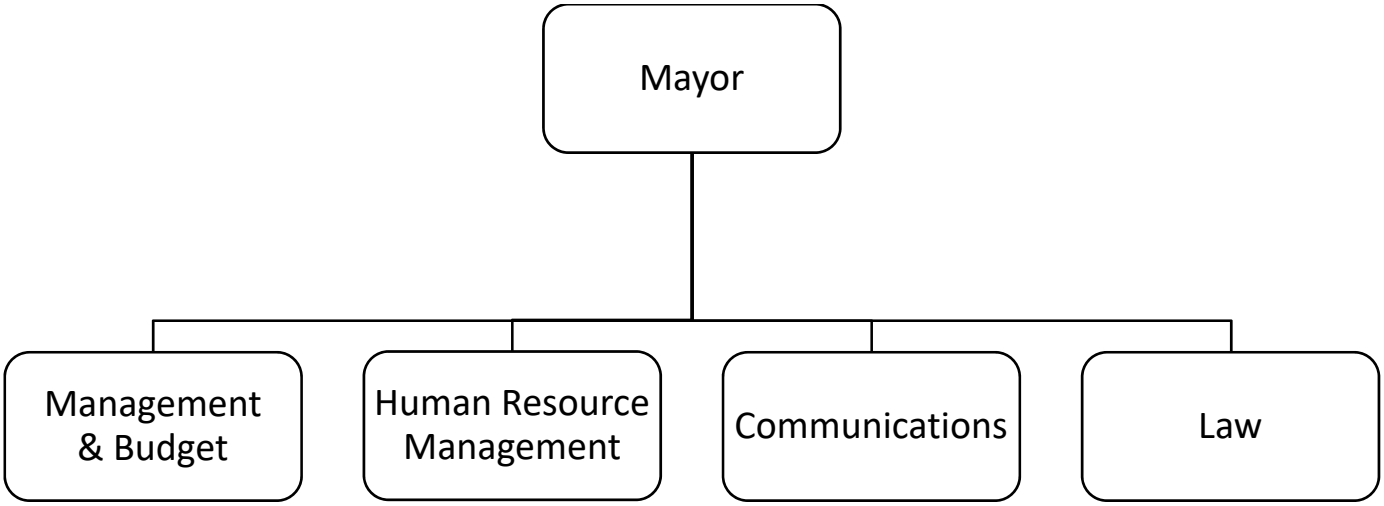
	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,787,472	1,775,900	1,960,700	1,977,500
Materials & Supplies	7,347	5,000	9,400	12,000
Services	215,481	291,800	303,000	423,000
Other	0	0	0	0
Total	2,010,300	2,072,700	2,273,100	2,412,500
Appropriation by Activity				
City Council	1,069,310	1,164,500	1,049,600	1,074,900
Police Accountability Board	0	0	282,900	396,200
Office of the City Clerk	366,207	392,500	418,000	412,800
Licensing	242,516	240,700	247,600	248,800
Elections	332,267	275,000	275,000	279,800
Total	2,010,300	2,072,700	2,273,100	2,412,500
Employee Years by Activity				
City Council	7.1	6.9	7.2	7.2
Police Accountability Board	0.0	0.0	2.3	4.1
Office of the City Clerk	3.8	4.1	4.4	4.4
Licensing	4.1	4.1	4.1	4.1
Elections	9.0	8.4	8.4	8.4
Total	24.0	23.5	26.4	28.2

CITY COUNCIL & CLERK
PERSONNEL SUMMARY

FULL TIME POSITIONS				City Council	Police Accountability Board	Office of the City Clerk	Licensing	Elections
Br.	Title	Budget 2019-20	Proposed 2020-21					
36	Chief of Staff	1.0	1.0	1.0				
33	City Clerk	1.0	1.0			1.0		
28	Deputy City Clerk	1.0	1.0			1.0		
28	Executive Director	1.0	1.0		1.0			
26	Associate Legislative Analyst	1.0	0.0					
24	Accountability Examiner	2.0	2.0		2.0			
24	Chief Legislative Assistant	1.0	1.0				1.0	
24	Senior Legislative Analyst	0.0	1.0	1.0				
22	Senior Legislative Assistant	1.0	1.0	0.3		0.5	0.2	
18	Assistant to Executive Director	1.0	1.0		1.0			
18	Secretary to Council	1.0	1.0	1.0				
16	Legislative Assistant	1.0	1.0			1.0		
11	Receptionist to City Council	1.0	0.0					
11	Receptionist to City Council Bilingual	0.0	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		16.0	16.0	3.8	4.0	4.0	4.2	0.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		13.9	14.1	3.6	0.5	0.5	0.0	9.5
Less: Vacancy Allowance		3.5	1.9	0.2	0.4	0.1	0.1	1.1
Total		26.4	28.2	7.2	4.1	4.4	4.1	8.4

Purpose

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



Year-To-Year Comparison

	Budget 2019-20	Budget 2020-21	Change	Percent Change
Mayor's Office	4,829,200	4,452,300	-376,900	-7.8%
Management & Budget	798,800	731,700	-67,100	-8.4%
Human Resource Management	2,404,800	2,718,100	313,300	13.0%
Communications	3,268,600	3,271,400	2,800	0.1%
Law Department	2,121,900	2,034,000	-87,900	-4.1%
Total	13,423,300	13,207,500	-215,800	-1.6%
Employee Years	124.5	123.7	-0.8	-0.6%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
47,100	47,800	-3,300	-76,900	5,600	-236,100	-215,800

Major Change Highlights

Adjustments made to reflect anticipated grant funding for Financial Empowerment Centers	-369,800
Office of Planning transfers to Mayor’s office from Neighborhood and Business Development	372,600
Transfer Payroll function from the Department of Finance to Department of Human Resource Management	256,300
One Deputy Director of Human Resource Management is added in FY20	101,400
A Municipal Attorney III is eliminated due to budget constraints	-90,900
Professional fees increase to support Payroll function	65,700
A Special Event Assistant in Communications is added	50,100
Eliminate one Project Assistant in Human Resource Management due to budget constraints	-40,900
Eliminate Clerk III in Communications due to budget constraints	-34,400
On call position supporting graphics program in Communications is added	20,000
Affirmative Action Officer converts to Chief Equity Officer	8,200

ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	7,959,657	9,603,700	9,969,200	10,039,000
Materials & Supplies	94,388	79,400	113,400	120,600
Services	2,589,534	2,869,100	3,340,700	3,047,900
Other	0	0	0	0
Total	10,643,579	12,552,200	13,423,300	13,207,500
Appropriation by Activity				
Mayor's Office	2,724,482	4,567,800	4,829,200	4,452,300
Management & Budget	729,350	679,400	798,800	731,700
Human Resource Management	2,175,870	2,363,000	2,404,800	2,718,100
Communications	3,100,236	2,952,400	3,268,600	3,271,400
Law Department	1,913,641	1,989,600	2,121,900	2,034,000
Total	10,643,579	12,552,200	13,423,300	13,207,500
Employee Years by Activity				
Mayor's Office	28.4	43.1	44.4	43.6
Management & Budget	8.5	7.7	8.8	8.0
Human Resource Management	30.3	29.7	29.8	32.6
Communications	18.9	18.9	20.0	20.0
Law Department	20.5	19.5	21.5	19.5
Total	106.6	118.9	124.5	123.7

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 Rochester City government to ensure all City employees are committed to integrity, ethical behavior, legal compliance, and accountability.

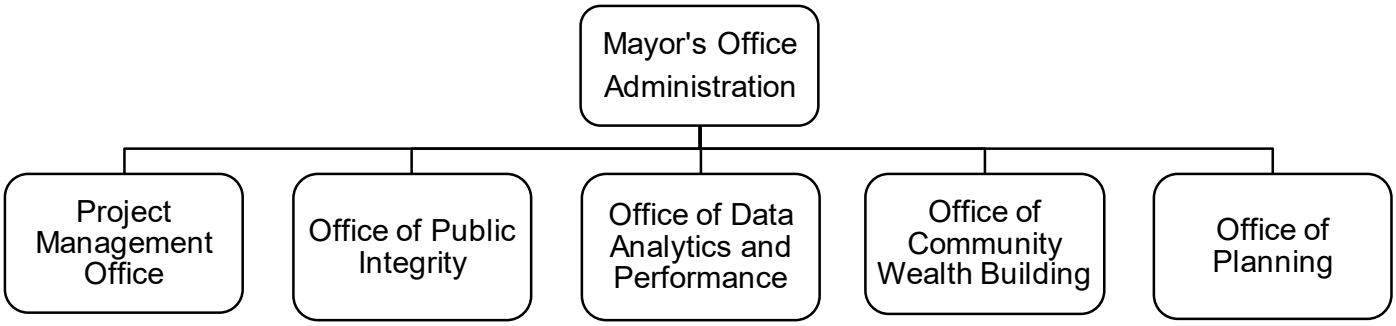
Office of Data Analytics and Performance:
To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by expanding the City's capacity for policy and best practice research, data analysis, program design and evaluation, and internal process improvement initiatives. The Office seeks to enhance the City's performance by collaborating with internal and external partners, identifying and pursuing funding opportunities, and increasing the efficiency and impact of City operations.

Office of Community Wealth Building:
To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by facilitating cross-sector collaboration among governments, non-profits, the private sector, anchor institutions, and the community, with the goal of advancing community wealth building policies, programs, initiatives, and systems throughout the Rochester community. The Office works to foster economic equity by serving the diverse needs of residents and small businesses in a culturally congruent and sustainable way.

Project Management Office:
To support the City of Rochester's *Vision Statement and its Values and Guiding Principles* by ensuring the right technology projects get done and by managing these projects to successful completion. We deliver reporting and graphical information services to empower our internal users in their mission and provide external users easy access to the information they need.

Office of Planning:
To support the City of Rochester's *Vision Statement and its Values and Guiding Principles* by using data, mapping, analysis, and community engagement to inform policy development and land use planning for the well-being of the City and its neighborhoods.

Organization



Vital Customers

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

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

Office of Data Analytics and Performance:
- ❑ 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
- ❑ Internal: City of Rochester administration, departments, and Mayor's Office staff

Office of Community Wealth Building:
- ❑ External: Local, state, and federal government, city residents, businesses, neighborhood groups, community service providers, public and private educational institutions, philanthropic partners, neighborhood stakeholders, nonprofit organizations
- ❑ Internal: City of Rochester administration, departments, and Mayor's Office staff

Project Management Office:
- ❑ External: All users of public facing systems
- ❑ Internal: City of Rochester administration, departments, and City Council

Office of Planning:
- ❑ External: Local, state, and federal government, city residents, businesses, neighborhood groups, community service providers, nonprofit organizations
- ❑ Internal: City of Rochester administration, including all departments and the Mayor's Office.

Critical Processes

Mayor's Office Administration:
- ❑ Oversees all City departments
- ❑ Develops programs and policies
- ❑ Prepares operating and capital budgets
- ❑ Continuously improves performance of all City operations
- ❑ Manages City's intergovernmental relations
- ❑ Represents the City to all constituencies and monitors satisfaction with City services

Office of Public Integrity (OPI):
- ❑ Conducts administrative investigations
- ❑ Conducts internal audits
- ❑ Conducts external audits if a relationship exists with the City
- ❑ Educates employees and constituents

Office of Data Analytics and Performance:

- ❑ Collaborates with internal stakeholders to identify opportunities to develop and implement process improvement plans to increase the efficiency and customer service of departmental operations
- ❑ Develops and implements internal data strategies
- ❑ Performs research, GIS mapping, and data analysis; maintains data dashboards
- ❑ Promotes and formalizes inter and intra-agency data-sharing processes and service coordination
- ❑ Provides policy recommendations and advises on major internal projects
- ❑ Provides strategic support for internal programs and studies
- ❑ Leverages funding opportunities for new or existing programs

Office of Community Wealth Building:

- ❑ Facilitates community engagement opportunities to provide financial literacy education and general empowerment for residents and small business owners
- ❑ Provides direct support and referrals to small businesses across all stages of the business development lifecycle
- ❑ Serves as the City's liaison to Owner-Worker Network (OWN) Rochester
- ❑ Provides resources and supports to improve the community's access to credit
- ❑ Secures and leverages funding opportunities for new projects, programs and systems change initiatives
- ❑ Collaborates with community partners to identify and make recommendations for policy change and to take action around strategic areas of focus

Project Management Office:

- ❑ Provides project management including management and implementation of technology projects
- ❑ Provides portfolio management including identification and selection of technology projects
- ❑ Conducts change management
- ❑ Provides reporting services
- ❑ Provides Geographic Information System (GIS) services

Office of Planning:

- ❑ Fosters implementation of *Rochester 2034*
- ❑ Leads or assists in the completion of plans/studies that inform decisions and policies
- ❑ Creates GIS and web-based tools that serve City staff and the community
- ❑ Leads/supports strategic initiatives that lead to growth, development, and revitalization
- ❑ Engages with the community during project and policy development

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.

Mayor's Office: Administration & Office of Constituent Services

Strategic Initiative & *Rochester 2034 Alignment*	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
Enhance the City's transparency, efficiency, and accountability	1, 2	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
1. Total calls answered	19,866	15,874	18,000	17,000
2. Projects and initiatives executed	29	17	25	25

Office of Public Integrity

Strategic Initiative & *Rochester 2034 Alignment*	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
Continually update Risk Assessment to reflect updated programs and risks in City programs and operations *Enhance the City's transparency, efficiency, and accountability*	1,2,3,4	Innovation and Efficiency	Ongoing
Develop IT capabilities and increase open data availability *SC-4a: Continue to deploy and promote online tools and open data to the maximum extent possible and become a recognized leader in sharing data in informative, easy to use, and compelling ways with the public.*	5	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
1. Audits completed	13	12	12	12
2. Audit findings and recommendations	11	10	15	15
3. Ethics awareness training sessions	14	13	12	12
4. Audit recommendations implemented (% of total recommendations)	N/A	N/A	N/A	75
5. Customer satisfaction with audit results is good (4.0) or higher	N/A	N/A	N/A	4.0
6. Investigations completed	21	30	15	15
7. Investigative findings and recommendations	2	8	10	10

Mayor's Office of Data Analytics and Performance

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
SC-4d: Develop a formalized plan for a data management strategy among City departments	3	Innovation and Efficiency	Fourth Quarter
SC-4a: Continue to deploy and promote online tools and open data to the maximum extent possible and become a recognized leader in sharing data in informative, easy to use, and compelling ways with the public	1,2	Innovation and Efficiency	Ongoing
ECN-7: Focus on market research, data, and analysis to drive economic development decisions and programming	4	Innovation and Efficiency	Ongoing
TRN-1: Expand and strengthen Rochester's multi-modal planning, policy, programming, and infrastructure maintenance		Innovation and Efficiency	Ongoing
Enhance the City's transparency, efficiency, and accountability	5,6,7	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
1. Add new high quality data sets with visualizations to the open data portal	N/A	N/A	N/A	12
2. Hold community group sessions to help residents understand how to use the open data portal	N/A	N/A	N/A	4
3. Datasets inventoried for use in departmental KPI and RocStat performance metrics (%)	N/A	N/A	N/A	100
4. Create new economic development-focused data sets for the open data portal	N/A	N/A	N/A	3
5. Train City staff in lead process improvement	N/A	N/A	N/A	100
6. Train City analysts in data and analytics	N/A	N/A	N/A	15
7. Provide process improvement consultations and workshops	N/A	N/A	N/A	20

Office of Community Wealth Building

Strategic Initiative & *Rochester 2034 Alignment*	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
Provide businesses with a coordinated network of services focused on technical assistance, training, and mentorship *ECN-2: Support existing and help new neighborhood businesses*	1, 2, 3, 7	More Jobs, Better Educational Opportunities, Innovation and Efficiency	Second Quarter
Collaborate with traditional financial institutions to make lending practices more accessible and culturally inclusive *ECN-2: Support existing and help new neighborhood businesses*	1, 2	Innovation and Efficiency	Fourth Quarter
WRK-4: Provide support for individuals starting their own businesses	5, 7	More Jobs, Better Educational Opportunities	Ongoing
WRK-3 Focus workforce development efforts on vulnerable populations	1, 2, 3, 4, 5	More Jobs, Better Educational Opportunities	Ongoing
Raise awareness of financial products and strategies available to residents and small businesses *ECN-2: Support existing and help new neighborhood businesses*	4, 5	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Ongoing
BCC-1: Build the capacity of community organizations and associations	1, 2, 3, 4, 5	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Ongoing
Continue to address conditions such as deconcentrating poverty, addressing structural racism, and attracting job opportunities *SCC-1: Improve conditions for students to ensure a healthy and nurturing environment for learning that is targeted at key success indicators*	1, 2, 3, 4, 5, 6, 7	More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities, Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
1. External organizational partnerships formalized and sustained via memorandums and contracts	21	39	35	40
2. Portfolio of new projects, programs and systemic change initiatives developed	11	8	5	4
3. Portfolio of existing projects, programs and systemic change initiatives managed	0	13	15	20

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
4. Individuals, families, and businesses receiving direct coaching and referrals to other support services	31	342	500	1,000
5. Individuals, families, and businesses participating in developmental programs and course offerings	0	945	500	300
6. External funds secured for OCWB projects, programs, and systemic change initiatives ($)	140,000	410,000	50,000	375,000
7. External funds leveraged to support new and existing collaborative community programs ($)	502,500	0	500,000	75,000

Project Management Office

Strategic Initiative & *Rochester 2034 Alignment*	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
Implement Recreation Management system *SC4: Improve municipal technology to better serve the city, residents, stakeholders, and others*	1,2,3	Innovation and Efficiency	Fourth Quarter
Initiate accounts receivable and billing replacement project, identify a solution, and develop a plan *SC4: same as above*	1,2	Innovation and Efficiency	Fourth Quarter
Select and begin to implement Land Management permitting and inspection system *SC4c: same as above*	1,2,3	Innovation and Efficiency	Fourth Quarter
Complete Property Information Application Rebuild *SC4: same as above*	1,2,3	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
1. % of requirements met by the solution	N/A	N/A	N/A	85
2. % of deliverables on time	N/A	N/A	N/A	75
3. % of deliverables on budget	N/A	N/A	N/A	95

Office of Planning

Strategic Initiative & *Rochester 2034 Alignment*	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
Update the zoning code and map to align with the vision and direction of Rochester 2034 *PMP-1a: Update the zoning code regulations and map to reflect the vision expressed in the Character Areas of the Placemaking Plan.* [also TRN-1f, IMP-1b]	1,2,3	Innovation and Efficiency, Safer and More Vibrant Neighborhoods, More Jobs	Ongoing
BCC-1: Build the capacity of community organizations and their leaders	4	Safer and More Vibrant Neighborhoods	Ongoing
IMP-1: Implement Rochester 2034 through City Code and procedures	5,6	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
1. % of requirements met by consultant for zoning code review	N/A	N/A	N/A	85
2. % of total Zoning Map public work sessions conducted	N/A	N/A	N/A	50
3. % of the Zoning Code sections reviewed and aligned with Rochester 2034	N/A	N/A	N/A	100
4. Residents participating in capacity-building workshops	N/A	N/A	N/A	30
5. % of City departments assisted with KPI alignment with Rochester 2034	N/A	N/A	N/A	100
6. Divisions of NBD that participated in review of policies and procedures for alignment with *Rochester 2034*	N/A	N/A	N/A	7
7. Meetings with *Rochester 2034* oversight committee	N/A	N/A	N/A	2

Year-To-Year Comparison

2019-20	2020-21	Change
4,829,200	4,452,300	-376,900
44.4	43.6	-0.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
68,400	11,700	-8,000	-38,000	1,200	-412,200	-376,900

Major Changes

Office of Planning transfers in from Neighborhood and Business Development	372,600
Adjustments made to reflect anticipated grant funding for Financial Empowerment Centers	-369,800

Two full time positions and one temporary full time position are eliminated due to budget constraints	-198,700
Net of three full time positions transfer from Project Management Office to IT	-243,500
Two part time positions are added in the Mayor's Office	44,500
Training and professional services funding transfers from IT to Project Management Office	44,000
Non-personnel lines are reduced due to budget constraints	-40,100
New York State Census grant partially carries forward	-11,000
Productivity improvements result in savings	-10,200

Program Change

For the 2020-21 fiscal year, three departments—the Mayor's Office, Neighborhood and Business Development, and Information Technology—have implemented a new Strategic Initiative and KPI format. The new format ties each Strategic Initiative back to the *Rochester 2034* Plan Goals, and lists the specific KPIs that will be used to measure progress towards each Initiative. A list of the Rochester 2034 Goals can be found following the Glossary section.

The Office of Innovation and Strategic Initiatives is renamed to the Office of Data Analytics and Performance to better reflect the focus on data governance, analytics, tracking and reporting of performance indicators, process improvement, and program evaluation.

The Office of Planning transfers from the Department of Neighborhood and Business Development to the Mayor's office to provide central coordination with other citywide strategies and initiatives to implement *Rochester 2034.*

The Mayor's Office will continue to oversee and coordinate the City's COVID-19 response and recovery.

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	2,216,780	3,599,600	3,726,200	3,739,000
Materials & Supplies	24,346	22,600	33,500	31,600
Services	483,356	945,600	1,069,500	681,700
Other	0	0	0	0
Total	2,724,482	4,567,800	4,829,200	4,452,300
Appropriation by Activity				
Mayor's Office Administration	1,462,391	1,513,400	1,584,700	1,567,800
Office of Public Integrity	554,617	601,900	633,000	634,400
Office of Data Analytics and Performance	482,658	527,300	548,100	447,900
Office of Community Wealth Building	214,777	830,000	864,200	437,100
Project Management Office	10,039	1,095,200	1,199,200	990,100
Office of Planning	0	0	0	375,000
Total	2,724,482	4,567,800	4,829,200	4,452,300
Employee Years by Activity				
Mayor's Office Administration	13.3	13.6	13.6	14.0
Office of Public Integrity	7.6	6.5	6.8	6.7
Office of Data Analytics and Performance	5.5	6.0	6.0	4.9
Office of Community Wealth Building	2.0	5.0	5.0	4.0
Project Management Office	0.0	12.0	13.0	9.9
Office of Planning	0.0	0.0	0.0	4.1
Total	28.4	43.1	44.4	43.6

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office Administration	Office of Public Integrity	Office of Data Analytics and Performance	Office of Community Wealth Building	Project Management Office	Office of Planning
Br.	Title	Budget 2019-20	Proposed 2020-21						
FX	Mayor	1	1	1					
FX	Deputy Mayor	1	1	1					
36	Chief of Staff	1	1	1					
34	Director, Office of Public Integrity	1	1		1				
33	Director of Project Management	1	1					1	
31	Chief of Performance Accountability	1	1			1			
31	Executive Staff Assistant IV	2	1	1					
31	Information Services Manager	1	0						
31	Systems Architect	0	1					1	
30	Manager of Planning	0	1						1
29	Assistant to Mayor	1	1	1					
29	GIS Coordinator	1	1					1	
29	Information Services Analyst III	1	0						
29	Project Manager/Business Analyst III	2	2					2	
28	Director of Special Projects & Education Initiatives	1	1	1					
28	Manager of Administrative Services	1	1	1					
28	Principal Field Auditor	1	1		1				
27	Executive Staff Assistant III	1	1				1		
27	Information Services Analyst II	1	0						
27	Project Manager/Business Analyst II	1	1					1	
26	Associate City Planner	0	1						1
26	Associate Field Auditor	1	1		1				
26	Community Development Manager	1	1				1		
26	Data Analyst	0	1			1			
25	GIS Engineer I	1	1					1	
25	Project Manager/Business Analyst I	1	1					1	
24	Sr. Community Housing Planner	0	1						1
23	Executive Staff Assistant II	2	1				1		
23	Information Services Developer	1	0						
23	Project Manager/Business Analyst	2	2					2	
23	Secretary to Mayor	1	1	1					
23	Senior Field Auditor	1	1		1				
23	Senior Field Auditor/Investigations	1	1		1				
22	Process Improvement Assistant	1	1			1			
20	Administrative Analyst	1	1			1			
20	City Planner	0	1						1
20	Executive Assistant	1	1		1				
20	Innovation Analyst	1	1			1			
20	Secretary to Deputy Mayor/Bilingual	1	1	1					
18	Assistant to Chief of Staff	1	1	1					
18	Community Development Coordinator	1	1				1		
16	Assistant to Director of Special Projects & Education Initiatives	1	1	1					
16	Executive Staff Assistant I	2	1	1					
EMPLOYEE YEARS									
Full Time		42.0	41.0	12.0	6.0	5.0	4.0	10.0	4.0
Overtime		0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.1
Part Time, Temporary, Seasonal		2.4	2.9	2.1	0.8	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.4	0.1	0.1	0.1	0.0	0.1	0.0
Total		44.4	43.6	14.0	6.7	4.9	4.0	9.9	4.1

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

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

Critical Processes

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Develop methodology to update administrative chargebacks	5e	Innovation and Efficiency	Second Quarter
Continue to review and recommend changes to Key Performance Indicators to enhance accountability	5e	Innovation and Efficiency	Fourth Quarter
Continue to expand the role of the Investment Priorities Team to facilitate better project coordination and achieve greater impact	5e, 6a	Innovation and Efficiency	Fourth Quarter
Support the Mayor's efforts to pursue federal, state, and private funding to enhance City programs and initiatives	5a	Innovation and Efficiency	Ongoing
Continue to maintain a sustainable expense base through budget control, efficiency, and participation in countywide shared service discussions	5a, 5e	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
FINANCIAL/COST				
Total Property Tax levy ($000)	178,637	178,637	178,637	187,637
General Fund surplus ($000)	5,800	0	5,700	0
Budget growth (%)	2.4	1.8	1.8	-4.7
Non-Property Tax Revenue ($000)	389,409	360,412	394,322	359,985

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	798,800	731,700	-67,100
Employee Years	8.8	8.0	-0.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-7,500	400	-1,000	-38,900	0	-20,100	-67,100

Major Change

Sr. Management Analyst is added	77,500
A Management Trainee is eliminated	-60,400
Funds for interns are eliminated due to budget constraints	-16,700
Reduction in training and meeting to reflect actual experience	-16,600
Funding for part time position is reduced as an efficiency measure	-3,900

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	711,483	665,400	758,000	708,100
Materials & Supplies	5,431	1,100	7,000	7,100
Services	12,436	12,900	33,800	16,500
Other	0	0	0	0
Total	729,350	679,400	798,800	731,700
Appropriation by Activity				
Management & Budget Analysis	729,350	679,400	798,800	731,700
Employee Years by Activity				
Management & Budget Analysis	8.5	7.7	8.8	8.0

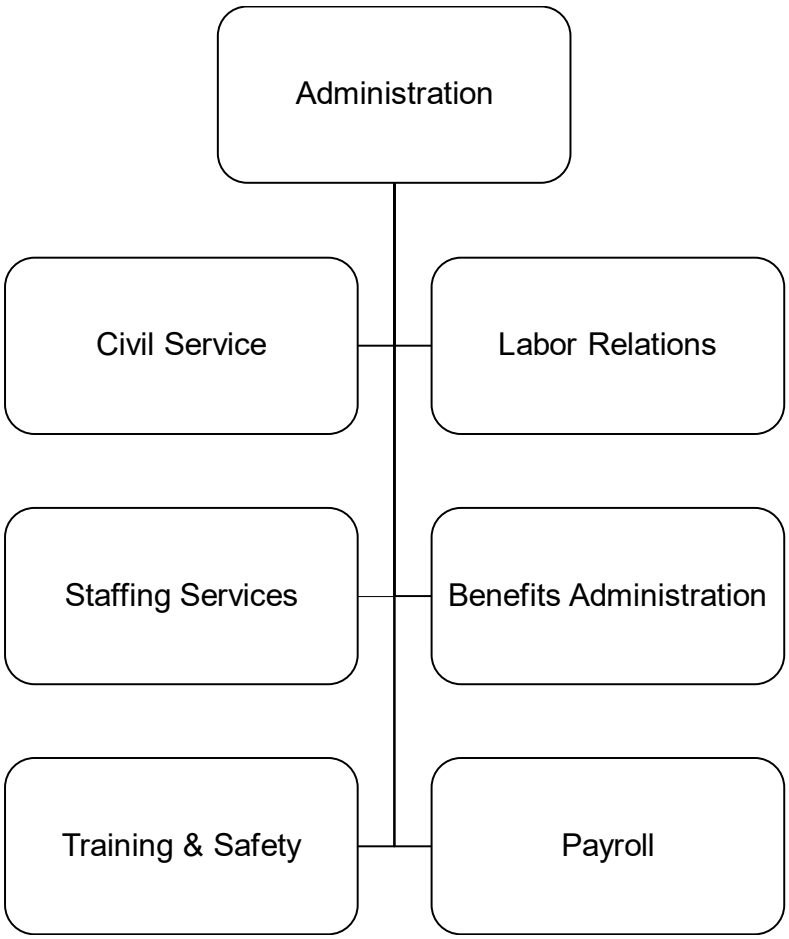
ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2019-20	Proposed 2020-21
36	Director	1	1
31	Assistant Director	1	1
29	Principal Staff Assistant	1	1
26	Associate Administrative Analyst	1	1
24	Process Improvement Associate	1	1
24	Senior Administrative Analyst	1	1
23	Sr. Management Analyst	0	1
18	Assistant to the Budget Director	0	1
18	Management Trainee	1	0
18	Secretary to Dir. of Budget & Efficiency	1	0
EMPLOYEE YEARS			
Full Time		8.0	8.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.8	0.5
Less: Vacancy Allowance		0.0	0.5
Total		8.8	8.0

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
- Affirmative Action Administration
- Administer Safety Management
- Auditing and processing payrolls
- Issuing paychecks to each employee and certain pensioners

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Complete integration of the applicant tracking and recruitment solution into Workday as part of Human Resource Management enterprise implementation	5b	Innovation and Efficiency	First Quarter
Collaborate with the Office of Innovation to implement and promote within Workday a career development platform and process for all City employees	5b	Innovation and Efficiency	Fourth Quarter
Launch financial and social wellness inititatives to continue the expansion of the Wellness Program into five areas of overall well-being (mental, emotional, financial, social, spiritual/purpose)	5b	Innovation and Efficiency	Fourth Quarter
Stabilize the transition of the Payroll unit from Finance to the Department of Human Resource Management and document Payroll procedures	5b	Innovation and Efficiency	Fourth Quarter
Collaborate with City departments to develop and support targeted strategies in the areas of recruitment, retention, promotion, development, succession planning, and training as part of Workforce Planning, the 3-Year Affirmative Action Plan, and Let's Get REAL initiative	5b	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Grievances filed	29	30	35	35
Provisional positions at end of fiscal year	210	204	160	160
# Days for hiring process	61	53	50	53
Examinations administered	57	75	80	80
CUSTOMER PERSPECTIVE				
Employment applications received	8,619	10,100	10,500	9,000
Average number of employees participating in Wellness initiatives	5,766	6,500	2,800	6,500
FINANCIAL/COSTS				
Full time employee turnover	218	190	200	190
Number of full time positions hired, promoted, transferred	1,192	1,020	900	1,000
Non-full time positions hired, promoted, transferred	741	900	900	900
Personal injury accidents	118	110	190	110
Average hours of sick leave per full time employee	83	85	85	85

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
LEARNING & INNOVATION				
Training hours per employee	20	25	25	25
WORKFORCE DIVERSITY				
New hires - % females	35	40	41	43
New hires - % minority	38	48	48	50
Employees - % females	28	30	30	32
Employees - % minority	36	39	39	41

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	2,404,800	2,718,100	313,300
Employee Years	29.8	32.6	2.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-53,800	5,700	7,400	0	4,400	349,600	313,300

Major Change

Transfer Payroll function from the Department of Finance	256,300
One Deputy Director of Human Resource Management is added in FY20	101,400
Professional fees increases to support Payroll function	65,700
Eliminate one Project Assistant due to budget constraints	-40,900
Eliminate vacant Clerk III due to budget constraints	-34,400
Facilities rent decreases due to no anticipated Fire exam in FY2021	-18,300
Eliminate Exam Supervisor part time due to budget constraints	-15,200
Software maintenance increases to support new applicant tracking system	12,200
Training increases to support the Payroll function	10,600
Affirmative Action Officer converts to Chief Equity Officer	8,200
Software maintenance increases to support the Payroll function	4,000

Program Change

The Department of Human Resources Management is restructured for 2020-21. The City's Payroll function is relocated from the Accounting Bureau in the Department of Finance to the Department of Human Resources. Services transferred include: the administration of Kronos (time & attendance); auditing and processing payroll; and issuing paychecks to each employee and certain pensioners. This restructuring adds four full time positions and an operating budget of $256,300.

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,879,113	1,974,100	1,998,500	2,220,100
Materials & Supplies	12,475	11,800	16,700	16,900
Services	284,282	377,100	389,600	481,100
Other	0	0	0	0
Total	2,175,870	2,363,000	2,404,800	2,718,100
Appropriation by Activity				
Administration	882,698	830,000	837,900	793,300
Civil Service	305,375	379,800	405,300	377,200
Staffing Services	323,251	340,100	339,800	299,800
Labor Relations	142,176	252,000	260,600	234,600
Benefits Administration	237,119	248,300	249,800	334,300
Training & Safety	285,251	312,800	311,400	309,700
Payroll	0	0	0	369,200
Total	2,175,870	2,363,000	2,404,800	2,718,100
Employee Years by Activity				
Administration	7.7	8.0	7.9	6.7
Civil Service	6.7	5.3	5.5	5.3
Staffing Services	4.8	5.0	5.0	4.0
Labor Relations	3.3	3.4	3.4	3.4
Benefits Administration	4.0	4.0	4.0	5.2
Training & Safety	3.8	4.0	4.0	4.0
Payroll	0.0	0.0	0.0	4.0
Total	30.3	29.7	29.8	32.6

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety	Payroll
Br.	Title	Budget 2019-20	Proposed 2020-21							
36	Director of Human Resource Management	1	1	1						
32	Deputy Director of Human Resource Management	0	1	1						
32	Manager of Labor Relations	1	1				1			
30	Benefits Manager	1	1					1		
29	Principal Staff Assistant	1	1			1				
28	Chief Equity Officer	0	1	1						
27	Payroll Systems Supervisor	0	1							1
26	Affirmative Action Officer	1	0							
25	Application Services Analyst I	1	1	1						
25	Employee Safety Coordinator	1	1						1	
25	Training Coordinator	1	1						1	
24	Associate Accountant	0	1							1
24	Labor Relations Specialist	1	1				1			
24	Senior Human Resource Consultant	1	1		1					
23	Application Services Developer	0	1							1
21	Human Resource Consultant II	2	3			2		1		
20	Executive Assistant	1	1	1						
18	Human Resource Consultant I	1	0							
17	Accountant	0	1							1
16	Benefits Assistant	2	1					1		
16	Human Resource Assistant	1	1						1	
16	Human Resource Assistant/Biingual	1	1	1						
16	Research Assistant	1	0							
14	Senior Human Resource Associate/Bilingual	1	1		1					
12	Human Resource Associate Bilingual	1	1			1				
12	Project Assistant	0	2		1			1		
12	Secretary to Labor Relations Manager	1	1				1			
9	Clerk II	2	1					1		
9	Safety Associate	1	1						1	
7	Clerk III	2	1		1					
EMPLOYEE YEARS										
Full Time		27.0	30.0	6.0	4.0	4.0	3.0	5.0	4.0	4.0
Overtime		0.3	0.3	0.0	0.3	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.5	2.3	0.7	1.0	0.0	0.4	0.2	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		29.8	32.6	6.7	5.3	4.0	3.4	5.2	4.0	4.0

Mission Statement

Information and Graphic Services:

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

Special Events:

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

Vital Customers

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

Special Events:
- 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
- Internal: The Mayor and City of Rochester departments

Critical Processes

Information and Graphic Services:
- Delivers information, graphics, photo, video, web and social media services, and administers Freedom of Information Law (FOIL) services
- Provides marketing, advertising, 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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Establish better connections & address barriers with ethnic minorities & recent immigrants – The Director of Communications will serve as City's liaison to New Americans	3c, 5d	Safer and More Vibrant Neighborhoods	Ongoing
Improve social media outreach & expand content for What's Good Rochester – Ongoing social media efforts	3c, 5c, 5d	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Improve emergency preparedness communications by addressing planning gaps for media communications and improve agency coordination	3f	Safer and More Vibrant Neighborhoods	Ongoing
Address bias and cultural competency with local media	5b,5d	Innovation and Efficiency	Ongoing
Continue to improve and streamline FOIL response process	5e	Innovation and Efficiency	Ongoing
Explore opportunities to generate additional revenue – Develop RFP for broker to sell assets on behalf of the City	3g, 5a, 5d	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Advertising/marketing/promotions	1,734	1,450	1,550	1,450
Still photography assignments	1,292	1,200	1,700	1,200
AV setups/presentations	277	170	425	150
Television/video program productions	676	260	250	260
Web site users	1,519,134	1,800,000	1,500,000	1,800,000
Web page views	5,986,225	6,200,000	5,240,000	6,200,000
CUSTOMER PERSPECTIVE				
Major promotional campaigns	96	85	85	90
FOIL applications	5,394	5,600	5,600	5,800
News releases	496	440	490	N/A
News conferences	119	110	120	N/A
News releases and press conferences	N/A	N/A	N/A	600
Speeches, talking points and briefing papers written	527	470	525	470
Mayoral recognitions	2,073	2,040	2,900	2,040
Facebook page followers	24,891	28,000	24,200	N/A
Twitter followers	106,470	108,000	108,500	N/A
Social media followers / subscribers	N/A	N/A	N/A	150,000
Special Events permit applications processed	497	500	525	N/A
City produced events	22	37	37	N/A

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
City produced and / or permitted events	N/A	N/A	N/A	500
Attendance at City permitted events	1,867,900	2,000,000	1,900,000	2,000,000
FINANCIAL/COST				
Revenue generated from out-of-home advertising ($)	0	10,000	225,000	240,000
Revenue generated from City trademark licensing ($)	1,800	3,600	5,000	3,600
Revenue generated for Special Events trust fund ($)	266,648	247,000	250,000	240,000

N/A – Not Applicable

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	3,268,600	3,271,400	2,800
Employee Years	20.0	20.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
5,000	25,500	-1,400	0	0	-26,300	2,800

Major Changes

A Press Officer is eliminated due to budget constraints	-91,800
A temporary position is added to support information services	80,800
A Special Event Assistant is added	50,100
A Clerk III is eliminated due to budget constraints	-42,100
Funding for the event program is reduced	-27,400
An on call position supporting the event program is eliminated as an efficiency measure	-25,900
An on call position supporting graphics program is added	20,000
Additional ten months of funding for interns is provided	10,000

Program Change

The Bureau of Communications assumes responsibility for providing graphic design services to the Department of Recreation and Youth Services.

The Still Photo Assignments KPI are counted 3 times (shoot, archive and post). There are additional counts for framing, scanning and prints. The responsibility for AV setups and presentations is shared with the Information Technology Department.

For FY 21, certain KPIs have been combined into new KPIs to ease data collection and reporting. The KPIs for News Releases and News Conferences are combined with a new KPI for News Releases and Press Conferences. The KPIs for Facebook Page Followers and Twitter Followers are combined into Social Media Followers / Subscribers. The KPIs for Special Event Permit Applications Processed and City Produced Events are combined into a new KPI for City Produced and / or Permitted Events.

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,394,612	1,463,500	1,523,700	1,509,200
Materials & Supplies	11,204	6,400	12,400	12,600
Services	1,694,420	1,482,500	1,732,500	1,749,600
Other	0	0	0	0
Total	3,100,236	2,952,400	3,268,600	3,271,400
Appropriation by Activity				
Administration	262,115	299,700	302,800	300,600
Information and Graphic Services	1,030,612	1,186,700	1,050,900	1,046,400
Special Events	1,807,509	1,466,000	1,914,900	1,924,400
Total	3,100,236	2,952,400	3,268,600	3,271,400
Employee Years by Activity				
Administration	2.6	2.0	2.0	3.0
Information and Graphic Services	13.0	12.6	13.0	12.5
Special Events	3.3	4.3	5.0	4.5
Total	18.9	18.9	20.0	20.0

ADMINISTRATION
COMMUNICATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Information and Graphics Services	Special Events
Br.	Title	Budget 2019-20	Proposed 2020-21			
36	Director, Communications	1	1	1		
31	Assistant to Director - Communications	1	1	1		
29	Special Events Operations Manager	1	1			1
28	Communications Creative Coordinator	1	1		1	
27	Press Officer	1	0			
26	Digital Media Specialist	1	1		1	
25	New Media Editor	1	1		1	
25	Principal Graphic Designer	1	1		1	
24	Assistant Digital Media Specialist	1	1		1	
24	Assistant Special Events Operations Manager	1	1			1
24	Associate Communications Assistant	1	1		1	
24	Associate Digital Communications Assistant	1	1		1	
22	Jr. Speechwriter	1	1		1	
22	Special Events Coordinator Bilingual	1	1			1
18	Communications Assistant	1	1		1	
16	Communications Aide Bilingual	1	1		1	
13	Administrative Secretary Bilingual	1	1	1		
12	Special Events Assistant	0	1			1
7	Clerk III	1	0			
EMPLOYEE YEARS						
Full Time		18.0	17.0	3.0	10.0	4.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.0	3.0	0.0	2.5	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		20.0	20.0	3.0	12.5	4.5

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 more jobs, safer and more vibrant neighborhoods, better educational opportunities and innovation and efficiency.

Vital Customers

- External: Rochester Riverside Convention Center, Rochester Economic Development Corporation, Rochester Public Library, Rochester Land Bank
- Internal: The Mayor, City Council and the City of Rochester Departments and Boards

Critical Processes

- Provide legal advice and advocacy to City Council, the Mayor, City departments, boards and agencies
- Prepare and interpret contracts
- Draft local laws and ordinances
- Assist in labor negotiations and collective bargaining
- Implement legal remedies to address quality-of-life and nuisance abatement issues
- Represent the City in civil proceedings
- Handle acquisition, management and disposal of properties
- Review proposed New York State legislation affecting the City and research New York State and federal legislation

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Acquire 55 St. Paul St., Chamber of Commerce Building	3d	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete Corporate Restructure of REDCO	5a	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Negotiate and close sale of Crossroads Garage	5a	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete Bulls Head Acquisitions for construction of new Police Station	3f	Safer and More Vibrant Neighborhoods	Second Quarter
Close on financing for development of Inner Loop Parcel #2	3a	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Claims filed against City	315	300	350	325
Collection cases started	113	80	80	80
Motions & Discovery	328	N/A	N/A	N/A
FOIL reviews & appeals	503	500	500	500
Real estate closings	547	500	500	500
Legislative items drafted	408	425	450	450

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	84	90	100	100
Motions	N/A	100	60	50
Civil lawsuits served	N/A	50	50	50
Civil lawsuits resolved	N/A	50	50	50
LEARNING & INNOVATION				
Average # of training hours per employee	10	9	12	9

Year-To-Year Comparison

2019-20	2020-21	Change
2,121,900	2,034,000	-87,900
21.5	19.5	-2.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
35,000	4,500	-300	0	0	-127,100	-87,900

Major Changes

A Municipal Attorney III is eliminated due to budget constraints	-90,900
A vacant Legal Secretary is eliminated due to budget constraints	-36,200

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,757,669	1,901,100	1,962,800	1,862,600
Materials & Supplies	40,932	37,500	43,800	52,400
Services	115,040	51,000	115,300	119,000
Other	0	0	0	0
Total	1,913,641	1,989,600	2,121,900	2,034,000
Appropriation by Activity				
Legal Services	1,913,641	1,989,600	2,121,900	2,034,000
Employee Years by Activity				
Legal Services	20.5	19.5	21.5	19.5

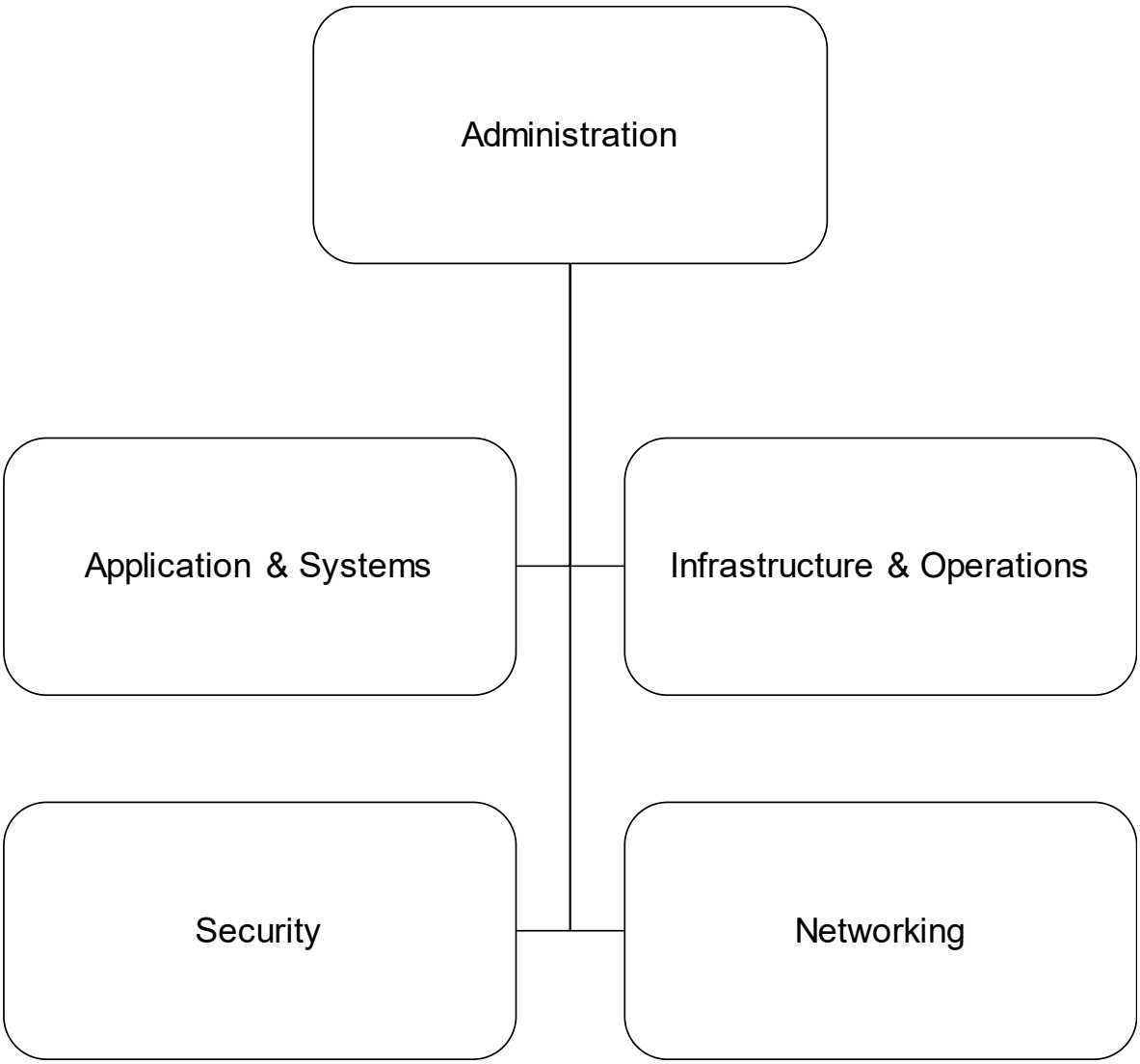
ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2019-20	Proposed 2020-21
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	1	1
32	Municipal Attorney IV	6	6
30	Municipal Attorney III	3	2
28	Director of Policy	1	1
28	Municipal Attorney II	2	2
26	Municipal Attorney I	1	1
22	Supervising Paralegal	1	1
20	Paralegal	2	2
9	Legal Secretary	3	2
EMPLOYEE YEARS			
Full Time		21.0	19.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.5	0.5
Less: Vacancy Allowance		0.0	0.0
Total		21.5	19.5

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by delivering high quality, cost efficient and innovative services to enable the use of technology.

Organization



Vital Customers

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

Critical Processes

Administration:
- ❑ Develop IT strategic plans in collaboration with the Office of Project Management
- ❑ Oversee IT architecture development and planning
- ❑ Participate in IT governance
- ❑ Manage collaborative activities with a focus on technology
- ❑ Develop IT strategic and tactical plans
- ❑ Oversee project execution and governance for IT projects
- ❑ Support IT policy administration
- ❑ Support City Council legislation administration
- ❑ Manage IT vendor relationships

Applications & Systems Bureau:
- ❑ Maintain applications forms
- ❑ Provide education, training and conversion
- ❑ Manage applications security
- ❑ Maintain, support and enhance legacy applications
- ❑ Oversee mainframe systems operation & management
- ❑ Provide Records Management services
- ❑ Manage mainframe backup and recovery

Infrastructure & Operations Bureau:
- ❑ Deliver technical infrastructure planning, design, deployment and migration
- ❑ Provide asset inventory and configuration management
- ❑ Manage backup and recovery (including Disaster Recovery)
- ❑ Deliver policy based change management
- ❑ Perform systems monitoring and alerting for City technical infrastructure and performance
- ❑ Monitor basic OS/application availability
- ❑ Provide client hardware and software
- ❑ Perform IT Service Management (Service Desk, Problem Management, Change Management)
- ❑ Manage primary Data Center operations
- ❑ Manage asset portfolio

Security Bureau:
- ❑ Develop and deploy information security strategy and solutions
- ❑ Provide IT Security and Risk consulting, education and training
- ❑ Provide protection and detection mechanisms (email, firewall, anti-malware, incident response)

Networking Bureau:
- ❑ Deliver network infrastructure planning, design, deployment and migration
- ❑ Manage enterprise network engineering and telecommunications
- ❑ Deliver video surveillance/camera access and control services

Departmental Highlights

The Information Technology Department is following the outcomes of the organizational assessment and Baker Tilley study.

With an intentional culture growth of service and technical skills, the IT department will focus on building subject matter experts in core business applications while implementing an Information Technology Infrastructure Library (ITIL) based service management strategy. Through development of core systems knowledge IT will reduce its dependence on consultants and vendors, reduce duplication and redundancy in the application portfolio, reduce the overall cost of city operations and improve business process efficiency.

IT will also continue our cloud adoption strategy through migration to Software as a Service (SaaS), Platform as a Service (PaaS) and Infrastructure as a Service (IaaS) solutions, reducing the dependence and costs of on premise compute and storage. Our Office 365 program will ensure the City of Rochester is positioned for the future while providing an application automation, integration and public engagement platform.

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
Show the levels of customer service and resource availability that is being supplied to the City of Rochester. *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others.*	1-6	Innovation and Efficiency	Second Quarter
Demonstrate the Security protections that are being used in the City of Rochester to ensure all data and systems are protected. *Enhance the City's transparency, efficiency, and accountability*	7	Innovation and Efficiency	Second Quarter

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
1. Network and Server Uptime (Amount of time that the network and servers at the City are available for use)	99.0%	99.0%	99.5%	99.5%
2. First Call Resolution Rate	43%	45%	N/A	47%
3. Call Abandonment Rate	4%	4%	4%	3%
4. Customer Satisfaction (Range from 1 to 5, where 1= Unsatisfactory, 5 = Excellent	N/A	4.15	N/A	4.25
5. Email & Network Security Application Uptime (Amount of time that our email and network are being protected from security attacks and breaches)	99.5%	99.5%	99.95%	99.95%
6. Mean Time to Resolve Security Incidents	N/A	8 Hours	N/A	6 Hours

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
7. % of Organization with Up-to-Date Security Training Certification	39%	54%	N/A	75%

Year-To-Year Comparison

Bureau	Budget 2019-20	Budget 2020-21	Change	Percent Approved
Administration	2,457,800	2,442,000	-15,800	-0.6%
Applications & Systems	1,923,600	1,312,200	-611,400	-31.8%
Infrastructure & Operations	2,645,500	2,643,300	-2,200	-0.1%
Security & Networking	1,389,100	1,420,900	31,800	2.3%
Total	8,416,000	7,818,400	-597,600	-7.1%
Interfund Credit*	-149,000	-145,000	4,000	-2.7%
Intrafund Credit*	-840,400	-834,100	6,300	-0.7%
Total	7,426,600	6,839,300	-587,300	-7.9%
Employee Years	53.4	42.4	41.4	38.0

Change Detail

Salary & Wage Adjustments	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-83,500	54,700	-10,500	-240,400	900	-308,500	-587,300

Major Changes

Professional services increases to support implementation of Office 365	300,000
Personnel restructuring results in efficiencies	-258,200
Database Management unit transfers from Project Management Office	243,500
Professional fees for staff augmentation are reduced due to budget constraints	-217,600
One Application Systems position is eliminated due to budget constraints	-84,300
One Application Systems position transfers to the Finance Department	-84,300
A position to support Telestaff transfers to the Rochester Police Department	-81,000
One administrative position is added	47,300
Telecom maintenance is reduced to reflect expected need	-45,000
Professional services and travel expense transfers to the Project Management Office	-44,000
Professional fees for technical support services are reduced to reflect actual need	-41,400
Temporary labor is reduced due to budget constraints	-35,000
Reduce paper supplies as an efficiency measure due to Kronos implementation	-8,500

Program Changes

The Information Technology Department continues to restructure for 2020-21. The Telestaff role is transferred to the Rochester Police Department to promote efficiency. Services such as database management are transferred into Information Technology from the Project Management Office. This

restructuring includes three full time positions

A change in strategy for FY2020-21 focuses less on new capital needs and places more emphasis on existing systems. This promotes greater ownership and expertise of current systems leading to potential long-term savings.

For the 2020-21 fiscal year, three departments—the Mayor's Office, Neighborhood and Business Development, and Information Technology—have implemented a new Strategic Initiative and KPI format. The new format ties each Strategic Initiative back to the *Rochester 2034* Plan Goals, and lists the specific KPIs that will be used to measure progress towards each Initiative.

Telecom/ Data Network Chargebacks – Based on costs associated with telephone and data/network use.

	2019-20	2020-21
ENVIRONMENTAL SERVICES	238,000	240,100
FIRE	52,900	51,400
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	50,800	63,300
CITY COUNCIL & CLERK	10,600	8,000
ADMINISTRATION		
Mayor's Office	21,900	20,300
Management & Budget	4,100	4,000
Human Resource Mgt.	13,700	14,900
Communications	9,100	8,400
Law	10,700	9,400
Total - Administration	59,500	57,000
POLICE	244,500	238,000
EMERGENCY COMMUNICATIONS	5,100	5,900

Department/Bureau	2019-20	2020-21
INFORMATION TECHNOLOGY	20,300	19,800
LIBRARY	15,100	15,100
RECREATION & YOUTH SERVICES		
Commissioner	5,600	8,400
Recreation	30,000	26,000
Youth Services	10,200	8,700
Total - DRYS	45,800	43,100
FINANCE		
Director's Office	2,000	2,500
Accounting	8,100	5,400
Treasury	9,100	8,400
Assessment	6,600	5,900
Parking	15,800	15,800
Traffic Violations Agency	4,600	4,000
Purchasing	5,600	5,400
Total - Finance	51,800	47,400
Total Interfund	117,100	113,900
Total Intrafund	677,300	675,200
CITY TOTAL	794,400	789,100

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

Department	2019-20	2020-21
City Council/ Clerk's Office	1,100	1,100
Administration	18,400	18,000
Information Technology	7,000	6,800
Finance	22,400	21,800
Neighborhood & Business Development	11,100	10,700
Environmental Services	71,600	69,900
Police	33,000	32,100
Fire	12,700	12,400
Recreation & Youth Services	17,700	17,200
Total	195,000	190,000
Total Interfund	31,900	31,100
Total Intrafund	163,100	158,900
Total	195,000	190,000

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	4,251,911	3,378,600	3,583,000	2,998,800
Materials & Supplies	28,089	24,900	25,900	17,200
Services	4,316,129	4,036,100	4,807,100	4,802,400
Other	0	0	0	0
Total	8,596,129	7,439,600	8,416,000	7,818,400
Interfund Credit*	-117,014	-149,000	-149,000	-145,000
Intrafund Credit*	-835,659	-840,400	-840,400	-834,100
Total	7,643,456	6,450,200	7,426,600	6,839,300
Appropriation by Activity				
Administration	952,239	2,131,300	2,457,800	2,442,000
Relationship Management	1,919,495	0	0	0
Application Services	1,397,251	0	0	0
Technical Infrastructure	2,848,158	0	0	0
Enterprise Process and Systems	995,479	0	0	0
Information Services	483,507	0	0	0
Applications & Systems	0	1,857,000	1,923,600	1,312,200
Infrastructure & Operations	0	2,325,100	2,645,500	2,643,300
Security & Networking	0	1,126,200	1,389,100	1,420,900
Total	8,596,129	7,439,600	8,416,000	7,818,400
Interfund Credit*	-117,014	-149,000	-149,000	-145,000
Intrafund Credit*	-835,659	-840,400	-840,400	-834,100
Total	7,643,456	6,450,200	7,426,600	6,839,300
Employee Years by Activity				
Administration	3.5	7.8	6.8	10.4
Relationship Management	3.0	0.0	0.0	0.0
Application Services	11.5	0.0	0.0	0.0
Technical Infrastructure	16.3	0.0	0.0	0.0
Enterprise Process and Systems	14.2	0.0	0.0	0.0
Information Services	4.9	0.0	0.0	0.0
Applications & Systems	0.0	15.6	15.6	11.0
Infrastructure & Operations	0.0	12.0	12.0	9.6
Security & Networking	0.0	7.0	7.0	7.0
Total	53.4	42.4	41.4	38.0

*Reflects chargebacks for telephone/network service and office printers

INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Application & Systems	Infrastructure & Operations	Security & Networking
Br.	Title	Budget 2019-20	Proposed 2020-21				
36	Chief Technology Officer	1	1	1			
33	Director of Business Intelligence	1	1	1			
33	Director of IT Operations	1	1	1			
33	Information Services Manager	0	1	1			
31	Application & Systems Manager	1	1		1		
31	Infrastructure & Operations Manager	1	1			1	
31	Security & Networking Manager	1	0				
31	Systems Architect	1	0				
29	Chief Information Security Officer	0	1				1
29	Information Services Analyst III	0	1	1			
29	IT Security Analyst III	1	0				
29	Networking Manager	0	1				1
29	Systems Engineer III	2	0				
27	Application Services Analyst II	3	2		2		
27	Information Services Analyst II	0	1	1			
27	Systems Engineer II	0	2			1	1
25	Application Services Analyst I	6	1				1
25	Business Analyst I	2	0				
25	IT Security Analyst I	1	2				2
25	IT Transitions Analyst	2	0				
25	Senior Consultant	0	1		1		
25	Systems Engineer I	4	2			2	
24	Records Management Coordinator	1	0				
23	Client Support Analyst	4	3			3	
23	Information Services Developer	0	1	1			
23	IT Security Analyst	1	0				
23	Systems Engineer	1	6		5		1
21	Staff Consultant	0	1		1		
19	Desktop Support Analyst	0	1		1		
19	Office Automation Specialist	0	2			2	
19	Senior IT Call Center Analyst	1	1			1	
18	Technical Administrative Assistant	0	1	1			
17	IT Call Center Analyst	1	1			1	
12	Computer Operator	1	1		1		
12	IT Control Assistant	2	2	2			
Total							
EMPLOYEE YEARS							
Full Time		40.0	40.0	10.0	12.0	11.0	7.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.4	1.2	0.9	0.3	0.0	0.0
Less: Vacancy Allowance		0.0	3.2	0.5	1.3	1.4	0.0
Total		41.4	38.0	10.4	11.0	9.6	7.0

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 purchasing, and assessment operations; maintain financial records and reports; and enforce financial policies and standards.

Departmental Highlights

For 2020-21, the department of Finance is restructured. The sub-Bureau of Payroll is relocated from the Accounting Bureau in the Department of Finance to the Department of Human Resource Management. Services transferred include: the administration of Kronos (time & attendance); auditing and processing payroll; and issuing paychecks to each employee and certain pensioners. This restructuring transfers four full time positions and an operating budget of $256,300.

The Tax Lien Sale is suspended for 2020-21 due the effects of the pandemic.

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 two more garages.

The Rochester Traffic Violations Agency continues to assist the Rochester City Court in the disposition and administration of non-criminal infractions of traffic laws, ordinances and rules & regulations. The agency adjudicates traffic violation tickets and offers plea bargain options.

Highlights of the Department's 2020-21 Strategic Goals and Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2020-21 Strategic Goals & Objectives

Bureau	Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Director's Office	Provide City and City School District financing in accordance with City Debt Policies	5A & 5E	Innovation and Efficiency	First Quarter & Third Quarter
Accounting	Prepare Comprehensive Annual Financial Report (CAFR)	5E	Innovation and Efficiency	Second Quarter
Treasury	Expand outreach efforts to owner occupants regarding the benefits of tax agreements	3A	Innovation and Efficiency	First Quarter
Treasury	Evaluate options for replacement of mainframe receivable systems in coordination with the Project Management Office and Information Technology	5E	Innovation and Efficiency	Second Quarter
Treasury	Implement a new cash management software solution to manage investments	5E	Innovation and Efficiency	Second Quarter
Treasury	Conduct annual foreclosure sale	3A	Innovation and Efficiency	Third Quarter
Treasury	Prepare annual tax bill	5E	Innovation and Efficiency	Fourth Quarter

Bureau	Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Assessment	Migrate to new software for appraisers	5E	Innovation and Efficiency	First Quarter
Assessment	Comprehensive Review of Not for Profits	5E	Innovation and Efficiency	Second Quarter
Assessment	Receive training for Geographic Information Systems (GIS)	5E	Innovation and Efficiency	Fourth Quarter
Parking & Municipal Violations	Continue installation and implementation of the new Parking Access Revenue Control system software in Washington Square Garage and South Avenue Garage	5E	Innovation and Efficiency	Fourth Quarter
Purchasing	Increase the use of electronic requests for quotations (RFQ's) through the use of BidNet	5E	Innovation and Efficiency	Second Quarter
Purchasing	Complete transition to tracking MWBE and Workforce Utilization from paper to web-based software reporting for all economic development and PSA contracts	5E	Innovation and Efficiency	Fourth Quarter
Purchasing	Increase MWBE participation in City public works contracts, City contract purchases, and PSA's	5A	More Jobs and Neighborhood Development	Ongoing
Traffic Violations Agency	Circulate inserts describing the ticket answering process through mailings and in person distribution	3F	Innovation and Efficiency	First Quarter
Traffic Violations Agency	Issue a Request for Proposals (RFP) to hire a debt collection agency to recover funds from motorists with default judgments resulting from unpaid tickets	3F	Innovation and Efficiency	First Quarter
Traffic Violations Agency	Work with nCourt to implement an online reduced plea offer option	3F	Innovation and Efficiency	Second Quarter

Year-To-Year Comparison

Bureau	Budget 2019-20	Budget 2020-21	Change	Percent Change
Director's Office	618,500	662,000	43,500	7.0%
Accounting	1,196,200	880,300	-315,900	-26.4%
Treasury	1,777,800	1,779,700	1,900	0.1%
Assessment	939,300	874,300	-65,000	-6.9%
Parking & Municipal Violations	6,310,400	6,150,000	-160,400	-2.5%
Purchasing	1,097,100	1,028,900	-68,200	-6.2%
Traffic Violations Agency	944,900	826,300	-118,600	-12.6%
Total	12,884,200	12,201,500	-682,700	-5.3%
Interfund Credit*	-189,700	-222,300	-32,600	17.2%
Intrafund Credit*	-567,200	-510,700	56,500	-10.0%
Total	12,127,300	11,468,500	-658,800	-5.4%
Employee Years	111.6	103.1	-8.5	-7.6%

*Reflects chargeback for postage and duplicating.

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-11,800	33,400	-31,700	-28,400	-5,000	-639,200	-682,700

Major Change Highlights

Transfer Payroll function to the Department of Human Resource Management	-256,300
One Applications Systems Analyst transfers from the Information Technology Department	84,300
Decrease miscellaneous supplies and services in Parking Bureau to reflect actual need and due to budget constraints	-73,900
Decrease parking garage facility maintenance to reflect actual need	-71,500
Add funding in parking garage security line mostly for contingency for customer service in the event that the revenue control equipment fails at Crossroads Garage	70,800
Decrease Parking Bureau utilities to reflect actual need	-70,800
Eliminate one Senior Accountant due to budget constraints	-58,200
A full time position is eliminated in Traffic Violations Agency as an efficiency measure	-51,600
Eliminate one Clerk II position due to budget constraints	-45,700
Net decrease in professional services mostly to reflect the elimination of the agreement for rental of the Kodak lot	-41,800
Overtime decreases in Traffic Violations Agency due to budget constraints	-31,000
A part time position is eliminated in Traffic Violations Agency due to budget constraints	-20,300
Net reduction in supplies and services in Traffic Violations Agency due to budget constraints	-19,000
Funding for FY20 Reassessment does not recur	-18,000
Productivity improvements result in savings	-2,900

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	6,452,034	6,434,700	6,695,600	6,301,100
Materials & Supplies	177,812	196,200	232,000	227,100
Services	5,249,416	5,431,000	5,956,600	5,673,300
Other	0	0	0	0
Total	11,879,262	12,061,900	12,884,200	12,201,500
Interfund Credit*	-167,955	-163,700	-189,700	-222,300
Intrafund Credit*	-528,460	-563,400	-567,200	-510,700
Total	11,182,847	11,334,800	12,127,300	11,468,500
Appropriation by Activity				
Director's Office	611,050	566,600	618,500	662,000
Accounting	1,110,559	1,193,200	1,196,200	880,300
Treasury	1,780,518	1,750,600	1,777,800	1,779,700
Assessment	884,174	916,900	939,300	874,300
Parking & Municipal Violations	5,645,564	5,739,300	6,310,400	6,150,000
Purchasing	1,052,559	1,026,100	1,097,100	1,028,900
Traffic Violations Agency	794,838	869,200	944,900	826,300
Total	11,879,262	12,061,900	12,884,200	12,201,500
Interfund Credit*	-167,955	-163,700	-189,700	-222,300
Intrafund Credit*	-528,460	-563,400	-567,200	-510,700
Total	11,182,847	11,334,800	12,127,300	11,468,500
Employee Years by Activity				
Director's Office	4.0	4.0	4.0	5.0
Accounting	17.6	16.3	16.1	12.0
Treasury	20.5	19.9	18.9	17.9
Assessment	13.1	13.4	14.9	12.2
Parking & Municipal Violations	35.3	32.8	36.0	36.0
Purchasing	11.7	11.8	11.4	11.5
Traffic Violations Agency	9.8	9.9	10.3	8.5
Total	112.0	108.1	111.6	103.1

*Reflects chargeback for postage and duplicating.

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE

Mission Statement

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

Vital Customers

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

Critical Processes

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Provide City and City School District financing in accordance with City Debt Policies	5A & 5E	Innovation and Efficiency	First Quarter & Third Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
FINANCIAL/COST				
Total entity general obligation debt ($000)	344,239	335,940	342,315	332,070
Bond and notes sale	3	4	4	4
Sales value ($000)	135,234	154,675	161,250	245,020

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	618,500	662,000	43,500
Employee Years	4.0	5.0	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
10,000	4,300	400	0	-55,500	84,300	43,500

Major Changes

One Applications Systems Analyst transfers from the Information Technology Department	84,300

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	356,048	356,800	356,300	448,100
Materials & Supplies	379	1,100	1,100	400
Services	254,623	208,700	261,100	213,500
Other	0	0	0	0
Total	611,050	566,600	618,500	662,000
Appropriation by Activity				
Director's Office	611,050	566,600	618,500	662,000
Employee Years by Activity				
Director's Office	4.0	4.0	4.0	5.0

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS

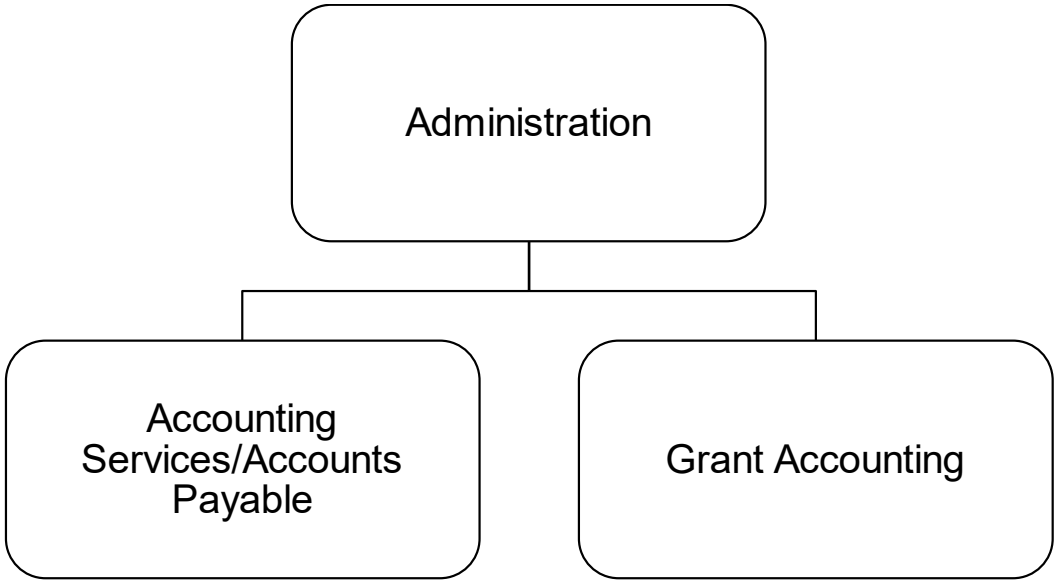
Br.	Title	Budget 2019-20	Proposed 2020-21
36	Director of Finance	1	1
25	Application Services Analyst I	0	1
25	Business Analyst I	1	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1

EMPLOYEE YEARS		
Full Time	4.0	5.0
Overtime	0.0	0.0
Part Time, Temporary, Seasonal	0.0	0.0
Less: Vacancy Allowance	0.0	0.0
Total	4.0	5.0

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 invoices
- Recording all financial transactions
- Producing financial reports
- Maintaining general ledger and subsidiary records
- Reviewing grant budgets and monitoring loan programs

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Prepare Comprehensive Annual Financial Report (CAFR)	5E	Innovation and Efficiency	Second Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
CUSTOMER PERSPECTIVE				
Weekly invoices processed	1135	1152	1,200	1,150
Federal and New York State grants processed	182	183	180	182
Housing loans	104	105	105	105

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Business development loans/leases	84	85	90	87
FINANCIAL/COST				
In lieu of tax agreements billed	201	209	209	222

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	1,196,200	880,300	-315,900
Employee Years	16.1	12.0	-4.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-32,500	800	-10,400	-28,400	7,000	-252,400	-315,900

Program Change

The sub-Bureau of Payroll is relocated from the Accounting Bureau in the Department of Finance to the Department of Human Resources. Services transferred include: the administration of Kronos (time & attendance); auditing and processing payroll; and issuing paychecks to each employee and certain pensioners. This restructuring eliminates four full time positions and an operating budget of $256,300.

Major Changes

Transfer Payroll function to the Department of Human Resource Management	-256,300
Funding added to support full year Other Post Employment Benefit (OPEB)	7,000
Miscellaneous reductions due to budget constraints	-3,100

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DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,012,643	1,113,500	1,127,500	810,600
Materials & Supplies	4,712	7,000	2,000	3,000
Services	93,204	72,700	66,700	66,700
Other	0	0	0	0
Total	1,110,559	1,193,200	1,196,200	880,300
Appropriation by Activity				
Administration	253,080	286,700	273,400	286,000
Accounting Services/Accounts Payable	317,280	327,800	326,100	318,800
Payroll	246,414	268,200	286,200	0
Grant Accounting	293,785	310,500	310,500	275,500
Total	1,110,559	1,193,200	1,196,200	880,300
Employee Years by Activity				
Administration	2.0	2.0	2.0	2.0
Accounting Services/Accounts Payable	6.0	6.1	6.1	6.2
Payroll	5.0	4.1	4.0	0.0
Grant Accounting	4.6	4.1	4.0	3.8
Total	17.6	16.3	16.1	12.0

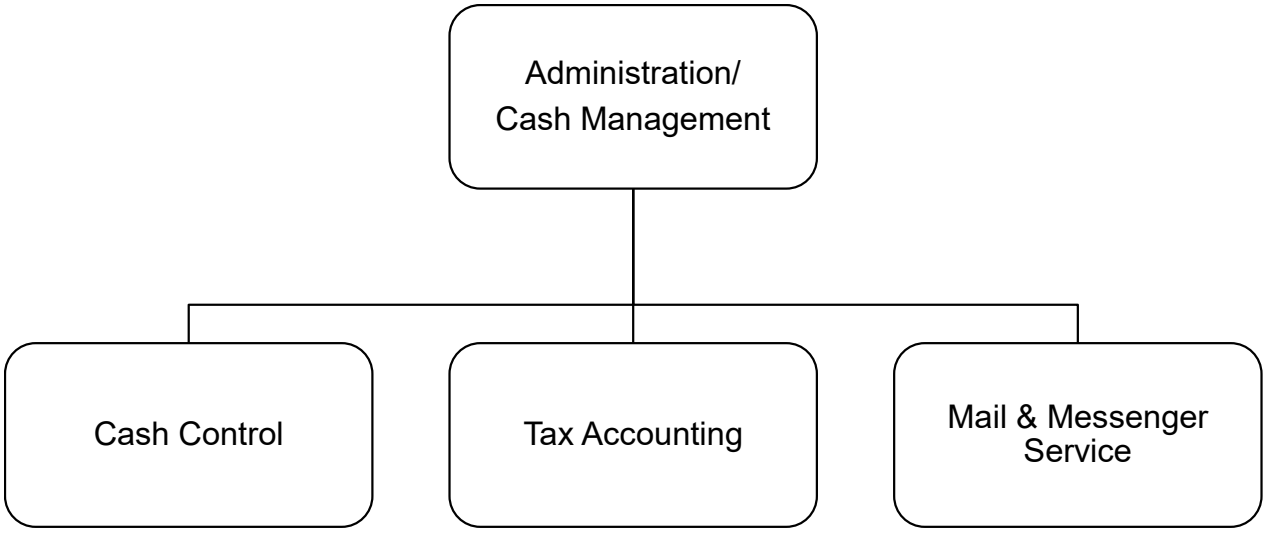
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Accounting Services/ Accounts Payable	Grant Accounting
Br.	Title	Budget 2019-20	Proposed 2020-21			
33	Deputy Director, Finance	1	1	1		
30	Assistant Director, Accounting	1	1	1		
27	Payroll Systems Supervisor	1	0			
26	Principal Finance Officer	1	1			1
24	Associate Accountant	3	2			2
23	Application Services Developer	1	0			
20	Senior Accountant	5	2		2	
17	Accountant	1	2		2	
14	Junior Accountant	0	1			1
9	Clerk II	1	1		1	
9	Clerk II with Typing	1	1		1	
EMPLOYEE YEARS						
Full Time		16.0	12.0	2.0	6.0	4.0
Overtime		0.1	0.1	0.0	0.1	0.0
Part Time, Temporary, Seasonal		0.0	0.1	0.0	0.1	0.0
Less: Vacancy Allowance		0.0	0.2	0.0	0.0	0.2
Total		16.1	12.0	2.0	6.2	3.8

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Expand outreach efforts to owner occupants regarding the benefits of tax agreements	3A	Innovation and Efficiency	First Quarter
Evaluate options for replacement of mainframe receivable systems in coordination with the Project Management Office and Information Technology	5E	Innovation and Efficiency	Second Quarter
Implement a new cash management software solution to manage investments	5E	Innovation and Efficiency	Second Quarter
Conduct annual foreclosure sale	3A	Innovation and Efficiency	Third Quarter
Prepare annual tax bill	5E	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Foreclosure notices mailed	1,048	1,789	2,000	3,000
CUSTOMER PERSPECTIVE				
Tax accounts	61,866	61,743	62,400	61,900
Tax information calls	19,401	19,100	25,000	22,000
FINANCIAL/COSTS				
Delinquent tax accounts	8,999	10,039	9,900	9,900
Percent of adjusted property tax balances collected – Current (%)	93.41	92.75	94.0	93.25
Percent of adjusted property tax balances collected – Delinquent (%)	46.46	47.0	47.0	45.0
Liens sold	1,381	500	2,000	0
City initiated foreclosures	1048	1,789	2,000	3000
Properties redeemed before foreclosure	474	636	950	800
Average daily cash ledger balance ($000)	336,000	326,800	350,000	333,400
Average daily invested cash bank balance ($000)	274,300	257,200	283,300	262,300
Average investment rate (%)	1.2	1	1.4	0.06

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	1,777,800	1,779,700	1,900
Employee Years	18.9	17.9	-1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
36,600	1,800	-31,000	0	44,500	-50,000	1,900

Program Change

The Tax Lien Sale is suspended for 2020-21 due the effects of the pandemic.

Major Changes

Eliminate one Senior Accountant due to budget constraints	-58,200
Increase temporary wages to support ongoing Treasury operations	8,200

Postage Chargebacks

Department/Bureau	2019-20	2020-21
CITY COUNCIL & CLERK	19,400	16,500
NEIGHBORHOOD & ECONOMIC DEVELOPMENT	65,300	58,000
ADMINISTRATION		
Mayor's Office	10,700	7,600
Management & Budget	0	100
Human Resource Management	10,500	18,300
Communications	1,100	600
Law	4,600	4,400
Total - Administration	26,900	31,000
FINANCE		
Director's Office	200	100
Accounting	7,100	0
Treasury	47,600	41,200
Assessment	16,100	20,700
Parking & Municipal Violations	43,700	37,900
Traffic Violations Agency	8,500	15,200
Purchasing	3,700	3,100
Total - Finance	126,900	118,200

Department/Bureau	2019-20	2020-21
ENVIRONMENTAL SERVICES	136,600	134,000
EMERGENCY COMMUNICATIONS	4,000	3,000
POLICE	60,400	50,000
FIRE	1,100	1,300
LIBRARY	0	0
RECREATION & YOUTH SERVICES		
Commissioner	2,100	6,100
Recreation	500	500
Youth Services	2,500	1,300
Total - DRYS	5,100	7,900
INFORMATION TECHNOLOGY	100	100
Total Interfund	172,900	205,500
Total Intrafund	272,900	214,500
CITY TOTAL	445,800	420,000

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,170,476	1,131,200	1,114,400	1,165,200
Materials & Supplies	35,084	37,100	37,100	33,700
Services	574,958	582,300	626,300	580,800
Other	0	0	0	0
Total	1,780,518	1,750,600	1,777,800	1,779,700
Interfund Credit*	-154,796	-146,900	-172,900	-205,500
Intrafund Credit*	-270,394	-269,100	-272,900	-214,500
Total	1,355,328	1,334,600	1,332,000	1,359,700
Appropriation by Activity				
Administration/Cash Management	801,802	791,300	790,400	722,000
Cash Control	205,036	181,100	169,500	207,100
Tax Accounting	269,760	280,800	282,300	293,500
Mail and Messenger Service	503,920	497,400	535,600	557,100
Total	1,780,518	1,750,600	1,777,800	1,779,700
Interfund Credit*	-154,796	-146,900	-172,900	-205,500
Intrafund Credit*	-270,394	-269,100	-272,900	-214,500
Total	1,355,328	1,334,600	1,332,000	1,359,700
Employee Years by Activity				
Administration/Cash Management	6.7	8.4	8.1	7.4
Cash Control	4.4	3.4	3.2	3.2
Tax Accounting	7.2	5.8	5.6	5.3
Mail and Messenger Service	2.2	2.3	2.0	2.0
Total	20.5	19.9	18.9	17.9

*Reflects chargeback for postage

DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

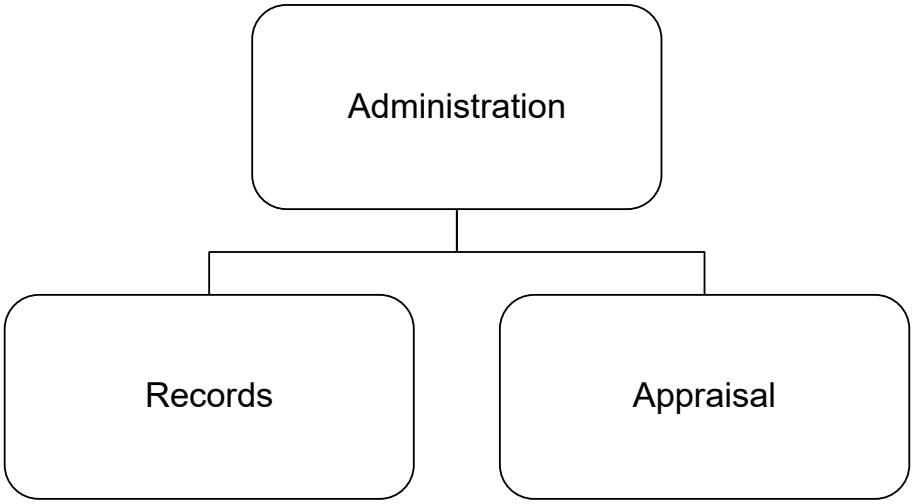
FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2019-20	Proposed 2020-21				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Cash & Investment Manager	1	1	1			
24	Associate Accountant	1	0				
24	Senior Administratve Analyst	0	1	1			
20	Head Cashier/Bilingual	1	1		1		
20	Senior Accountant	2	1	1			
18	Head Account Clerk	1	1			1	
17	Accountant	1	2	1	1		
15	Principal Account Clerk	1	0				
14	Junior Accountant	2	2			2	
14	Mailroom Coordinator	1	1				1
13	Senior Cashier	1	1		1		
12	Resource Collector	2	2			2	
10	Interdepartmental Messenger	1	0				
10	Mailroom Clerk	0	1				1
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
Full Time		18.0	17.0	7.0	3.0	5.0	2.0
Overtime		0.2	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		0.7	0.7	0.4	0.0	0.3	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		18.9	17.9	7.4	3.2	5.3	2.0

DEPARTMENT OF FINANCE
ASSESSMENT

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Migrate to new software for appraisers	5E	Innovation and Efficiency	First Quarter
Comprehensive Review of Not for Profits	5E	Innovation and Efficiency	Second Quarter
Receive training for Geographic Information Systems (GIS)	5E	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
CUSTOMER PERSPECTIVE				
Reviews performed:				
● Exemptions (new and renewal)	11,025	10,000	9,300	9,500
● Inspection of building permits	2,895	2,500	2,500	2,900
● Non-profits & other	3,594	3,500	3,500	4,500
● Owner reviews	543	3,200	3,200	700
● Notices and Letters	67,210	75,000	75,000	27,000

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	939,300	874,300	-65,000
Employee Years	14.9	12.2	-2.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
10,900	200	11,300	0	1,500	-88,900	-65,000

Major Changes

Eliminate one Clerk II position due to budget constraints	-45,700
Funding for FY20 Reassessment does not recur	-18,000
Reduce temporary wages as an efficiency measure	-10,600
Reduce overtime spending due to budget constraints	-10,400
Reduce facilities spending based on historical need.	-7,000
Increase funding for software support	2,800

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	814,222	854,800	874,000	803,200
Materials & Supplies	987	4,400	6,000	6,100
Services	68,965	57,700	59,300	65,000
Other	0	0	0	0
Total	884,174	916,900	939,300	874,300
Appropriation by Activity				
Administration	184,964	180,100	199,000	184,700
Records	221,758	245,500	245,600	187,600
Appraisal	477,452	491,300	494,700	502,000
Total	884,174	916,900	939,300	874,300
Employee Years by Activity				
Administration	0.9	1.0	1.2	1.0
Records	5.3	5.3	6.6	4.1
Appraisal	6.9	7.1	7.1	7.1
Total	13.1	13.4	14.9	12.2

DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

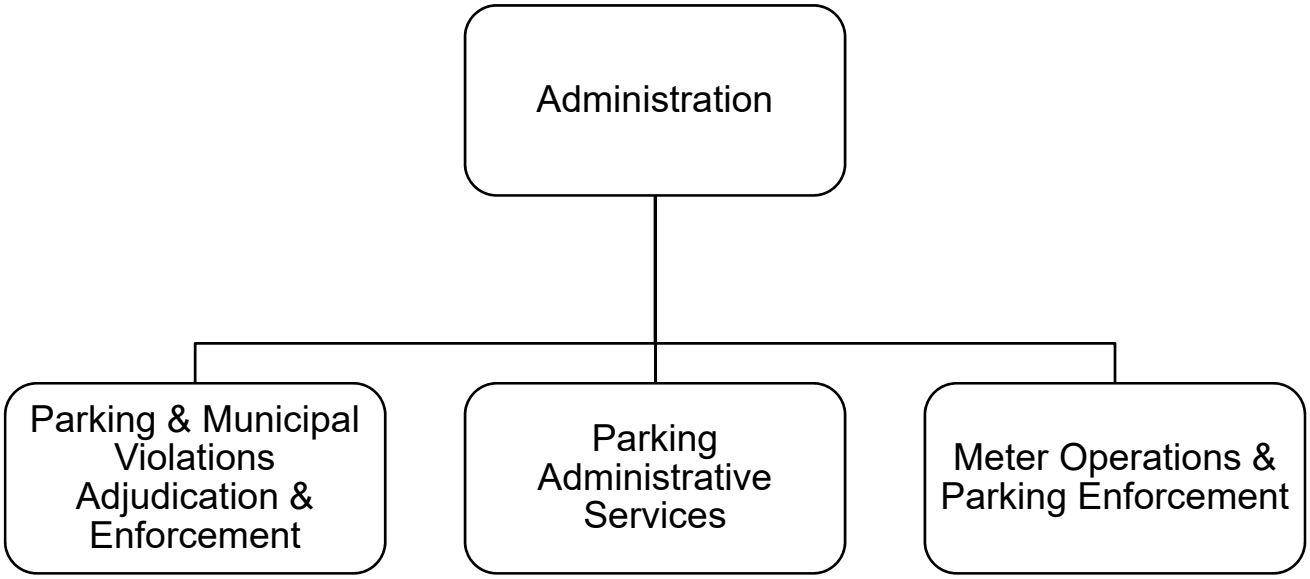
FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2019-20	Proposed 2020-21			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
9	Clerk II	3	2		2	
9	Clerk II with Typing	1	1		1	
EMPLOYEE YEARS						
Full Time		13.0	12.0	1.0	4.0	7.0
Overtime		0.5	0.2	0.0	0.1	0.1
Part Time, Temporary, Seasonal		1.4	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		14.9	12.2	1.0	4.1	7.1

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

Mission Statement

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

Organization



Vital Customers

External:

- Potential developers and business owners contemplating a move to the city of Rochester
- Vehicle owners who park in City parking facilities
- Vehicle owners who park on city streets
- Vehicle owners and city 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 payments 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
- Adjudicate contested parking tickets
- Manage and maintain all records pertaining to parking tickets issued
- Coordinate collection agency activity for outstanding parking fines with third party vendor

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue installation and implementation of the new Parking Access Revenue Control system software in Washington Square Garage and South Avenue Garage	5E	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
CUSTOMER PERSPECTIVE				
Percent of booted vehicles that pay vs. being towed	86%	85%	85%	85%
Percent of parking tickets paid vs. tickets issued	91%	80%	90%	90%

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	6,310,400	6,150,000	-160,400
Employee Years	36.0	36.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,400	22,400	1,200	0	0	-188,400	-160,400

Major Changes

Decrease facility maintenance to reflect actual need	-71,500
Add funding in security line mostly for contingency for customer service in the event that the revenue control equipment fails at Crossroads Garage	70,800
Decrease utilities to reflect actual need	-70,800
Net decrease in professional services mostly to reflect the elimination of the agreement for rental of the Kodak lot	-41,800
Funding for hearing examiners decreases to reflect actual need	-28,500
Printing decreases to reflect actual need	-16,000
Water expense decreases to reflect actual need	-15,700
Decrease miscellaneous supplies and services due to budget constraints	-13,700
Productivity improvements result in savings	-1,200

Program Changes

Installation and implementation of the new parking access revenue control system software is planned for Washington Square Garage and South Avenue Garage.

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,812,642	1,725,200	1,896,400	1,900,800
Materials & Supplies	72,509	58,600	96,600	94,700
Services	3,760,413	3,955,500	4,317,400	4,154,500
Other	0	0	0	0
Total	5,645,564	5,739,300	6,310,400	6,150,000
Appropriation by Activity				
Administration	262,854	268,700	266,300	270,000
Parking/Municipal Violations Adjud. & Enforcement	650,930	676,000	742,800	690,500
Parking Administrative Services	3,825,426	3,982,100	4,327,000	4,168,700
Meter Operations/Parking Enforcement	906,354	812,500	974,300	1,020,800
Total	5,645,564	5,739,300	6,310,400	6,150,000
Employee Years by Activity				
Administration	3.0	3.0	3.0	3.0
Parking/Municipal Violations Adjud. & Enforcement	9.3	9.4	9.5	9.5
Parking Administrative Services	8.0	7.1	8.0	7.5
Meter Operations/Parking Enforcement	15.0	13.3	15.5	16.0
Total	35.3	32.8	36.0	36.0

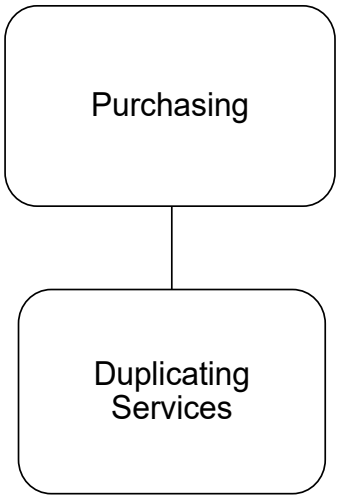
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	P&MV Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2019-20	Proposed 2020-21				
33	Director, Parking	1	1	1			
28	Asst. Director, Parking	1	1		1		
26	Municipal Parking Compliance Auditor	1	1			1	
25	Business Analyst I	1	1	1			
21	Supervisor of Structures & Equipment	1	1			1	
19	Parking Enforcement Supervisor	2	2				2
18	Parking Compliance Monitor	1	1			1	
16	Administrative Assistant	1	1			1	
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	9				9
10	Parking Equipment Mechanic	2	2				2
9	Clerk II	2	2		2		
9	Clerk II with Typing	1	1			1	
7	Clerk III	4	4		3	1	
5	Account Clerk	1	1		1		
EMPLOYEE YEARS							
Full Time		31.0	32.0	3.0	9.0	7.0	13.0
Overtime		0.5	0.5	0.0	0.1	0.2	0.2
Part Time, Temporary, Seasonal		4.7	3.7	0.0	0.5	0.3	2.9
Less: Vacancy Allowance		0.2	0.2	0.0	0.1	0.0	0.1
Total		36.0	36.0	3.0	9.5	7.5	16.0

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

- Oversee fair and open bidding process to ensure compliance and award to low bidder
- Provide contract awards and maintenance
- Auction surplus equipment
- Issue 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 and City of Rochester departments/bureaus
- Review and approve Minority and Women Business Enterprises Utilization plans
- Act as liaison between prime contractors and MWBE subcontractors for City of Rochester projects
- Provide copying services to City Hall

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Increase the use of electronic requests for quotations (RFQ's) through the use of BidNet	5E	Innovation and Efficiency	Second Quarter
Complete transition to tracking MWBE and Workforce Utilization from paper to web-based software reporting for all economic development and PSA contracts	5E	Innovation and Efficiency	Fourth Quarter
Increase MWBE participation in City public works contracts, City contract purchases, and PSA's	5A	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Contracts awarded:				
● Construction ($000)	24,525	40,000	50,000	60,000
● Construction M/WBE ($000)	6,352	12,000	15,000	16,000
● Percent of MWBE to Total	25.9	30.0	30.0	28.0
● Number of goods and services contracts awarded	450	400	500	500
Percent of City public bids received electronically	26	24	30	30
Percent of purchases of best value bids	8	1	1	2
FINANCIAL/COSTS				
Money recovered from sale of surplus property ($)	269,845	126,000	250,000	250,000
LEARNING AND INNOVATION				
Percent of City public bids distributed electronically	94	95	95	95

N/A – Not Applicable

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	1,097,100	1,028,900	-68,200
Employee Years	11.4	11.5	0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-46,300	1,800	-1,000	0	-2,500	-20,200	-68,200

Major Changes

A decrease in full time wages due to personnel restructuring is partially offset by an increase in temporary wages	-7,200
Reduce professional fees to reflect actual need	-6,700
Reduce printing services as an efficiency measure	-6,300

Duplicating Chargebacks

Department/Bureau	2019-20	2020-21
CITY COUNCIL & CLERK	10,700	6,000
NEIGHBORHOOD & BUSINESS DEV.	73,500	83,200
ADMINISTRATION		
Mayor's Office	62,600	61,800
Management & Budget	6,200	5,200
Human Resource Management	17,600	16,400
Communications	26,500	26,200
Law	400	3,300
Total - Administration	113,300	112,900
LIBRARY	400	400
FINANCE		
Director's Office	0	0
Accounting	800	600
Treasury	6,800	7,500
Assessment	5,000	11,600
Parking and Municipal Violations	600	2,800
TVA	100	0
Purchasing	3,800	3,600
Total - Finance	17,100	26,100

Department/Bureau	2019-20	2020-21
ENVIRONMENTAL SERVICES	27,600	29,500
EMERGENCY COMMUNICATIONS	6,500	2,200
INFORMATION TECHNOLOGY	200	300
RPD	6,200	7,000
FIRE	17,900	7,900
RECREATION & YOUTH SERVICES		
Commissioner	0	0
Recreation	37,700	37,500
Youth Services	0	0
Total - DRYS	37,700	37,500
Total Interfund	16,800	16,800
Total Intrafund	294,300	296,200
CITY TOTAL	311,100	313,000

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	770,039	707,500	753,200	697,200
Materials & Supplies	54,842	79,600	79,600	80,900
Services	227,678	239,000	264,300	250,800
Other	0	0	0	0
Total	1,052,559	1,026,100	1,097,100	1,028,900
Interfund Credit*	-13,159	-16,800	-16,800	-16,800
Intrafund Credit*	-258,066	-294,300	-294,300	-296,200
Total	781,334	715,000	786,000	715,900
Appropriation by Activity				
Purchasing	762,882	715,100	786,000	715,600
Duplicating Services	289,677	311,000	311,100	313,300
Total	1,052,559	1,026,100	1,097,100	1,028,900
Interfund Credit*	-13,159	-16,800	-16,800	-16,800
Intrafund Credit*	-258,066	-294,300	-294,300	-296,200
Total	781,334	715,000	786,000	715,900
Employee Years by Activity				
Purchasing	10.7	10.8	10.4	10.5
Duplicating Services	1.0	1.0	1.0	1.0
Total	11.7	11.8	11.4	11.5

*Reflects chargeback for duplicating

DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

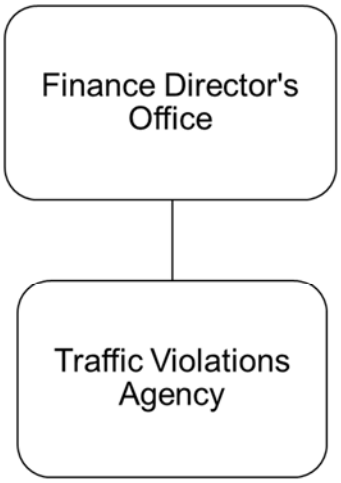
FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2019-20	Proposed 2020-21		
33	Purchasing Agent	1	1	1	
26	Minority & Women Business Enterprise Officer	0	1	1	
24	Minority & Women Business Enterprise Officer	1	0		
24	Contract Administrator	0	1	1	
22	Contract Administrator	1	0		
22	Senior Purchaser	2	2	2	
20	Administrative Analyst	2	2	2	
19	Purchaser	1	1	1	
14	Purchasing Control Clerk	1	1	1	
14	Coordinator Duplicating & Supplies	1	1		1
7	Clerk III with Typing	1	1	1	
EMPLOYEE YEARS					
Full Time		11.0	11.0	10.0	1.0
Overtime		0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		0.4	0.5	0.5	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		11.4	11.5	10.5	1.0

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by enhancing public safety through equitable adjudication of traffic infractions.

Organization



Vital Customers

- External: Motorists who receive traffic infractions within the city of Rochester, local law enforcement agencies, Rochester City Court, all those who currently or potentially could live, visit, or do business in the city of Rochester
- Internal: City of Rochester administration and Mayor's Office

Critical Processes

- Assist the Rochester City Court in the disposition and administration of non-criminal infractions of traffic laws, ordinances and rules and regulations
- Adjudicate traffic violation tickets and offer plea bargain options
- Collect and record all monies related to traffic infractions
- Report to the Office of the NYS Comptroller within the first ten days of the month all fines, penalties and forfeitures collected by the agency
- Remit to the State the penalties and fines that are reflected on the Office of NYS Comptroller invoice
- Issue to the State on an annual basis a report detailing the progress, development and operations of the Agency

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Circulate inserts describing the ticket answering process through mailings and in person distribution	3F	Innovation and Efficiency	First Quarter
Issue a Request for Proposals (RFP) to hire a debt collection agency to recover funds from motorists with default judgments resulting from unpaid tickets	3F	Innovation and Efficiency	Second Quarter
Work with nCourt to implement an online reduced plea offer option	3F	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Number of new moving violations tickets	23,079	23,000	24,000	24,000
Disposition rate of tickets filed	54%	50%	55%	60%
% of cases plea bargained (of those cases that reached a disposition)	89%	80%	90%	80%
% of cases heard in front of the judicial hearing officer	6%	8%	8%	9%
Disposition rate of transferred tickets	43%	17%	30%	20%

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	944,900	826,300	-118,600
Employee Years	10.3	8.5	-1.8

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
5,100	2,100	-2,200	0	0	-123,600	-118,600

Major Changes

A full time position is eliminated as an efficiency measure	-51,600
Overtime decreases due to budget constraints	-31,000
A part time position is eliminated due to budget constraints	-20,300
Net reduction in supplies and services due to budget constraints	-19,000
Productivity improvements result in savings	-1,700

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	515,964	545,700	573,800	476,000
Materials & Supplies	9,299	8,400	9,600	8,300
Services	269,575	315,100	361,500	342,000
Other	0	0	0	0
Total	794,838	869,200	944,900	826,300
Appropriation by Activity				
Traffic Violations Agency	794,838	869,200	944,900	826,300
Employee Years by Activity				
Traffic Violations Agency	9.8	9.9	10.3	8.5
Total	9.8	9.9	10.3	8.5

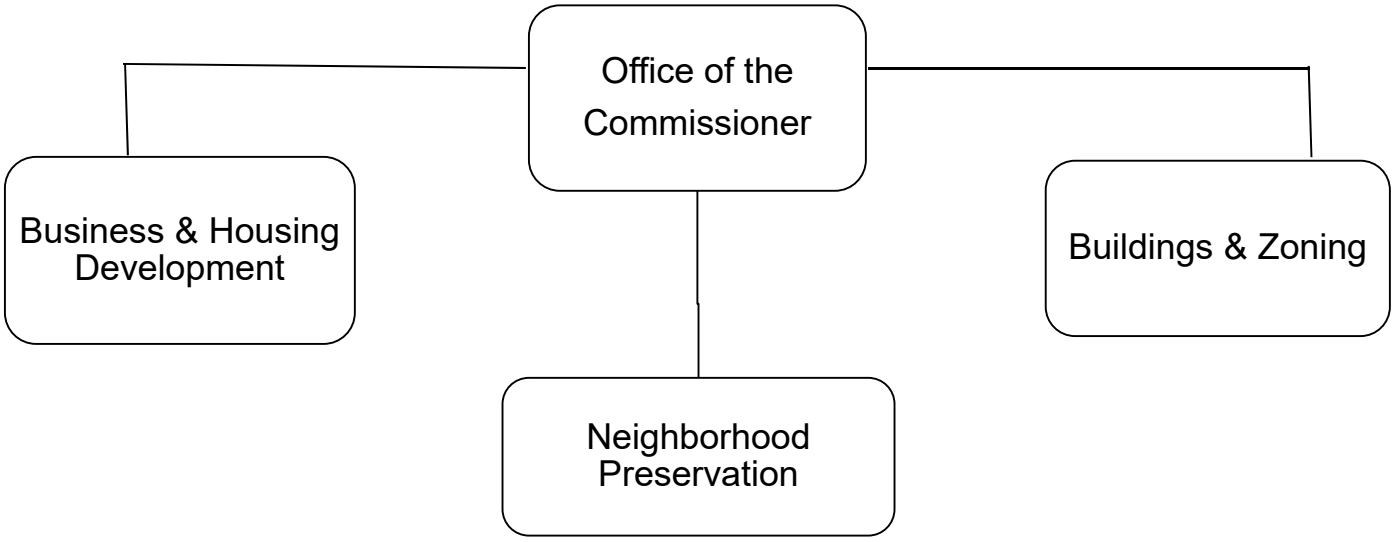
DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2019-20	Proposed 2020-21
28	Executive Director	1	1
23	Assistant Executive Director	1	1
13	Administrative Secretary	1	0
12	Lead Motor Vehicle Representative	0	1
12	Lead Motor Vehicle Representative Bilingual	0	1
10	Motor Vehicle Representative	6	4
EMPLOYEE YEARS			
Full Time		9.0	8.0
Overtime		0.3	0.0
Part Time, Temporary, Seasonal		1.0	0.5
Less: Vacancy Allowance		0.0	0.0
Total		10.3	8.5

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



Departmental Highlights

For 2020-21, the Department of Neighborhood and Business Development will focus on strengthening the city's commercial corridors, increasing home ownership, reducing blight and nuisances, and attracting development to neighborhoods and downtown. We will be partnering with the Office of Planning to assess all NBD policies and ensure they are aligned with Rochester 2034 and begin the process of rewriting the Zoning Code and Map to align with the 2034 Place Making Plan. The Department of Neighborhood and Business Development will be developing and implementing a Property Manager Licensing Program and an Emergency Hazard Violation Abatement Program as part of our Cities RISE Phase III grant.

The Department of Neighborhood and Business Development is also committed to partnering with the Mayor's Office of Project Management to develop and implement the Land Management project. This project will significantly enhance the level of service provided to our front end customers, will transform how we do business, and will create cutting edge interfaces between City Hall and the community we serve.

NBD is adopting a new KPI format that will focus on six (6) broad objectives supported by Rochester 2034; 17 specific goals across the six objectives and 30 data categories similar to current KPIs.

Strategic Initiative & ***Rochester 2034 Alignment***	**KPI Reference (see table below)**	**Mayor's Priority Area**	**Projected Completion**
Create high quality housing units *HSG-4a: Support the production of new high-quality housing, mixed-income housing that is affordable and accessible to people across a wide range of incomes, abilities, household sizes, life states, and ages.* *HSG-1d: Seek strategic opportunities to expand the City's homeownership programs and Employer Assisted Housing Initiative (EAHI).*	A, B, & C	Safer, More Vibrant Neighborhoods	Ongoing
Enhance the quality of existing housing *HSG-6a: Proactively partner with developers and the Rochester Land Bank.* *PMP-4l: Continue to provide aggressive enforcement of property maintenance and nuisance laws.* *PMP-4d: Continue to update the City's housing programs to ensure the use of high quality materials and sustainable building practices. Consideration should be given to the long-term benefits.* *HSG-6a: Proactively partner with developers and the Rochester Land Bank to rehabilitate vacant homes and make them available for first time, income-qualified homebuyers in middle market neighborhoods.*	D, E, & F	Safer, More Vibrant Neighborhoods	Ongoing

Strategic Initiative & ***Rochester 2034 Alignment***	**KPI Reference (see table below)**	**Mayor's Priority Area**	**Projected Completion**
Create and retain jobs *ECN-4: Continue to support and attract job-generating economic development.* *ENC-1: Attract businesses.* *ENC-2: Support existing and help/ incentivize new neighborhood businesses.*	G & H	More Jobs; Safer, More Vibrant Neighborhoods	Ongoing
Improve customer service *SC-4: Improve municipal technology to better serve the city, residents, stakeholders, and others.* *SC-4b: Expand existing and develop new municipal online payment, permitting, and licensing systems, as well as subscription-based public notifications.* *SC-4c: Advance City permitting, inspection, and enforcement operations through digital transformation.* *ECN-2e: Assess and reduce administrative and regulatory barriers for small business development and support.*	I	Innovation & Efficiency; Safer, More Vibrant Neighborhoods	Ongoing
Enhance the quality of life for city residents *VNT-1c: Allocate additional funds to broaden the City's clean demolition initiative.* *BFN-2: Continue and expand existing efforts to decrease the accumulation of litter in the community.* *BCC-1: Building Community Capacity.*	J & K	Safer, More Vibrant Neighborhoods	Ongoing
Develop a strategy to quantify the affordable housing gap that uses data specific to the city of Rochester (not the wider MSA) *HSG-2: Improve understanding and monitoring of local housing and community development issues, needs, opportunities, and impacts.*	L	Innovation & Efficiency; Safer, More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
A. Create new housing units				
1. New affordable units created via the Land Bank	N/A	N/A	N/A	8
2. New affordable units created by the City	N/A	N/A	N/A	152
3. New market-rate units created by the City	N/A	N/A	N/A	103
B. Increase city owner occupants				
1. Via properties sold to owner occupants through auction/RFP	N/A	N/A	N/A	10

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
2. Via Land Bank Program to help occupants become owners	N/A	N/A	N/A	2
3. Via program to RFP City lots to incentivize owner-occupancy	N/A	N/A	N/A	5
4. Via new construction of owner occupied units (through Habitat for Humanity, GRHP)	N/A	N/A	N/A	15
5. Via City-assisted sales to owner occupants	N/A	N/A	N/A	202
C. Prevent Foreclosures				
1. Foreclosures prevented	N/A	N/A	N/A	120
D. Ensure rental housing is code compliant				
1. Code compliant units/Total rental units	N/A	N/A	N/A	90%
E. Efficiently resolve neighborhood code complaints				
1. Average time to resolve complaints (in days)	N/A	N/A	N/A	90
F. Rehabilitate existing housing units				
1. Units rehabbed with General Rehab, lead grants, OORP, and/or EAP	N/A	N/A	N/A	350
2. Units rehabbed with City's housing grants/loan funding	N/A	N/A	N/A	162
3. Units rehabbed through Land Bank programs	N/A	N/A	N/A	35
G. Create jobs				
1. Total jobs created (FTE)	N/A	N/A	N/A	155
2. Total new jobs created that were filled by city residents	N/A	N/A	N/A	51
3. Percentage of new jobs created that pay at least $30,000	N/A	N/A	N/A	71%
H. Retain jobs				
1. Total jobs retained through City-enabled projects	N/A	N/A	N/A	350
I. Improve customer service (Quarterly)				
1. Overall percentage of customers who report being satisfied by NBD's services	N/A	N/A	N/A	85%
2. Customer satisfaction rate for the Certification of Occupancy Process	N/A	N/A	N/A	85%
3. Customer satisfaction rate for the Certification of Compliance Process	N/A	N/A	N/A	90%
4. Customer satisfaction rate for the Homebuyer Assistance Program	N/A	N/A	N/A	90%
5. Customer satisfaction rate for the Rehab Grant Program	N/A	N/A	N/A	85%
6. Customer satisfaction rate for the assistance with Business Grant Programs applications	N/A	N/A	N/A	85%
7. Customer satisfaction rate for all Zoning processes	N/A	N/A	N/A	85%
8. Customer satisfaction rate for other points of contact (e.g., point of intake cards, other surveys)	N/A	N/A	N/A	85%
9. All major NBD applications processes will gather feedback through customer satisfaction survey.	N/A	N/A	N/A	Have in place by Q2 of FY20-21

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
10. NBD will automate the certificate of occupancy permitting and licensing processes to streamline operations and speed up service timelines	N/A	N/A	N/A	Make progress in FY20-21; accomplish by June 2022
J. Eliminate neighborhood blight				
1. Proactive demolitions carried out in the fiscal year	N/A	N/A	N/A	100
2. Neighborhood cleanups carried out in the fiscal year	N/A	N/A	N/A	160
3. Refuse reviews performed, assessing commercial corridors in the fiscal year	N/A	N/A	N/A	700
K. Increase community engagement and capacity				
1. Neighborhood and Business Association meetings attended by NSC staff	N/A	N/A	N/A	1,080
2. Citizens that graduate from the City's Community University program	N/A	N/A	N/A	30
L. Develop a strategy to quantify the city's affordable housing gap through the creation of a centralized data tool				
1. Identify all the types of data that will be required	N/A	N/A	N/A	First Quarter
2. Identify which data are readily available to the City	N/A	N/A	N/A	Second Quarter
3. Identify sources of other data and how they can be procured	N/A	N/A	N/A	Third Quarter
4. Create a strategy to calculate the affordable housing gap	N/A	N/A	N/A	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2019-20	Budget 2020-21	Change	Percent Change
Commissioner	1,302,600	869,400	-433,200	-33.3%
Business & Housing Development	2,784,600	2,700,800	-83,800	-3.0%
Neighborhood Preservation	1,517,400	1,574,000	56,600	3.7%
Buildings & Zoning	6,096,200	5,844,700	-251,500	-4.1%
Total	11,700,800	10,988,900	-711,900	-6.1%
Employee Years	137.6	139.0	1.4	1.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-168,100	6,100	16,500	0	-53,900	-512,500	-711,900

Major Change Highlights

Office of Planning transfers to Mayor's Office	-372,600
CEO of REDCO is removed from the City Budget and funded by REDCO	-126,900
A Grants Manager and Research Coordinator is added to strengthen the ability to effectively secure and manage grants	99,800
Zoning Code and Map full rewrite expense does not recur	-90,000
One part time clerical position is added to each of the four Neighborhood Service Centers, to support bringing the Rehab Grant Application intake back in-house	84,000
Greater Rochester Enterprise funding does not recur, future support will be from REDCO	-50,000
A Code Enforcement Officer Trainee is added in Buildings and Zoning	48,000
Property related expenses paid to other governmental entities are reduced to reflect historical expense	-41,800
Underwriting expenses are reduced due to budget constraints	-25,000
Funding for NextCorps expense does not recur, future support will be from REDCO	-20,000
Professional services are reduced in Neighborhood Preservation due to budget constraints	-18,000

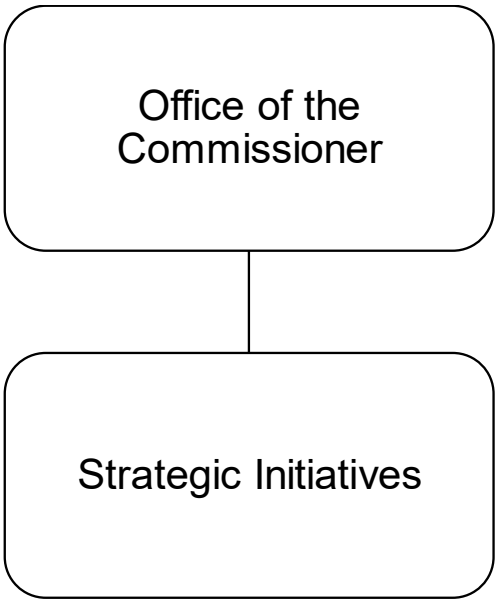
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	9,185,257	9,823,000	9,996,100	9,593,900
Materials & Supplies	78,631	75,500	48,900	48,100
Services	1,445,412	1,283,800	1,655,800	1,346,900
Other	0	0	0	0
Total	10,709,300	11,182,300	11,700,800	10,988,900
Appropriation by Activity				
Commissioner	1,079,924	1,452,500	1,302,600	869,400
Business & Housing Development	2,637,638	2,583,900	2,784,600	2,700,800
Neighborhood Preservation	1,411,719	1,453,100	1,517,400	1,574,000
Buildings & Zoning	5,580,019	5,692,800	6,096,200	5,844,700
Total	10,709,300	11,182,300	11,700,800	10,988,900
Employee Years by Activity				
Commissioner	12.2	11.1	12.6	8.1
Business & Housing Development	25.3	26.0	29.0	30.1
Neighborhood Preservation	17.1	16.1	18.1	20.4
Buildings & Zoning	73.9	74.9	77.9	80.4
Total	128.5	128.1	137.6	139.0
NBD Resource Allocation - Dollars				
NBD Allocation	10,709,300	11,182,300	11,700,800	10,988,900
Police Department NBD Allocation	2,754,839	2,872,700	2,463,100	2,368,300
Total NBD Allocation	13,464,139	14,055,000	14,163,900	13,357,200
NBD Resource Allocation - Employee Years				
NBD Allocation	128.5	128.1	137.6	139.0
Police Department NBD Allocation	30.3	27.6	24.5	23.5
Total NBD Allocation	158.8	155.7	162.1	162.5

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.

Organization



Vital Customers

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

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
- Ensure adherence to grant compliance requirements for federal formula grant programs
- Manage the federal disbursement and information system
- Administer ongoing advances in technology
- Develop, implement and monitor departmental training program

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Office of the Commissioner			
Evaluate the compliance of major policies and procedures for Neighborhood and Business Development for alignment with Rochester 2034; make necessary changes to ensure procedures implemented are in line with relevant sections of Rochester 2034	6A	Safer and More Vibrant Neighborhoods	Second Quarter
Plan for staff training and promotional opportunities to align with succession planning initiatives	6A	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Utilize federal funding to create jobs and improve neighborhood conditions and housing	5A	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Lead and facilitate the ongoing planning and development of the Land Management project in collaboration with the PMO, IT, and Innovation	5E	Innovation and Efficiency	Ongoing
Administer and assist with the development and implementation of Phase III projects under the Cities RISE program	3F	Safer and More Vibrant Neighborhoods	Ongoing
Develop a geospatial plan (GIS) to be more strategic in the use of data	5E	Innovation and Efficiency	Ongoing

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	1,302,600	869,400	-433,200
Employee Years	12.6	8.1	-4.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-18,600	0	100	0	-15,000	-399,700	-433,200

Major Changes

Office of Planning transfers to Mayor's Office	-372,600
CEO of REDCO is removed from the City Budget and funded by REDCO	-126,900
A Grants Manager and Research Coordinator is added to strengthen the ability to effectively secure and manage grants	99,800

Program Change

The Office of Planning transfers from Neighborhood and Business Development to the Mayor's office to provide central coordination with other citywide strategies and initiatives to implement *Rochester 2034.* The former Administrative and Finance unit is replaced with a new Strategic Initiatives sub bureau to reflect

the shift from administrative work flow processing to developing, implementing and managing programs, projects and objectives that have departmental impacts. Funding for the REDCO CEO shifts to REDCO.

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

Appropriation by Major Object	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Personnel Expenses	904,819	1,220,000	1,126,200	746,600
Materials & Supplies	11,461	4,500	4,200	4,200
Services	163,644	228,000	172,200	118,600
Other	0	0	0	0
Total	1,079,924	1,452,500	1,302,600	869,400
Appropriation by Activity				
Commissioner	411,946	718,900	474,400	335,400
Office of Planning	295,971	333,700	372,600	0
Strategic Initiatives	372,007	399,900	455,600	534,000
	1,079,924	1,452,500	1,302,600	869,400
Employee Years by Activity				
Commissioner	2.0	1.0	2.0	2.0
Office of Planning	3.6	4.0	4.0	0.0
Strategic Initiatives	6.6	6.1	6.6	6.1
	12.2	11.1	12.6	8.1

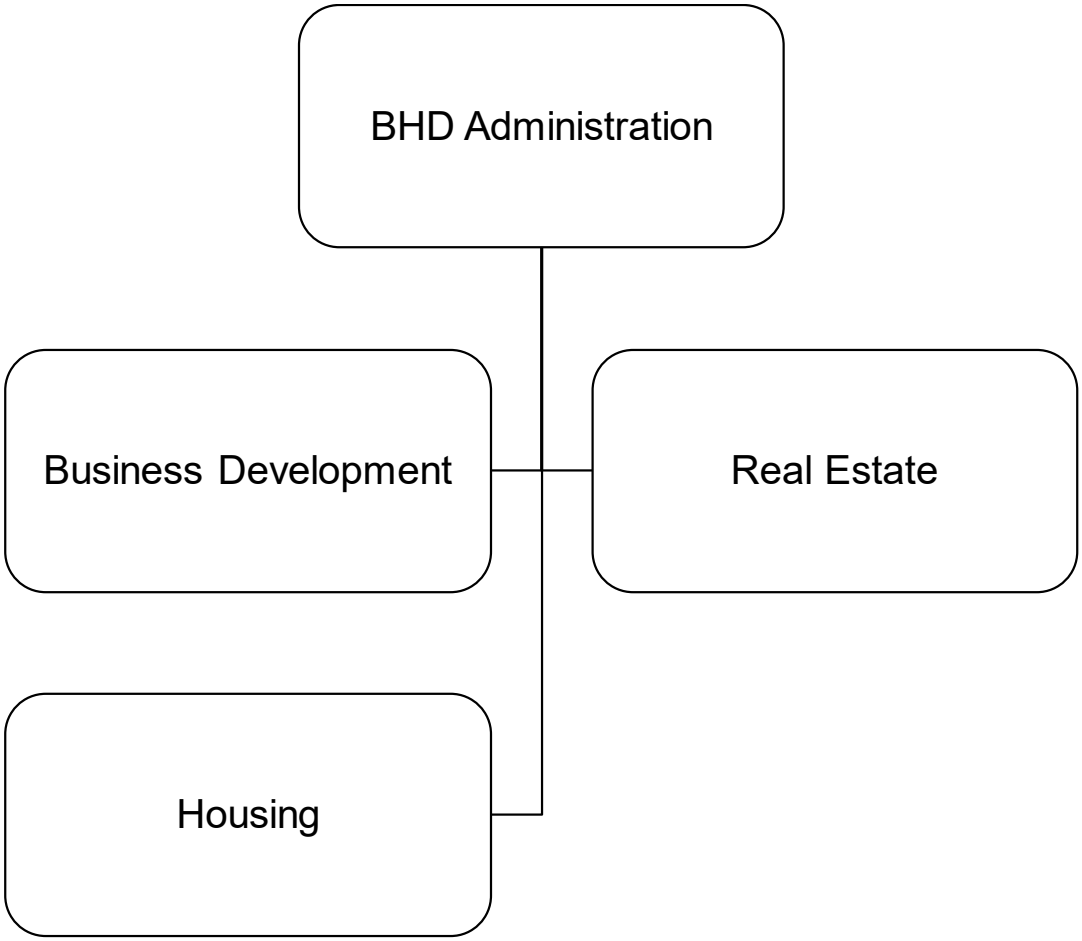
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Strategic Initiatives
Br.	Title	Budget 2019-20	Proposed 2020-21		
36	Commissioner	1	1	1	
35	Chief Executive Officer - REDCO	1	0		
30	Assistant Commissioner	0	1		1
30	Manager of Planning	1	0		
29	Grants Manager and Research Coordinator	0	1		1
29	Principal Staff Assistant	1	1		1
26	Associate City Planner	1	0		
25	Business Analyst I	0	1		1
24	CDBG Coordinator	1	1		1
24	Sr. Comm Housing Planner	1	0		
20	City Planner	1	0		
20	Executive Assistant	2	1	1	
16	Administrative Assistant	2	0		
11	Clerk I	1	0		
7	Clerk III with Typing	1	0		
EMPLOYEE YEARS					
Full Time		14.0	7.0	2.0	5.0
Overtime		0.1	0.1	0.0	0.1
Part Time, Temporary, Seasonal		0.5	1.0	0.0	1.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		14.6	8.1	2.0	6.1

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. We help create exciting places in Rochester to live, work, and play!

Organization



Vital Customers

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

Critical Processes

- Promote development of small and middle markets
- Promote residential development
- Purchase and sell selected real estate that is essential to achieving City goals
- Portfolio management – loan and grant monitoring
- Manage housing programs
- Attract new businesses and generate growth in downtown businesses

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Begin Development Phase III of Inner Loop East (ILE) Sites 2, 3, 6, 7	3B	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Implement plan for business corridor improvements in 2020-21, based on Commercial Corridor study	5A	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Implement plan to sell 30 homes in 2020-21 (City surplus)	3A	Safer and More Vibrant Neighborhoods	Third Quarter
Create 10 new owner occupied homes through rehab using HOME Rochester program with City, Rochester Land Bank (RLB) & Greater Rochester Housing Partnership (GRHP).	3A	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue Development Phase IV of Inner Loop East (ILE) Sites 4 & 5	3B	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Deliver 2020-21 Celebrate City Living Expo and support activities.	5D	Safer and More Vibrant Neighborhoods	Fourth Quarter
Support REDCO and use of targeted investment capital through Revitalize Rochester Fund	5A	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Attract new businesses and generate growth in downtown retail, focused on Main St.	5A	More Jobs and Neighborhood Development	Fourth Quarter
Complete Development Phase I, begin Phase II of Bull's Head Area.	3A, 3B	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Implement plan for redevelopment of residential and mixed-use structures in 2020-21 to address market demand for currently under-represented housing inventory	3A	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year

	2019-20	2020-21	Change
Budget	2,784,600	2,700,800	-83,800
Employee Years	29.0	30.1	1.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
71,600	200	-5,000	0	-13,800	-136,800	-83,800

Major Changes

Greater Rochester Enterprise funding does not recur, as REDCO incurs expense	-50,000
Property related expenses paid to other governmental entities reduce as an efficiency measure	-41,800
Underwriting expenses are reduced due to budget constraints	-25,000
Funding for NextCorps expense does not recur, as REDCO incurs expense	-20,000

Program Change

The division of Project Development is removed by reassigning the Manager to lead the Strategic Initiatives team as the Assistant Commissioner, and by transferring the additional staff to the division of Housing. Real Estate and Housing will be working on developing new programs to further strengthen our ability to get residents into home ownership. Greater Rochester Enterprise and NextCorps funding is shifted to REDCO.

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

Appropriation by Major Object	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Personnel Expenses	2,016,642	2,077,700	2,161,500	2,228,000
Materials & Supplies	6,623	18,800	5,800	5,500
Services	614,373	487,400	617,300	467,300
Other	0	0	0	0
Total	2,637,638	2,583,900	2,784,600	2,700,800
Appropriation by Activity				
Administration	723,697	746,900	804,200	839,300
Business Development	381,392	438,400	437,800	407,100
Real Estate	720,012	689,100	743,100	710,000
Housing	489,610	552,800	464,000	744,400
Project Development	322,927	156,700	335,500	0
	2,637,638	2,583,900	2,784,600	2,700,800
Employee Years by Activity				
Administration	5.5	4.5	5.5	8.0
Business Development	4.0	3.9	5.9	5.0
Real Estate	6.6	6.5	6.5	7.1
Housing	6.1	6.0	6.0	10.0
Project Development	3.1	5.1	5.1	0.0
	25.3	26.0	29.0	30.1

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

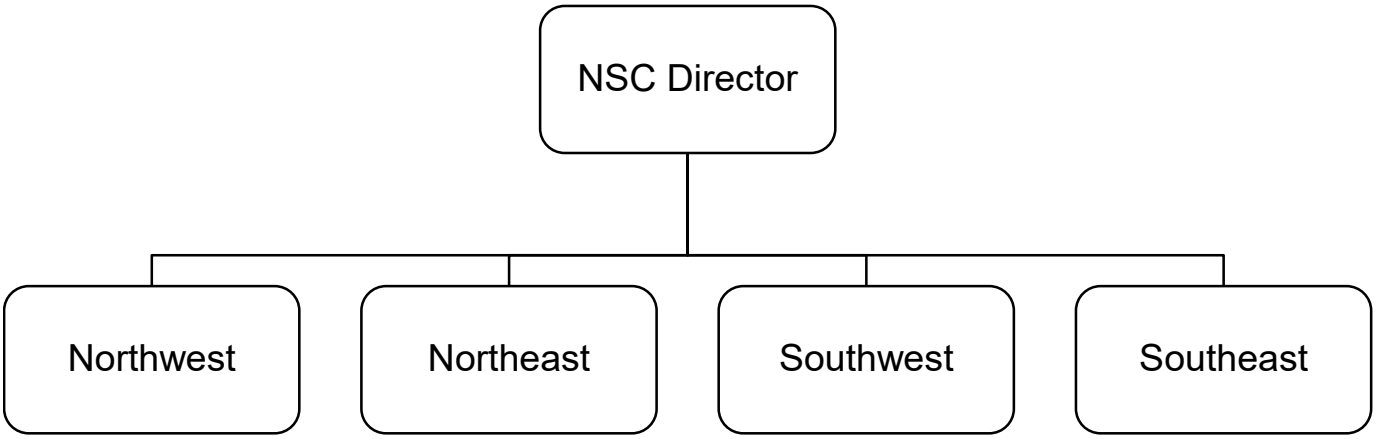
FULL TIME POSITIONS				Administration	Business Development	Real Estate	Housing	Project Development
Br.	Title	Budget 2019-20	Proposed 2020-21					
34	Deputy Commissioner	0	1	1				
34	Director of Development Services	1	0					
31	Manager of Housing	1	1				1	
30	Director of Real Estate	1	1			1		
30	Director of Strategic Business Development	1	1		1			
30	Manager of Project Development	1	0					
28	Assistant Director of Real Estate	1	1			1		
26	Associate Administrative Analyst	2	2				2	
26	Associate Real Estate Specialist	1	1			1		
26	Credit Manager	1	1	1				
26	Economic Development Project Manager	1	1		1			
24	Senior Community Housing Planner	4	4				4	
24	Senior Community Housing Planner/Bilingual	1	1				1	
24	Senior Economic Development Specialist	2	2		2			
24	Senior Economic Development Specialist/Bilingual	1	1		1			
24	Senior Real Estate Specialist/Bilingual	1	1			1		
22	Credit Underwriter	1	1	1				
20	Community Housing Planner/Bilingual	1	1				1	
20	Executive Assistant	1	2	2				
20	Legal Assistant/Real Estate	1	1			1		
20	Real Estate Specialist	1	1			1		
16	Administrative Assistant	0	1	1				
12	Project Assistant	2	2	1		1		
9	Clerk II with Typing	1	1				1	
7	Clerk III with Typing	0	1	1				
EMPLOYEE YEARS								
Full Time		28.0	30.0	8.0	5.0	7.0	10.0	0.0
Overtime		0.2	0.1	0.0	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		1.1	0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.3	0.0	0.0	0.0	0.0	0.0	0.0
Total		29.0	30.1	8.0	5.0	7.1	10.0	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

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

Critical Processes

- Nuisance Activity Points (NAP) to correct chronic issue that impact quality of life
- Manage handicap permits process
- Facilitate resolution of neighborhood complaints
- Provide technical assistance for community engagement and organizing
- Plan and implement special projects
- Assist in reduction of neighborhood nuisance activities
- Collaborate with neighborhood groups and business organizations on initiatives through the lens of the 2034 Comprehensive Plan
- Manage Business Permit process
- Manage Street Liaison Program for specific commercial corridors in each quadrant
- Rehab grant application intake

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Support DRYS with La Marketa to enhance community engagement	3C, 3F, 3G 5A, 5D	Safer and More Vibrant Neighborhoods	First Quarter
Promote Positive Tickets in all quads and RPD sections by holding workshops for each RPD Section at roll call to get the program out to all patrol units in a unified manner	3F	Safer and More Vibrant Neighborhoods	First Quarter
Engage all businesses selling tobacco products to ensure business permit compliance	3F	Safer and More Vibrant Neighborhoods	First Quarter
Support DRYS with the renovation of Don Samuel Torres Park to enhance and promote community engagement	3F, 3G, 4B	Safer and More Vibrant Neighborhoods	Second Quarter
Partner with the City's Community Garden Coordinator to address maintenance and beautification efforts to city lots	3B, 3F, 3G 5A, 5D 6B	Safer and More Vibrant Neighborhoods	Second Quarter
Support RPD and DES with the new RPD Lake and Goodman Section Offices. The Neighborhood Service Centers will engage the community in the design and utilization of community spaces within the buildings.	3F, 6A	Safer and More Vibrant Neighborhoods	Third Quarter
Participate in coordination efforts with the Susan B. Anthony House, the neighborhood association and the W. Main Business Association in the development of planning and other non-financial roles.	3F, 3G, 5A, 5D 6B	Safer and More Vibrant Neighborhoods	Third Quarter
Connect city interns and Flower City AmeriCorps personnel to assist with organizational structure development of neighborhood organizations and business associations to begin identifying action steps for alignment to the Rochester 2034 plan	3F, 5A, 5D 6A, 6B	Safer and More Vibrant Neighborhoods	Ongoing
Implement Community University plans to prepare 30 Leaders City wide for neighborhood succession and action steps for alignment to the Rochester 2034 plan with a goal of increasing civic engagement	6A, 6B	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	1,517,400	1,574,000	56,600
Employee Years	18.1	20.4	2.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
18,000	300	-13,800	0	-13,900	66,000	56,600

Major Changes

One part time clerical position is added to each of the four Neighborhood Service Centers, to support bringing the Rehab Grant Application intake back in-house	84,000
Professional services are reduced in Neighborhood Preservation due to budget constraints	-18,000

Program Changes

Community University will build the capacity of civically-minded community members to be skillful and effective leaders of neighborhood-based organizations. This program is part of the implementation of Rochester 2034, “Build the capacity of community organizations and associations.”
Community University is to be launched fall 2020.

The Positive ticket project is designed to further enhance police and citizen relations. The goals of the program are to have Officers positively reinforcing good behavior while getting to know the receiver of the ticket by means of issuance. SE NSC will hold workshops for each RPD Section at Roll Call to get the program out to all patrol units in a unified manner.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Personnel Expenses	1,163,061	1,202,100	1,222,500	1,324,500
Materials & Supplies	32,066	15,500	14,400	13,900
Services	216,592	235,500	280,500	235,600
Other	0	0	0	
Total	1,411,719	1,453,100	1,517,400	1,574,000
Appropriation by Activity				
NSC - Administration	215,821	204,400	226,900	195,000
NSC - Northwest	304,157	319,400	310,400	335,200
NSC - Northeast	262,602	294,400	314,100	334,000
NSC - Southwest	310,270	312,100	329,100	350,700
NSC - Southeast	318,869	322,800	336,900	359,100
Total	1,411,719	1,453,100	1,517,400	1,574,000
Employee Years by Activity				
NSC - Administration	1.0	1.0	2.0	2.0
NSC - Northwest	4.0	4.0	4.0	4.6
NSC - Northeast	4.0	3.0	4.0	4.6
NSC - Southwest	4.0	4.0	4.0	4.6
NSC - Southeast	4.1	4.1	4.1	4.6
Total	17.1	16.1	18.1	20.4

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin	Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2019-20	Proposed 2020-21					
30	NSC Director	1	1	1				
29	NSC Administrator	4	4		1	1	1	1
24	Assistant to NSC Administrator	4	4		1	1	1	1
13	Secretary to the NSC Director	1	1	1				
12	Customer Service Representative	2	2				1	1
12	Customer Service Rep/Bilingual	2	2		1	1		
EMPLOYEE YEARS								
Full Time		14.0	14.0	2.0	3.0	3.0	3.0	3.0
Overtime		0.1	0.4	0.0	0.1	0.1	0.1	0.1
Part Time, Temporary, Seasonal		4.0	6.0	0.0	1.5	1.5	1.5	1.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		18.1	20.4	2.0	4.6	4.6	4.6	4.6

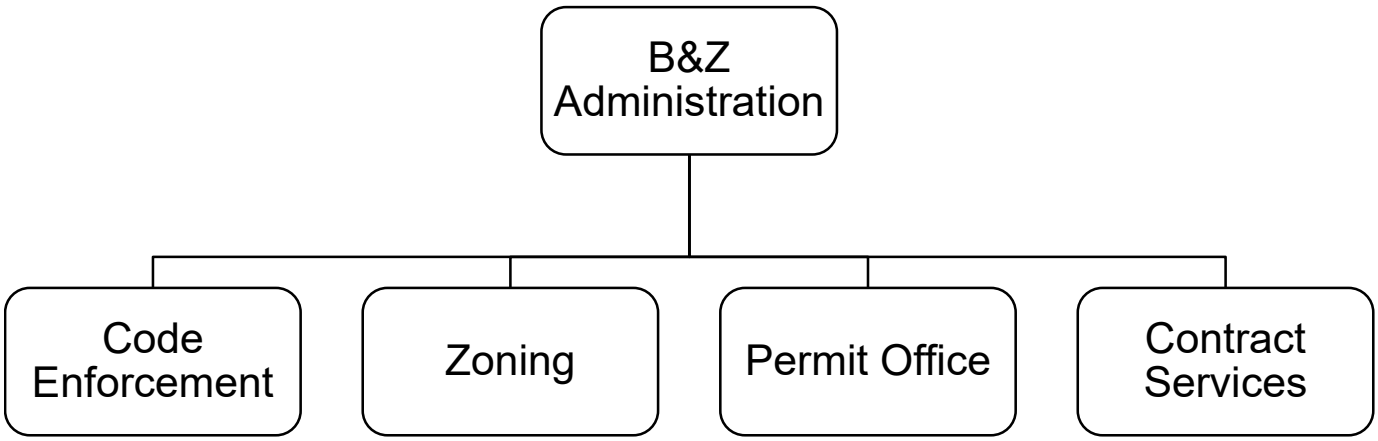
The following full time positions are included in the budget of the Police Department, Bureau of Community Affairs but are assigned to NSC offices and are shown here for reference only.

Br.	Title	2019-20	2020-21
94	Police Lieutenant	4.0	4.0
90	Police Officer	20.0	19.0
EMPLOYEE YEARS			
Full Time		24.0	23.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.5	23.5

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

- Reduce and eliminate blight and ensure safe and habitable housing through the renewable Certificate of Occupancy (C of O) program
- Building, electrical, plumbing, and elevator permit inspections
- Reduce the number of lead poisoning cases involving resident children through 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
- Effectively manage the demolition program to ensure all structures in need of demolition are taken down in a timely manner
- Facilitate the rehab grant program to maximize long term impact
- Establish Property Manager Licensing Program
- Establish an Emergency Hazard Abatement Program

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Priorities Supported	Projected Completion
Develop and implement the Emergency Abatement Fund for Code Enforcement to contract services for the remediation of code violations in effort to prevent displacement	3A, 3F	Safer and More Vibrant Neighborhoods	First Quarter
Develop and implement a Property Manager License Program	3A, 3F	Safer and More Vibrant Neighborhoods	Third Quarter
Continue to work with the Mayor's Office of Project Management to implement the next phase of the Land Management program	3F	Innovation and Efficiency	Fourth Quarter
Continue engagement efforts with the refugee population with a focus on housing education initiatives	3A, 3F	Safer and More Vibrant Neighborhoods	Ongoing
In conjunction with the Office of Planning evaluate and complete revisions to the Zoning Code and Map in response to the Rochester 2034 Comprehensive Plan	3A 5D	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing
Manage effective use of the Zombie Grant Phase II by performing abandonment actions and developing a hazard abatement program for vacant structures	3B, 3F	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	6,096,200	5,844,700	-251,500
Employee Years	77.9	80.4	2.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-239,100	5,600	35,200	0	-11,200	-42,000	-251,500

Major Changes

Zoning Code and Map rewrite expense does not recur	-90,000
A Code Enforcement Officer Trainee is added in Buildings and Zoning	48,000

Program Changes

As part of the Cites RISE Phase III Grant the bureau will engage both landlords and tenants in the development of an Emergency Hazard Abatement policy. This policy will allow the bureau to contract out repairs when necessary under certain conditions. Also, as part of the Cities RISE Phase III Grant, the

bureau will be engaging landlords and tenants in the development and implementation of a Property Manager Licensing Program to enhance the ability to regulate property conditions and utilization of the aforementioned Emergency Hazard Abatement funds.

The Zoning division will be partnering with the Office of Planning to begin the process of rewriting the Zoning Code and Map, as part of implementing the 2034 Comprehensive Plan. The Land Management project will continue and result in the replacement of our Building Information System, which will be in full implementation mode in 2020-21 and will take approximately one and a half years to complete.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING
EXPENDITURE SUMMARY

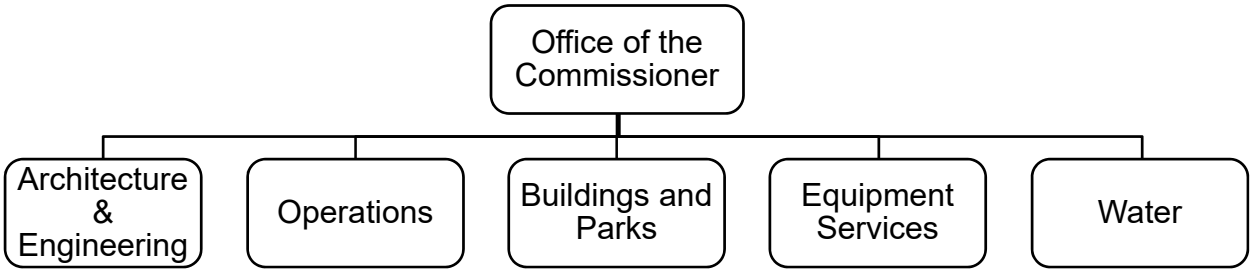
Appropriation by Major Object	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Personnel Expenses	5,100,735	5,323,200	5,406,700	5,294,800
Materials & Supplies	28,481	36,700	24,500	24,500
Services	450,803	332,900	585,800	525,400
Other	0	0	0	0
Total	5,580,019	5,692,800	6,017,000	5,844,700
Appropriation by Activity				
Administration	860,427	802,300	1,249,200	1,143,600
Code Enforcement	2,927,412	3,012,900	2,866,200	2,920,500
Zoning	546,343	643,800	629,900	590,300
Permit Office	624,056	638,100	628,400	588,200
Contract Services	621,781	595,700	643,300	602,100
Total	5,580,019	5,692,800	6,017,000	5,844,700
Employee Years by Activity				
Buildings and Zoning Bureau	73.9	0	0	0
Administration	0	7.4	7.4	6.1
Code Enforcement	0	40.8	41.8	45.1
Zoning	0	7.9	8.9	9.1
Permit Office	0	9.8	10.8	11.6
Contract Services	0	9.0	9.0	8.5
Total	73.9	74.9	77.9	80.4

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Code Enforcement	Zoning	Permit Office	Contract Services
Br.	Title	Budget 2019-20	Proposed 2020-21					
34	Director of Buildings & Zoning	1	1	1				
30	Manager of Code Enforcement	1	1		1			
30	Manager of Zoning	1	1			1		
29	Principal Staff Assistant	1	0					
28	Permit Office Manager	1	1				1	
28	Manager of Contract Services	1	1					1
26	Associate Community Housing Planner	1	1					1
26	Associate Zoning Analyst	0	1			1		
26	Code Compliance Coordinator	1	1		1			
25	Business Analyst I	1	0					
24	Lead Paint Program Coordinator	1	1		1			
24	Plans Examiner	3	3		3			
24	Senior Administrative Analyst	1	2	1			1	
24	Senior City Planner	2	1			1		
24	Senior City Planner/Urban Design Specialist	1	0					
24	Senior Code Enforcement Officer	3	3		3			
24	Senior Code Enforcement Officer/Bilingual	1	1		1			
24	Senior Community Housing Planner	0	1			1		
24	Senior Property Rehab Specialist	2	2					2
24	Senior Zoning Analyst	2	1			1		
21	Code Enforcement Officer	21	21		21			
21	Code Enforcement Officer/Bilingual	4	4		4			
21	Electrical Inspector	3	3		3			
21	Plumbing Inspector	2	2		2			
21	Property Rehab Specialist	3	2					2
20	Administrative Assistant/Bilingual	0	1					1
20	Zoning Analyst	2	3			3		
18	Code Enforcement Officer Trainee	2	3		3			
18	Code Enforcement Officer Trainee/Bilingual	1	1		1			
16	Administrative Assistant	1	2	1			1	
16	Administrative Assistant/Bilingual	2	1				1	
11	Clerk I	0	1	1				
11	Senior Service Assistant	1	9	2			6	1
9	Clerk II	1	0					
9	Clerk II with Typing	3	0					
9	Clerk II Bilingual	3	0					
7	Clerk III with Typing	1	0					
7	Clerk III with Typing/Bilingual	0	1			1		
7	Clerk III	1	0					
EMPLOYEE YEARS								
Full Time		76.0	77.0	6.0	44.0	9.0	10.0	8.0
Overtime		0.4	0.4	0.1	0.1	0.1	0.1	0.0
Part Time, Temporary, Seasonal		4.5	3.0	0.0	1.0	0.0	1.5	0.5
Less: Vacancy Allowance		1.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		79.9	80.4	6.1	45.1	9.1	11.6	8.5

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.



Departmental Highlights

Beginning in 2019-20 and continuing in to 2020-21 the department will be responding to COVID-19 concerns in relation to facility maintenance and safety at municipal and public facilities. Efforts have been focused on obtaining the necessary safety equipment, cleaning materials, and retrofitting of facilities to encourage physical distancing.

The department will assist in bridging the digital divide through the management of Master License Agreements with telecommunication providers, particularly in areas where fiber can be installed during upcoming street projects. These agreements will support the City's Dig-Once policy in upcoming street reconstruction projects.

The department will continue to provide oversight of several high profile capital projects, including overall coordination of the ROC the Riverway Initiative, design and construction of new Police and NSC offices, La Marketa, and the Skate Park. Information regarding individual capital projects can be found in the Strategic Goals & Objectives section for the Bureau of Architecture & Engineering in addition to the Capital section of the budget.

Security in the Commissioner's Office will work to ensure safety at the City's newly-opened Department of Recreation and Youth Services offices located at the Chambers Building.

The Bureau of Water along with Architecture & Engineering will focus on the City's infrastructure by continuing the five year assessment of the City's water appurtenances and features as well as a utility assessment. Focus will be concentrated on adherence to pavement restoration requirements and the roll out of the City Dig-Once policy. Water quality testing and lead service replacement will continue to be priorities of the Bureau in anticipation of upcoming revisions to the Environmental Protection Agency's Lead and Copper Rule.

Highlights of the Department's 2020-21 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2020-21 Strategic Goals & Objectives

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Office of Commissioner:			
Begin outreach for prevention and reduction of food waste (NYSDEC Food Waste Education Program)	5E	Innovation and Efficiency	Second Quarter
Implement Community Choice Aggregation program	4C	Innovation and Efficiency	Third Quarter
Facilitate expansion of telecommunications infrastructure by enforcing Master License Agreements with various service providers, ensuring the preservation of existing infrastructure including roadways	3E, 5E	Innovation and Efficiency	Fourth Quarter
Perform environmental due diligence, geotechnical studies, and remedial planning in relation to RPD Section Office construction	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Architecture and Engineering:			
Begin construction of RPD Goodman Section Office & SE Neighborhood Service Center	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Begin construction of Charles Carroll Park renovation under ROC the Riverway Initiative	4B	Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of La Marketa	4B	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Continue Inner Loop North Study	5A	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Operations:			
Upon completion of Organics study, develop implementation strategy that includes impacts to municipal facilities, equipment needs and fleet requirements	4A	Innovation and Efficiency	Third Quarter
Continue use of alternative pavement solutions for road surface and sidewalks	4C, 4E	Innovation and Efficiency	Ongoing
Buildings & Parks:			
Develop a preventative maintenance master plan to improve performance and safety, decreasing down time and need for repetitive repairs	3F	Innovation and Efficiency	Second Quarter
Add new scattering gardens and memorialization in the cemeteries	4B	Innovation and Efficiency	Fourth Quarter
Equipment Services:			
Enhance technician and operator training program and upgrade shop repair capabilities	5B	Innovation and Efficiency	Ongoing
Water:			
Replace or rehabilitate 35,000 feet of water main in the distribution system	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 3,200 (5/8" – 2") radio read meters	4A	Innovation and Efficiency	Fourth Quarter

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Conduct year 2 of 5 of assessment of water appurtenances and features within the right of way for compliance with City pavement policy	3F	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

Bureau	Budget 2019-20	Budget 2020-21	Change	Percent Change
Office of the Commissioner	3,596,200	3,659,800	63,600	1.8%
Architecture & Engineering	7,190,400	7,195,300	4,900	0.1%
Operations	37,882,700	37,148,700	-734,000	-1.9%
Buildings and Parks	17,069,000	17,026,400	-42,600	-0.2%
Equipment Services	12,798,300	12,724,300	-74,000	-0.6%
Water	23,042,300	23,109,100	66,800	0.3%
Total	101,578,900	100,863,600	-715,300	-0.7%
Interfund Credit*	-6,735,600	-6,814,700	-79,100	1.2%
Intrafund Credit*	-5,732,000	-5,841,400	-109,400	1.9%
	89,111,300	88,207,500	-903,800	-1.0%
Employee Years	741.2	751.3	10.1	1.4%

*Reflects chargeback for motor equipment services.

Change Detail

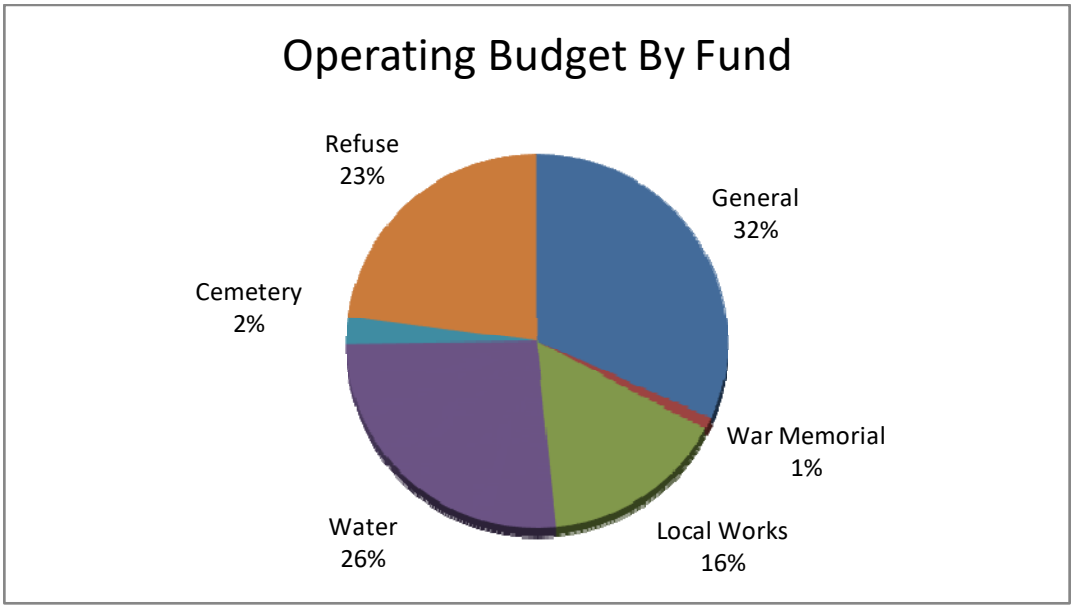
Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
337,500	427,600	-5,500	0	22,000	-1,685,400	-903,800

Major Change Highlights

In lieu of depreciation for Refuse Fund is eliminated, as predicted	-1,449,600
Snow removal contracts increase due to supply and demand within bid process	227,600
Reduce contract for road signage based on actual use	-166,800
Seasonal laborers added in Operations to conduct litter clean up in high-density corridors, including on call supervision and wearing apparel	137,500
Reduced assessments on water properties enable reduction in property taxes paid	-125,000
Two Engineer I positions in Architecture & Engineering are eliminated due to planned reorganization of unit	-120,900
Salt purchases increase with pricing tied to NYS Office of General Services contract pricing	106,200
Assistant Director of Operations is added to provide oversight to Enterprise Fund (Refuse and Local Works) operations	100,400
Net reduction in on call and intern positions across bureaus	-94,300
Assistant to the Director of Operations is eliminated due to budget constraints	-86,400
Two full time and one part time Security Guards added	86,000
Technology Applications Specialist is eliminated due to budget constraints	-62,700
Assistant Water Quality Chemist added to assist with increased workload and upcoming Environmental Protection Agency regulatory requirements of the Lead and Copper Rule	57,700
Net reduction in overtime across bureaus	-54,000

Fund Summary

Bureau/Division	General	Local Works	Water	War Memorial	Cemetery	Refuse	Total
Commissioner	3,243,200	100,900	168,400			147,300	3,659,800
Architecture & Engineering	7,068,200	127,100					7,195,300
Operations							
Director's Office	69,900	219,400				342,700	632,000
Solid Waste Collection						18,270,800	18,270,800
Special Services	3,362,700	13,412,900				1,470,300	18,245,900
Operations Total	3,432,600	13,632,300				20,083,800	37,148,700
Building & Parks	14,097,600			932,000	1,996,800		17,026,400
Equipment Services	12,724,300						12,724,300
Water Fund Operating Units & Fixed Charges			23,109,100				23,109,100
Subtotal	40,565,900	13,860,300	23,277,500	932,000	1,996,800	20,231,100	100,863,600
Interfund & Intrafund Credits - Equipment Services	12,656,100						12,656,100
Net Total	27,909,800	13,860,300	23,277,500	932,000	1,996,800	20,231,100	88,207,500


Operating Budget By Fund
Refuse
23%
General
32%
Cemetery
2%
War Memorial
1%
Water
26%
Local Works
16%

ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	39,330,660	41,007,000	42,003,200	42,398,700
Materials & Supplies	10,186,215	9,972,700	10,603,400	10,772,400
Services	36,417,743	36,356,500	38,507,000	38,671,100
Other	9,015,700	9,015,700	10,465,300	9,021,400
Total	94,950,318	96,351,900	101,578,900	100,863,600
Interfund Credit*	-6,206,955	-6,735,600	-6,735,600	-6,814,700
Intrafund Credit*	-5,554,499	-5,732,000	-5,732,000	-5,841,400
Total	83,188,864	83,884,300	89,111,300	88,207,500
Appropriation by Activity				
Office of the Commissioner	3,413,976	3,541,000	3,596,200	3,659,800
Architecture & Engineering	6,908,990	6,959,000	7,190,400	7,195,300
Operations	34,706,368	35,024,600	37,882,700	37,148,700
Buildings and Parks	16,074,173	16,323,400	17,069,000	17,026,400
Equipment Services	12,389,598	12,236,300	12,798,300	12,724,300
Water	21,457,213	22,267,600	23,042,300	23,109,100
Total	94,950,318	96,351,900	101,578,900	100,863,600
Interfund Credit*	-6,206,955	-6,735,600	-6,735,600	-6,814,700
Intrafund Credit*	-5,554,499	-5,732,000	-5,732,000	-5,841,400
Total	83,188,864	83,884,300	89,111,300	88,207,500
Employee Years by Activity				
Office of the Commissioner	56.2	55.4	55.4	58.5
Architecture & Engineering	52.3	59.3	59.0	57.7
Operations	245.5	251.7	257.0	266.5
Buildings and Parks	159.5	152.7	163.1	161.1
Equipment Services	64.3	64.7	65.9	66.2
Water	133.9	135.6	140.8	141.3
Total	711.7	719.4	741.2	751.3

*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 project management, technical support, state and federal agency coordination, grant writing and administration, and policy guidance across four primary program areas:

Office of Energy & Sustainability – City sustainability and climate action initiatives, renewable energy and energy efficiency planning and management, greenhouse gas emissions monitoring and reduction, climate change vulnerability assessment and adaptation planning.

Office of Compliance & Pollution Prevention – City facility environmental compliance, chemical and petroleum bulk storage tank management, hazardous and special waste management, pollution prevention and storm water management.

Office of Environmental Investigation & Remediation of Properties – Property transaction environmental due diligence; Phase I and Phase II Environmental site assessments, remedial investigations, remedial planning, remedial design, and cleanup; predevelopment and geotechnical studies; Brownfield Opportunity Area (BOA) plan development and implementation; river sediment sampling, permitting and dredging; long-term site monitoring and institutional control system management.

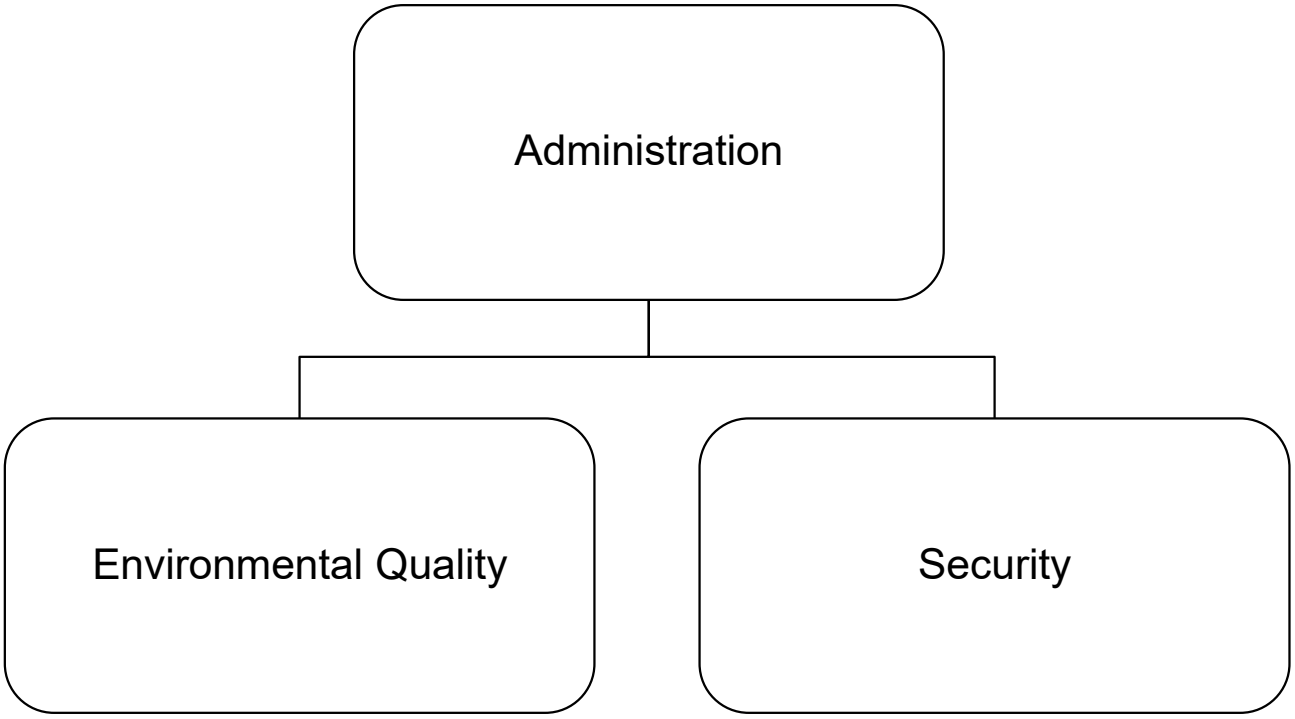
Environmental Workforce Development – Development and implementation of Environmental Protection Agency workforce development and job training program for underserved City residents.

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.

Organization



Vital Customers

Office of the Commissioner:

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

Environmental Quality:

- 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
- Internal: City of Rochester Departments

Security:

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Issue NYS Department of Environmental Conservation Record of Decision for former Emerson Street Landfill	3B	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete second campaign of Sustainable Homes Rochester Campaign (NYSERDA Clean Heating & Cooling)	4C	Innovation and Efficiency	Second Quarter
Begin outreach for prevention and reduction of food waste (NYSDEC Food Waste Education Program)	5E	Innovation and Efficiency	Second Quarter
Implement Community Choice Aggregation program	4C	Innovation and Efficiency	Third Quarter
Complete second round of REJob 2.0	5B	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Complete investigation of 68-92 Genesee Street cleanup and redevelopment under agreement with NYSDEC	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
Perform environmental due diligence, geotechnical studies, and remedial planning in relation to RPD Section Office construction	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
Facilitate expansion of telecommunications infrastructure by enforcing Master License Agreements with various service providers, ensuring the preservation of existing infrastructure including roadways	3E, 5E	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
City facility compliance inspections	90	81	69	83
Renewal energy generated at city properties (KWh)	2,754,838	2,543,840	2,747,000	2,725,000
Sites remediated	3	2	5	3
Environmental investigations completed	33	89	38	30
Sites w/Institutional Control (IC) flags in City's property information system	230	315	N/A	318
Electric Vehicle Charging Station sessions	10,823	12,473	N/A	14,340
Security incidents:				
Alarm troubles	284	300	300	300
911 calls	137	220	220	220
Property damage	25	50	50	50
LEARNING & INNOVATION				
Environmental Workforce Development & Job Training (ReJOB):				
● Number of participants entering training	21	20	25	30
● Number of participants completing training	21	20	25	27
● Number of participants obtaining employment	21	20	25	25
Security employee certifications				
● Stop the Bleeding (Supervisory training)	0	5	5	0
● Stop the Bleeding (Security officers)	0	41	40	0
● First Aid/CPR Training	N/A	N/A	N/A	46

N/A – Not Applicable

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	3,596,200	3,659,800	63,600
Employee Years	55.4	58.5	3.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
41,700	8,900	9,500	0	0	3,500	63,600

Major Changes

Two full time Security Guards added for Chambers Building coverage	68,000
Part time position for human resource support eliminated due to budget constraints	-44,200
Administrative position added to manage departmental Council processes	41,100
Contract security services reduced due to use of in-house staffing	-30,000
Miscellaneous professional services reduced due to efficiencies	-20,000

One part time Security Guard added for newly reopened Trenton & Pamela Jackson R-Center (formerly Clinton-Baden R-Center)	18,000
One time grant for Petten Street boat launch does not recur	-17,700
Environmental Quality intern eliminated due to budget constraints	-9,100
Net reduction in salaries resulting from exchange of full time clerical position from Architecture & Engineering with two part time clerical positions	-2,600

Program Change

City security personnel deployed to the Chambers Building during 2019-20 in lieu of contracted services. Stop the Bleeding training will be stopped due to budget constraints, however the Bureau will track CPR and First Aid training. Commissioner's Office will manage the collection of DES related expenditures for the COVID-19 response for subsequent submission to the Federal Emergency Management Agency claim process.

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	2,883,554	3,039,900	3,035,700	3,148,600
Materials & Supplies	24,843	38,100	56,400	46,400
Services	505,579	463,000	504,100	464,800
Other	0	0	0	0
Total	3,413,976	3,541,000	3,596,200	3,659,800
Appropriation by Activity				
Administration	743,456	785,100	831,300	851,900
Environmental Quality	592,350	718,100	743,900	718,200
Security	1,904,924	2,037,800	2,021,000	2,089,700
Port of Rochester Marina	173,246	0	0	0
Total	3,413,976	3,541,000	3,596,200	3,659,800
Employee Years by Activity				
Administration	7.3	7.2	7.3	8.0
Environmental Quality	7.1	8.3	8.4	8.3
Security	41.8	39.9	39.7	42.2
Total	56.2	55.4	55.4	58.5

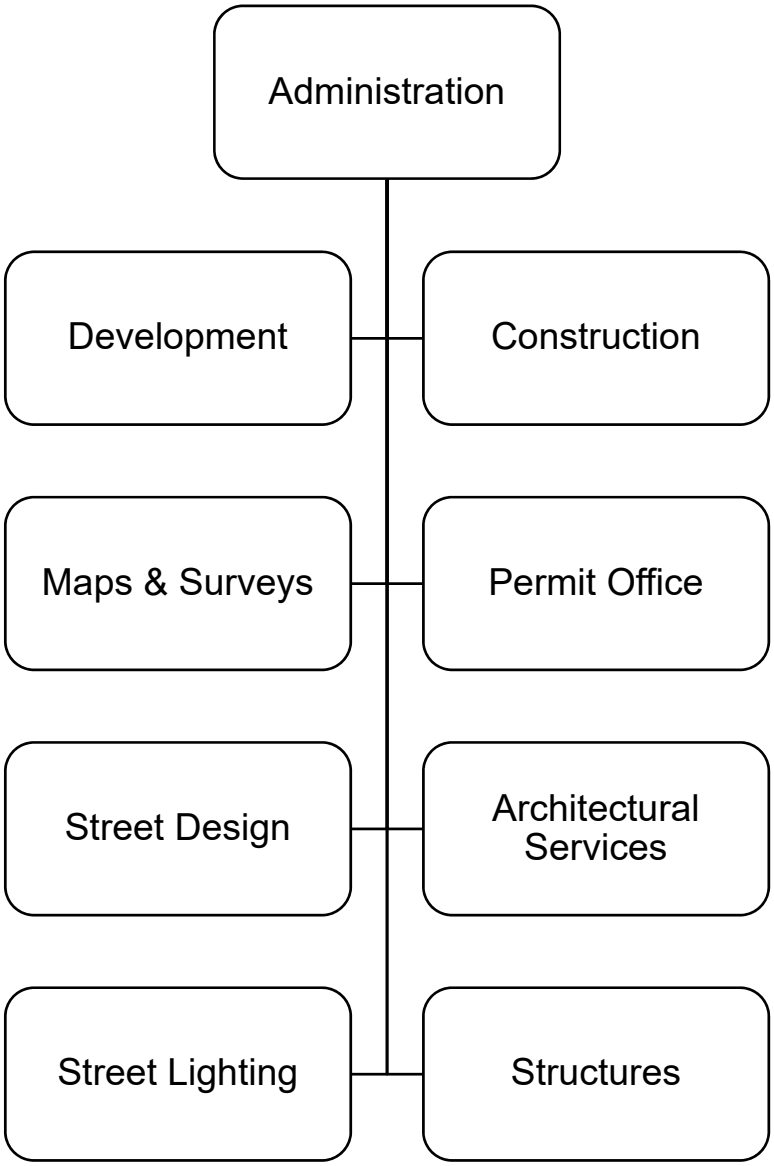
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Environmental Quality	Security
Br.	Title	Budget 2019-20	Proposed 2020-21			
36	Commissioner	1	1	1		
33	Director of Security	1	1			1
32	Assistant Commissioner of DES	1	1	1		
32	Manager of Environmental Quality	1	1		1	
31	Telecommunications Manager	1	1	1		
29	Associate Environmental Specialist	1	1		1	
26	Manager of Workforce Program Development	1	1		1	
25	Coordinator of Administrative Services	1	1		1	
25	Senior Environmental Specialist	1	1		1	
25	Superintendent of Security	1	1			1
24	Senior Administrative Analyst	1	1	1		
23	Assistant to Director of Security	1	1			1
23	Community Liaison	1	0			
23	Environmental Specialist	1	1		1	
23	Senior GIS Analyst	0	1	1		
21	Environmental Technician	1	1		1	
18	Assistant Environmental Technician	1	1		1	
18	Municipal Assistant	1	1	1		
16	Supervising Security Guard	5	5			5
12	Project Assistant	0	1	1		
7	Clerk III	0	1	1		
52	Security Guard	15	16			16
52	Security Guard Bilingual	0	1			1
EMPLOYEE YEARS						
Full Time		37.0	41.0	8.0	8.0	25.0
Overtime		1.4	1.4	0.0	0.0	1.4
Part Time, Temporary, Seasonal		17.4	16.5	0.0	0.3	16.2
Less: Vacancy Allowance		0.4	0.4	0.0	0.0	0.4
Total		55.4	58.5	8.0	8.3	42.2

Mission Statement

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

Organization



Vital Customers

- 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
- Internal: City of Rochester Departments

Critical Processes

- Annual creation and implementation of a 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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Begin replacement of Rochester Riverside Convention Center Escalators	5C	Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of Sister Cities Bridge extension at Charles Carroll Plaza under ROC The Riverway Initiative	4E	Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of High Falls Terrace Park Brewery Line South	4B	Safer and More Vibrant Neighborhoods	First Quarter
Continue construction of Mount Hope Phase 2	4E	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin Design of Pont-De-Rennes Bridge Rehabilitation under ROC The Riverway Initiative	4B	Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of RPD Goodman Section Office & SE Neighborhood Service Center	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Begin construction of Charles Carroll Park renovation under ROC The Riverway Initiative	4B	Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of La Marketa	4B	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Skate Park under ROC The Riverway Initiative	4B	Safer and More Vibrant Neighborhoods	Second Quarter
Begin construction of West River Wall	4B	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Blue Cross Arena Interior Improvements and Exchange Street expansion	4B	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue design of State Street	4E	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue roll-out of Dig Once Policy	4E	Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of Running Track Bridge Stabilization	4E	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue construction of Rundel North Terrace and East Sidewalk under ROC the Riverway Initiative	4B	Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete reconstruction of Sager Drive	4E	Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete construction of St. Paul Street Underpass under ROC the Riverway Initiative	4E	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue Inner Loop North Study	5A	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Bid for Port construction related to Lake Ontario Resiliency and Economic Development Initiative (REDI) grants	4A, 4B, 4C	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Development:				
Projects designed ($000,000):				
● In-house	1.05	.51	0.35	.03
● Consultants	5.94	4.98	3.62	2.41
Structures:				
Projects designed ($000,000):				
● Consultants	6.30	7.66	3.63	4.07
Administration/Street Design:				
Value of street improvement projects designed ($000,000):				
● In-house	8.36	6.25	3.85	1.70
● Consultants	13.22	18.13	14.47	19.43
Architectural Services:				
Facilities in building renovation program	153	154	153	154
Value of projects designed ($000,000):				
● In-house	.60	.48	0.00	.18
● Consultant	14.02	19.92	15.44	18.13

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Street Lighting:				
City maintained lights	28,345	28,348	28,345	28,498
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service	4,279	3,226	4,625	3,200

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	7,190,400	7,195,300	4,900
Employee Years	59.0	57.7	-1.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
165,400	50,900	-1,500	0	0	-209,900	4,900

Major Changes

Reduce contract for road signage based on actual use	-166,800
Two Engineer I positions in Street Design are eliminated due to planned reorganization of unit	-120,900
Funding for Architect position in Architectural Services added in 2019-20	69,100
Engineering Technician added in Permit Office for succession planning	38,600
Eliminate on call engineering position in Construction due to budget constraints	-32,500
Net increase in salaries resulting from exchange of part time clerical positions from Commissioner's Office with full time clerical position	2,600

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	3,875,379	4,382,200	4,304,000	4,426,300
Materials & Supplies	271,299	316,100	309,300	314,500
Services	2,762,312	2,260,700	2,577,100	2,454,500
Other	0	0	0	0
Total	6,908,990	6,959,000	7,190,400	7,195,300
Appropriation by Activity				
Administration	1,526,548	1,245,800	1,452,600	1,286,600
Development	177,138	199,300	246,400	257,300
Construction	420,074	473,700	616,800	522,900
Maps & Surveys	327,342	374,500	394,400	406,900
Permit Office	276,823	346,500	295,000	340,000
Street Design	871,374	1,006,200	909,400	866,300
Architectural Services	851,006	811,100	841,400	915,400
Street Lighting	2,390,827	2,317,600	2,336,700	2,395,400
Structures	67,858	184,300	97,700	204,500
Total	6,908,990	6,959,000	7,190,400	7,195,300
Employee Years by Activity				
Administration	9.0	9.8	8.8	8.8
Development	2.0	2.0	3.0	3.0
Construction	4.6	5.6	7.6	6.3
Maps & Surveys	5.7	6.0	6.1	6.1
Permit Office	4.3	5.2	4.4	5.4
Street Design	11.9	13.5	12.5	10.5
Architectural Services	10.9	11.3	11.8	11.8
Street Lighting	3.0	3.9	3.9	3.9
Structures	0.9	2.0	0.9	1.9
Total	52.3	59.3	59.0	57.7

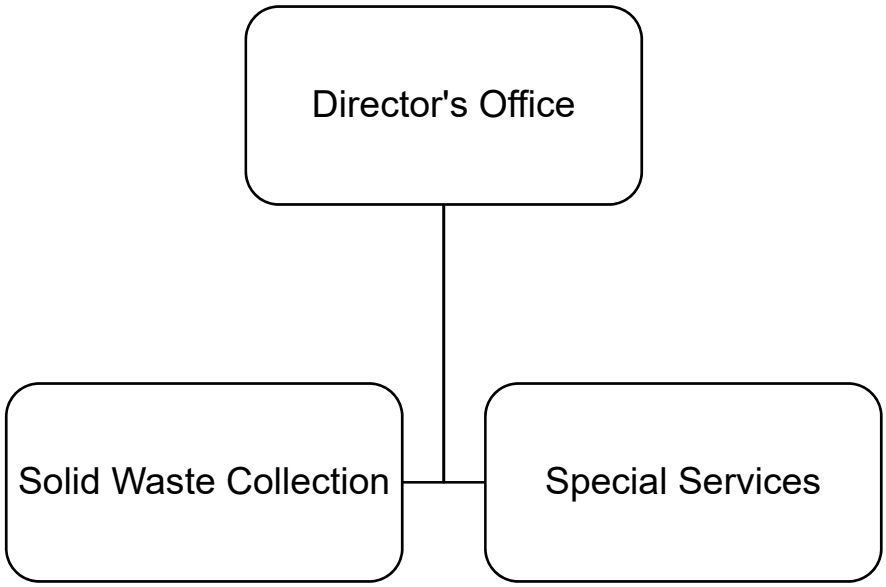
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2019-20	Proposed 2020-21									
35	City Engineer	1	1	1								
32	Assistant City Engineer	1	1									1
32	Managing Engineer-Construction	1	0									
32	Managing Engineer-Street Design	1	1						1			
31	Managing Architect	0	1							1		
30	Senior Engineer Construction	0	1			1						
29	Assistant Manager of Street Design	1	0									
29	Manager of Special Projects	2	2	1						1		
29	Principal Staff Assistant	1	1	1								
29	Senior Engineer	0	1						1			
29	Senior Landscape Architect	1	1		1							
29	Senior Structural Engineer/Bridges	1	1									1
28	Manager of Maps & Surveys	1	1				1					
27	Senior Architect	1	1							1		
27	Senior Mechanical Engineer	1	1							1		
27	Street Lighting Program Coordinator	1	1								1	
26	Engineer III	4	5			1			4			
26	Permit Coordinator	1	1					1				
25	Asst. Street Lighting Program Coordinator	1	1								1	
24	Architect	3	3							3		
24	Assistant Landscape Architect	1	1		1							
24	Assistant Transportation Specialist	1	1	1								
24	Engineer II	7	6			3			3			
24	Field Surveyor	1	1				1					
24	Senior Administrative Analyst	1	1	1								
23	Project Manager	1	1		1							
21	Assistant Architect	3	3							3		
21	Assistant Field Surveyor	1	1				1					
21	Engineer I	2	0									
21	Supervising Engineering Technician	1	1			1						
21	Supervisor of Mapping	1	1				1					
18	Head Account Clerk	1	1	1								
18	Junior Architect	1	1							1		
18	Principal Engineering Technician-CADD	2	2						1		1	
18	Senior Survey Technician	1	1				1					
17	Accountant	2	2	2								
16	Administrative Assistant	1	2	1							1	
15	Senior Engineering Technician	3	3					3				
12	Engineering Technician	1	1					1				
11	Secretary	1	1							1		
11	Clerk I	1	0									
7	Clerk III	1	0									
EMPLOYEE YEARS												
Full Time		58.0	56.0	9.0	3.0	6.0	5.0	5.0	10.0	12.0	4.0	2.0
Overtime		0.7	0.7	0.1	0.1	0.2	0.1	0.1	0.0	0.1	0.0	0.0
Part Time, Temporary, Seasonal		2.1	2.8	0.0	0.0	0.3	1.2	0.5	0.8	0.0	0.0	0.0
Less: Vacancy Allowance		1.8	1.8	0.3	0.1	0.2	0.2	0.2	0.3	0.3	0.1	0.1
Total		59.0	57.7	8.8	3.0	6.3	6.1	5.4	10.5	11.8	3.9	1.9

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

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

Critical Processes

- Directs and assists the divisions of Solid Waste and Special Services
- Solid Waste collects refuse and recyclables from City residents and businesses
- Special Services keeps neighborhoods clean, safe and in and attractive condition by providing street sweeping, property cleanups, graffiti removal, vacant lot mowing, and snow and ice control

2020-21 Strategic Goals & Objectives:

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Upon completion of Organics study, develop implementation strategy that includes impacts to municipal facilities, equipment needs and fleet requirements	4A	Innovation and Efficiency	Third Quarter
Continue collaboration with Center for Disability Rights to improve accessibility issues	3F	Safer and More Vibrant Neighborhoods	Ongoing
Continue use of alternative pavement solutions for road surface and sidewalks	4C, 4E	Innovation and Efficiency	Ongoing
Continue evaluation of measures and methods for managing solid waste	4A	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	90,206	90,200	90,442	90,442
Commercial refuse tons collected and disposed	9,711	10,900	11,000	11,000
Recycling tons collected and diverted from landfill	7,912	8,100	8,800	8,800
Special Services:				
Roadway plow runs	8	10	17	17
Sidewalk plow runs	9	7	12	12
Arterial sidewalk plow runs	0	3	3	3
Roadway plow runs completed successfully	95.7%	96.5%	97.0%	97.0%
Compost returned through materials give back site (tons)	290	250	500	350
% of streets swept on schedule	87.0	90.0	90.0	90.0
% of potholes filled within 2 business days	95.0	95.0	99.0	99.0

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	37,882,700	37,148,700	-734,000
Employee Years	257.0	266.5	9.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-5,100	105,400	203,900	0	-1,000	-1,037,200	-734,000

Major Change Highlights	
In lieu of depreciation for Refuse Fund is eliminated, as predicted	-1,449,600
Snow removal contracts increase due to supply and demand within bid process	227,600
Seasonal laborers added to conduct litter clean up in high-density corridors, including on call supervision and wearing apparel	137,500
Salt purchases increase with pricing tied to NYS Office of General Services contract pricing	106,200
Assistant Director of Operations is added to provide oversight to Enterprise Fund (Refuse and Local Works) operations	100,400
Technology Applications Specialist is eliminated due to budget constraints	-62,700
Mowing services are reduced to reflect actual need and due to budget constraints	-38,400
Overtime is reduced due to budget constraints	-30,000
Savings from converting community garden liaison to on call	-27,400

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	13,548,704	14,121,100	14,362,700	14,470,400
Materials & Supplies	2,003,688	2,021,400	2,108,400	2,319,300
Services	19,153,976	18,882,100	19,962,000	20,359,000
Other	0	0	1,449,600	0
Total	34,706,368	35,024,600	37,882,700	37,148,700
Appropriation by Activity				
Director's Office	614,938	633,400	606,700	632,000
Solid Waste Collection	17,641,612	17,707,800	19,543,700	18,270,800
Special Services	16,449,818	16,683,400	17,732,300	18,245,900
Total	34,706,368	35,024,600	37,882,700	37,148,700
Employee Years by Activity				
Director's Office	5.2	5.3	5.1	5.1
Solid Waste Collection	102.5	106.4	108.4	108.4
Special Services	137.8	140.0	143.5	153.0
Total	245.5	251.7	257.0	266.5

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	606,700	632,000	25,300
Employee Years	5.1	5.1	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
2,300	1,000	800	0	0	21,200	25,300

Major Changes

Assistant Director of Operations is added to provide oversight to Enterprise Fund (Refuse and Local Works) operations	100,400
Operations Assistant transfers to Solid Waste Administration	-79,200

Program Change

Management of Enterprise Fund (Refuse and Local Works) functions is restructured to provide better oversight of operations including single stream recycling and composting as well as upcoming project to rehabilitate the Westside Garage. Refuse Division is reorganized and will report through the Assistant Director of Operations. Bulk refuse collection was paused in 2019-20 in an effort to deal with workload demands related to COVID-19.

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

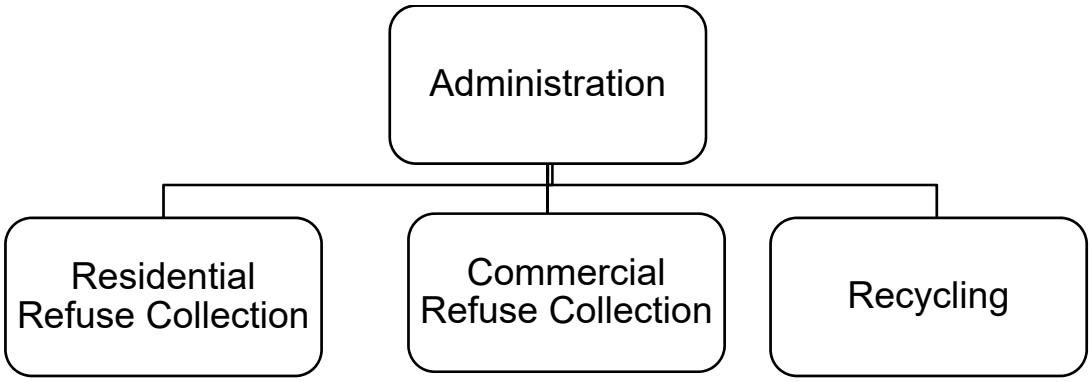
	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	483,096	512,900	475,100	498,600
Materials & Supplies	6,840	5,000	7,000	7,100
Services	125,002	115,500	124,600	126,300
Other				
Total	614,938	633,400	606,700	632,000
Appropriation by Activity				
Director's Office	614,938	633,400	606,700	632,000
Employee Years by Activity	5.2	5.3	5.1	5.1

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

FULL TIME POSITIONS

Br.	Title	Budget 2019-20	Proposed 2020-21
35	Director of Operations	1	1
33	Assistant Director of Operations	0	1
29	Principal Staff Assistant	1	1
24	Senior Administrative Analyst	1	1
23	Operations Assistant	1	0
23	Senior GIS Analyst	1	1
EMPLOYEE YEARS			
Full Time		5.0	5.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.1	0.1
Less: Vacancy Allowance		0.0	0.0
Total		5.1	5.1

Organization



Vital Customers

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

Critical Processes

- Administration manages and assists the Division of Solid Waste's residential refuse collection, commercial collection and recycling activities.
- Residential refuse collection collects and disposes of solid waste for residents through a curb-side collection process utilizing wheeled carts.
- Commercial refuse collection collects and disposes of solid waste for commercial entities.
- Recycling collects and diverts recycling materials from the waste stream for residents and commercial entities.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	19,543,700	18,270,800	-1,272,900
Employee Years	108.4	108.4	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-115,700	66,900	209,000	0	0	-1,433,100	-1,272,900

Major Change

In lieu of depreciation for Refuse Fund is eliminated, as predicted	-1,449,600
Operations Assistant transfers from Director's Office	79,200
Technology Applications Specialist is eliminated due to budget constraints	-62,700

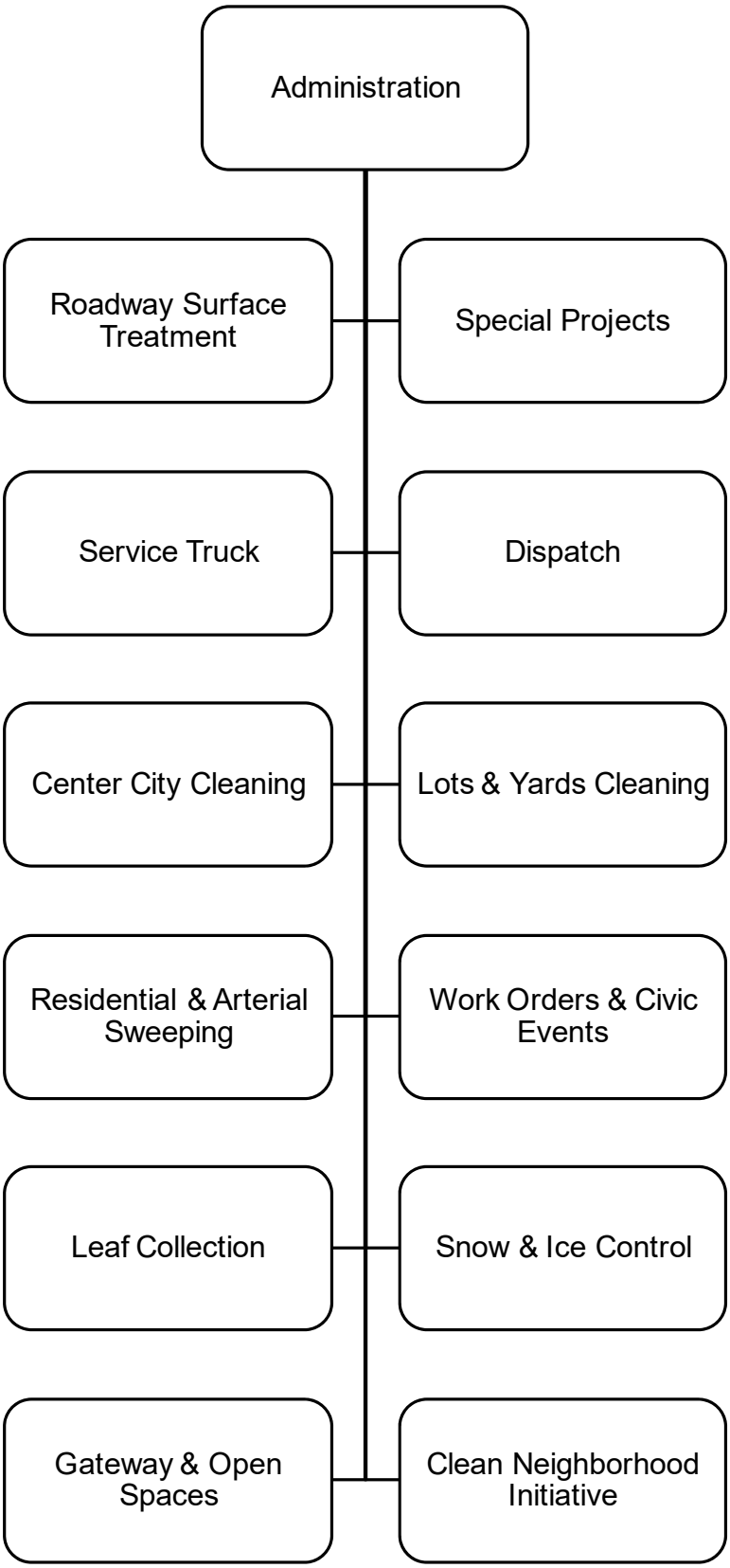
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	6,378,090	6,434,200	6,611,400	6,512,200
Materials & Supplies	143,683	111,800	123,800	213,200
Services	11,119,839	11,161,800	11,358,900	11,545,400
Other	0	0	1,449,600	0
Total	17,641,612	17,707,800	19,543,700	18,270,800
Appropriation by Activity				
Administration	2,982,369	2,931,900	4,532,500	2,973,200
Residential Refuse Collection	11,280,972	10,581,400	11,728,500	11,742,700
Commercial Refuse Collection	2,087,140	1,889,700	2,083,900	2,105,100
Recycling	1,291,131	2,304,800	1,198,800	1,449,800
Total	17,641,612	17,707,800	19,543,700	18,270,800
Employee Years by Activity				
Administration	12.1	11.4	11.7	11.7
Residential Refuse Collection	63.1	67.0	67.2	67.2
Commercial Refuse Collection	14.3	15.0	16.3	16.3
Recycling	13.0	13.0	13.2	13.2
Total	102.5	106.4	108.4	108.4

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

FULL TIME POSITIONS				Administration	Residential Refuse Collection	Commercial Refuse Collection	Recycling
Br.	Title	Budget 2019-20	Proposed 2020-21				
30	Refuse Operations Manager	1	0				
25	Assistant Manager of Solid Waste	1	2	2			
23	Asst. Operations Superintendent	4	4		3		1
23	Commercial Accounts Representative	1	1			1	
23	Operations Assistant	0	1	1			
23	Recycling Coordinator	1	1				1
23	Technology Applications Specialist	1	0				
17	Accountant	1	1	1			
16	Assistant Commercial Accounts Rep.	0	1	1			
16	Fleet Maintenance Technician	1	1	1			
16	Research Assistant	1	0				
9	Clerk II	1	0				
7	Clerk III	0	1	1			
69	Environmental Services Operator I	76	76		53	14	9
64	Dispatcher	1	1	1			
63	Senior Code Inspector	1	1	1			
EMPLOYEE YEARS							
Full Time		91.0	91.0	9.0	56.0	15.0	11.0
Overtime		11.4	11.4	0.5	6.8	1.6	2.5
Part Time, Temporary, Seasonal		7.5	7.5	2.2	5.3	0.0	0.0
Less: Vacancy Allowance		1.5	1.5	0.0	0.9	0.3	0.3
Total		108.4	108.4	11.7	67.2	16.3	13.2

Organization



Vital Customers

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

Critical Processes

- Administration manages and assists the Division of Special Services and all activities.
- Service Truck cleans roadways from debris and obstacles, places and collects traffic barrels and barricades, and transfers interoffice mail.
- Dispatch services are provided for Special Services to facilitate efficient and effective communication between managers, supervisors and field operations staff.
- Maintenance work is performed within the Central Business District and other locations.
- Lots & Yards Cleaning provides maintenance at vacant City-owned properties and oversees contracted mowing of City-owned properties.
- Arterial and residential street sweeping and cleaning services.
- Works Orders & Civic Events provides maintenance of private and City-owned properties through requests by Neighborhood & Business Development. Supports special events as requested by the Bureau of Communications. Removes graffiti and posts vacant lots.
- Landscaping services for gateway areas of the City and for City facilities.
- Road Surface treatment provides patching, chip seal and crack seal service to the City's arterial and residential streets to ensure they remain in good condition.
- Special Projects provides utility cut service (initial opening and restoration) for the Water Bureau, sidewalk replacement, guard rail replacement, light pole boxes and other special projects as directed by the Bureau of Engineering.
- Curbside loose-leaf collection for City residents in the fall and beyond as weather permits.
- Coordination and assistance for the City's annual Clean Sweep community cleanup event. Provides assistance for smaller neighborhood mini-sweep events. Oversees transitional jobs training program which supplies the City with litter pick-up and shoveling services.
- Snow and ice control on the City's arterial streets with the use of City crews.
- Special Snow provides specialized hand crews to control snow and ice on bridge overpass and underpass areas, as well as other areas that can't be serviced by large equipment.
- Roadway Plowing provides contracted snow and ice control on residential streets and inspection of contractor work.
- Sidewalk Plowing provides contracted snow plowing for City arterial and residential sidewalks and inspection of contractor work.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	17,732,300	18,245,900	513,600
Employee Years	143.5	153.0	9.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
108,300	37,500	-5,900	0	-1,000	374,700	513,600

Major Changes

Inflation on salt purchases and snow removal contracts	333,800
Seasonal laborers added to conduct litter clean up in high-density corridors, including on call supervision and wearing apparel	137,500
Mowing services are reduced to reflect actual need and due to budget constraints	-38,400
Overtime is reduced due to budget constraints	-30,000
Savings from converting community garden liaison to on call	-27,400
Productivity improvements result in savings	-800

Program Change

The Adopt-A-Block program previously contracted out converts to seasonal laborers employed by the City, providing them an opportunity to develop basic work skills leading to potential permanent placement or with another job provider. Clean Sweep activities for 2019-20 were postponed and scaled back as a result of COVID-19.

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

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	6,687,518	7,174,000	7,276,200	7,459,600
Materials & Supplies	1,853,165	1,904,600	1,977,600	2,099,000
Services	7,909,135	7,604,800	8,478,500	8,687,300
Other	0	0	0	0
Total	16,449,818	16,683,400	17,732,300	18,245,900
Appropriation by Activity				
Administration	2,503,538	2,509,600	2,615,600	2,605,000
Roadway Surface Treatment	1,116,186	898,800	1,167,400	1,208,200
Special Projects	924,019	996,500	1,045,900	1,014,600
Service Truck	111,340	134,900	123,300	123,000
Dispatch	240,891	258,500	241,100	237,100
Center City Cleaning	179,743	150,500	262,100	273,300
Lots & Yards Cleaning	1,078,560	1,071,800	1,236,300	1,202,500
Residential & Arterial Sweeping	772,469	642,900	705,400	806,600
Work Orders & Civic Events	992,939	911,600	989,000	1,097,400
Leaf Collection	936,107	1,375,200	1,104,700	874,400
Snow & Ice Control	6,978,543	7,288,000	7,620,600	8,023,800
Gateway & Open Spaces	173,065	171,400	183,900	184,100
Clean Neighborhood Initiative	442,418	273,700	437,000	595,900
Total	16,449,818	16,683,400	17,732,300	18,245,900
Employee Years by Activity				
Administration	11.3	11.0	11.3	15.5
Roadway Surface Treatment	15.6	12.9	15.9	15.9
Special Projects	12.9	12.6	13.6	12.6
Service Truck	1.6	2.1	1.9	1.9
Dispatch	3.5	3.9	3.7	3.7
Center City Cleaning	5.3	3.5	5.5	5.6
Lots & Yards Cleaning	8.2	7.4	9.4	8.7
Residential & Arterial Sweeping	6.2	5.2	6.2	6.3
Work Orders & Civic Events	12.2	11.2	12.2	12.6
Leaf Collection	11.6	14.5	11.5	11.6
Snow & Ice Control	46.0	52.5	49.0	49.3
Gateway & Open Spaces	2.9	2.7	2.8	2.9
Clean Neighborhood Initiative	0.5	0.5	0.5	6.8
Total	137.8	140.0	143.5	153.0

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

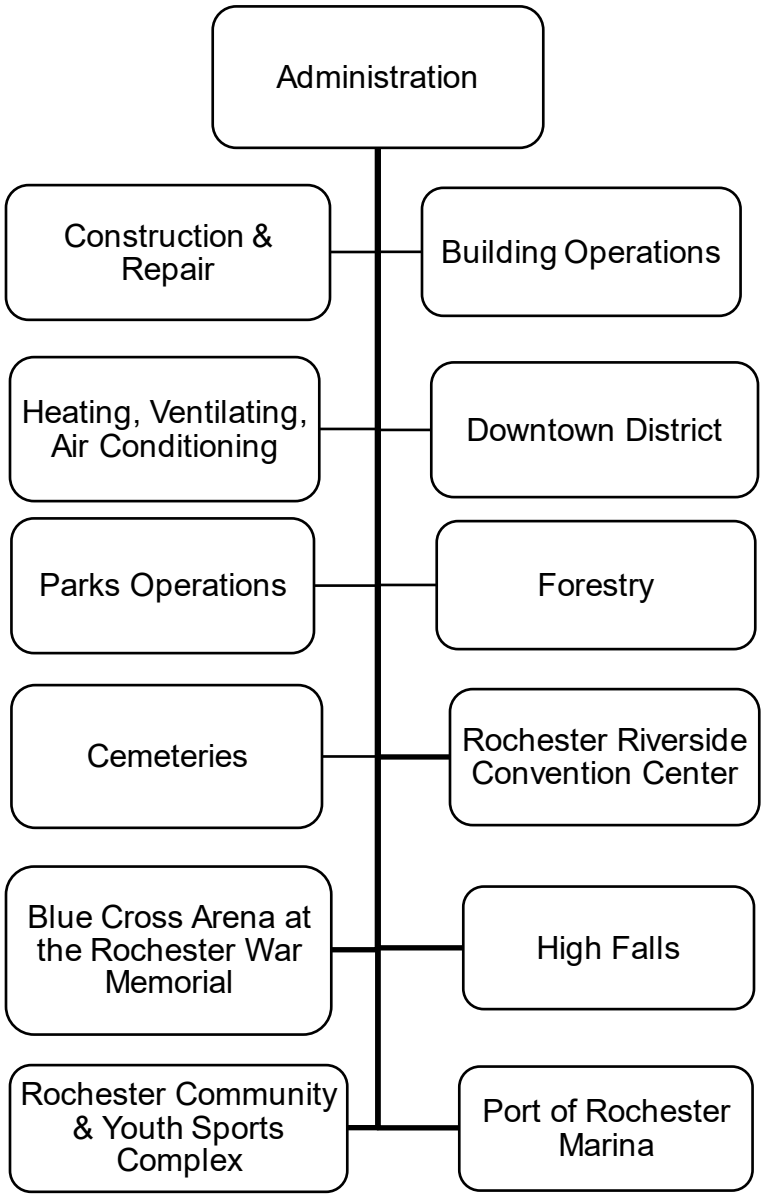
FULL TIME POSITIONS				Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	Gateway & Open Spaces	Clean Neigh-borhood Initiative
Br.	Title	Budget 2019-20	Proposed 2020-21													
26	Coordinator of Special Services	1.0	1.0	1.0												
25	Operations Superintendent-St. Maint	1.0	1.0	1.0												
23	Asst. Operations Superintendent	10.0	11.0	2.0	0.7					0.6	1.1	2.2	0.7	3.2	0.7	
23	Technology Applications Specialist	1.0	1.0	1.0												
21	Supervising Engineering Technician	1.0	1.0	1.0												
19	Op. Supervisor, St. Maintenance	1.0	1.0		0.7	0.4										
18	Municipal Assistant	1.0	1.0	1.0												
16	Fleet Maintenance Technician	1.0	1.0	1.0												
15	Senior Dispatcher	1.0	1.0					1.0								
9	Clerk II	1.0	0.0													
9	Clerk II Bilingual	1.0	1.0	1.0												
7	Clerk III Typing	0.0	1.0	1.0												
64	Dispatcher	2.0	2.0					2.0								
64	Special Equipment Operator	4.0	4.0		2.0	1.0								1.1		
62	Senior Operations Worker	29.0	29.0		1.6	3.9				3.3	3.9	5.0	2.1	8.8	0.7	
56	Grounds Equipment Operator	2.0	2.0	1.0						0.6			0.1	0.4		
41	Operations Worker	45.0	45.0		8.0	5.6	1.0		4.6	2.8	1.1	5.2	2.2	13.7	1.1	
EMPLOYEE YEARS																
Full Time		102.0	103.0	11.0	12.8	10.8	1.0	3.0	4.6	7.2	6.1	12.3	5.1	27.0	2.4	0.0
Overtime		31.0	30.6	1.0	2.8	1.1	0.6	0.8	0.9	0.8	0.4	0.4	3.7	17.6	0.0	0.5
Part Time, Temporary, Seasonal		15.0	23.9	3.8	1.0	1.3	0.4	0.0	0.3	1.1	0.0	0.2	3.2	5.8	0.6	6.3
Less: Vacancy Allowance		4.5	4.5	0.3	0.7	0.6	0.1	0.1	0.2	0.4	0.2	0.3	0.4	1.1	0.1	0.0
Total		143.5	153.0	15.5	15.9	12.6	1.9	3.7	5.6	8.7	6.3	12.6	11.6	49.3	2.9	6.8

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

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 visits to the Rochester harbor.

Organization



Vital Customers

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Develop a preventative maintenance master plan to improve performance and safety, decreasing down time and need for repetitive repairs	3F	Innovation and Efficiency	Second Quarter
Add new scattering gardens and memorialization in the cemeteries	4B	Innovation and Efficiency	Fourth Quarter
Monitor for the presence of and develop strategies for managing a Spotted Lantern Fly infestation	3F	Safer and More Vibrant Neighborhoods	Ongoing
Implement 21st Century technology upgrades to modernize the cemeteries	5E	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Building Services:				
City building inventory	182	181	186	190
Buildings maintained (excludes foreclosed properties)	182	181	186	190
CUSTOMER PERSPECTIVE				
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2
Marina occupancy				
Seasonal slips	98.2%	60.0%	90.0%	98.2%
Transient slips	55%	50%	50%	55%

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	17,069,000	17,026,400	-42,600
Employee Years	163.1	161.1	-2.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
76,100	116,700	23,100	0	0	-258,500	-42,600

Major Changes

Assistant to the Director is eliminated due to budget constraints	-86,400
Emergency building maintenance repair reduced due to budget constraints	-65,000
Eliminate vacant Supervising Stock Clerk as an efficiency measure	-59,300
Building maintenance for Rochester Community & Youth Sports Complex reduced as an efficiency measure	-25,000
Printing of Cemetery materials reduced due to plentiful on-hand stock	-24,000
Training funds for Operating Engineers as per collective bargaining agreement	1,200

Program Change

Additional building inventory consists of properties located at 160 Clifton Street, 32 York Street, and 806-810 Brown Street which are part of the proposed Bulls Head redevelopment. COVID-19 has potential to decrease transient marina activity. Building maintenance and cleaning has increased to deal with COVID-19 impacts.

Rochester Riverside Convention Center*

	2019-20 Budget	2020-21 Budget
Revenues		
Building & Equipment Rental	1,175,000	1,203,500
Service Fees	415,000	361,850
Commissions: Decorator/AV	101,000	94,150
Food & Beverage service	4,730,145	5,098,065
Riverside Production	472,000	318,100
Riverside Parking	1,603,946	1,640,540
Convention Services	290,000	290,000
Interest	600	600
Monroe County Hotel/Motel Tax	795,000	795,000
TOTAL REVENUES	**9,582,691**	**9,801,805**
Expenses*		
Administration	943,846	993,317
Operations	3,126,215	3,211,375
Sales	463,157	476,807
Food and Beverage	3,595,331	3,785,133
Riverside Productions	402,928	318,102
Riverside Parking	1,342,414	1,388,271
Convention Services	290,000	290,000
Cash Capital	170,000	0
Debt Service	278,243	286,028
TOTAL EXPENSES	**10,612,134**	**10,749,033**
City Subsidy	1,029,443	947,228

***Budget as approved by RRCC Board**

War Memorial/Blue Cross Arena Fund

	2019-20 Budget	2020-21 Budget
Revenues		
War Memorial Revenue		
Facility Rental	60,000	60,000
Surtax	450,000	225,000
Suites	0	0
Utilities	724,000	700,000
Name	195,000	195,000
Premium & Interest	6,400	11,900
Hotel/Motel Tax	905,000	905,000
TOTAL REVENUES	**2,340,400**	**2,096,900**
Expenses*		
Operating	913,200	932,000
Undistributed	50,000	52,400
Cash Capital	450,000	50,000
Debt Service	1,279,700	1,261,800
TOTAL EXPENSES	**2,692,900**	**2,296,200**
City Subsidy	**352,500**	**199,300**

Port of Rochester

	2019-20 Budget	2020-21 Budget
Revenues		
Retail Establishment Rent	150,000	215,000
TOTAL REVENUES	**150,000**	**215,000**
Expenses		
Cleaning Supplies	12,700	12,900
Miscellaneous Supplies	17,000	17,300
Heat, Light & Power	265,000	265,000
Building Maintenance Wages	135,700	138,400
Fuel	1,900	1,900
Security Detail	383,400	391,100
Professional Fees	60,000	66,800
TOTAL EXPENSES	**875,700**	**893,400**
Net Income/Loss	**-725,700**	**-678,400**

*Some expenses may be located in other departmental budgets; facility summary is provided for informational purposes only.

Rochester Community & Youth Sports Complex

	2019-20 Budget	2020-21 Budget
Revenues		
TOTAL REVENUES	**0**	**105,000**
Expenses*		
Heat, Light & Power	285,000	285,000
Repairs, Supplies	89,300	89,300
Building maintenance	184,600	162,700
Pure Water Charges	20,600	21,000
Water Charges	14,000	14,000
Insurance	52,000	34,400
Maintenance Mechanic	65,200	42,800
Seasonal Building Maint.	70,800	43,000
Security	0	129,600
Modular Lockers Rent	7,600	7,600
Taxes	30,800	0
Cash Capital	100,000	0
TOTAL EXPENSES	**919,900**	**829,400**

High Falls Center

	2019-20 Budget	2020-21 Budget
Expenses		
Salaries	-	-
Heat, Light & Power	12,300	12,500
Water Charges	-	-
Professional Fees	25,700	26,100
County Taxes	4,100	4,200
Telephone	-	-
Cash Capital	-	-
Miscellaneous	3,100	3,200
TOTAL EXPENSES	**45,200**	**46,000**
Net Income/Loss	**-45,200**	**-46,000**

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	8,040,902	8,158,900	8,485,800	8,416,200
Materials & Supplies	1,325,177	1,285,500	1,363,100	1,386,100
Services	6,708,094	6,879,000	7,220,100	7,224,100
Other	0	0	0	0
Total	16,074,173	16,323,400	17,069,000	17,026,400
Appropriation by Activity				
Administration	868,913	970,700	1,022,000	782,200
Construction & Repair	1,810,271	1,864,500	2,017,800	1,944,800
Building Operations	3,795,018	3,775,100	3,748,200	3,868,200
Heating, Ventilating, Air Conditioning	1,092,902	1,086,900	1,305,400	1,309,000
Rochester Riverside Convention Center	1,376,201	1,376,200	1,376,200	1,399,600
Blue Cross Arena at the Rochester War Memorial	874,876	858,600	913,200	932,000
High Falls	48,342	15,700	20,100	46,000
Rochester Community & Youth Sports Complex	65,897	212,800	293,700	281,000
Port of Rochester Marina	0	61,700	61,700	66,800
Parks Operations	2,535,979	2,485,000	2,526,600	2,573,600
Forestry	1,035,034	1,054,800	1,070,300	1,088,900
Downtown District	711,113	744,000	720,100	737,500
Cemeteries	1,859,627	1,817,400	1,993,700	1,996,800
Total	16,074,173	16,323,400	17,069,000	17,026,400
Employee Years by Activity				
Administration	9.0	9.2	8.2	6.2
Construction & Repair	19.2	19.2	22.2	22.2
Building Operations	42.0	43.2	46.2	46.2
Heating, Ventilating, Air Conditioning	14.4	9.2	13.2	13.2
Parks Operations	28.4	26.4	25.4	25.4
Forestry	14.9	14.8	15.1	15.1
Downtown District	11.1	11.3	10.9	10.9
Cemeteries	20.5	19.4	21.9	21.9
Total	159.5	152.7	163.1	161.1

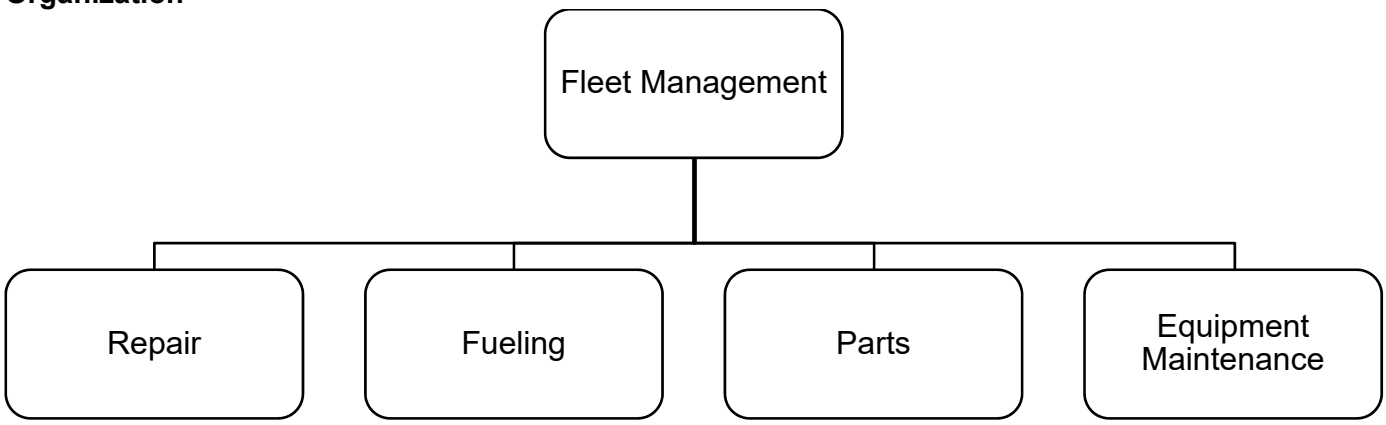
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin-istration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	Forestry	Downtown District	Cemeteries
Br.	Title	Budget 2019-20	Proposed 2020-21								
35	Deputy Commissioner	0	1	1							
35	Director of Buildings & Parks	1	0								
31	Manager of Building Services	1	1	1							
30	Cemetery Manager	1	1								1
30	City Forester	1	1						1		
26	Supervisor of Administrative Services	1	0								
26	Assistant to the Director	1	0								
25	Technology Applications Coordinator	0	1								1
24	Superintendent of Construction & Repair	1	1		1						
23	Assistant Operations Superintendent	4	4		1			1		1	1
23	Mechanical Engineer	1	1				1				
23	Superintendent Building Operations	2	2			2					
21	Supervisor of Electrical Trades	1	1		1						
21	Supervisor Structures & Equipment	2	2		2						
20	Administrative Analyst	1	1								1
20	GIS Analyst/Forestry	1	1						1		
20	Technology Application Assistant	1	0								
19	Cemetery Operations Supervisor	2	2								2
19	Forestry Operations Supervisor	1	1						1		
19	Operations Supervisor	1	1					1			
19	Parks Operations Supervisor	1	1					1			
18	Building Supervisor	1	1			1					
18	Senior Supervising Stock Clerk	1	0								
17	Forestry Technician	3	3						3		
16	Cemetery Sales Coordinator	1	1								1
15	Principal Account Clerk	0	1	1							
12	Billing Specialist	1	1	1							
11	Cemetery Service Representative	1	1								1
11	Cemetery Service Representative Bilingual	1	1								1
11	Secretary	1	1	1							
7	Clerk III w/Typing	2	2	1					1		
1	Cleaner	7	7			7					
66	Laborer 6 day	1	1					1			
65	Sr. Forestry Worker	3	3						3		
65	Sr. Maintenance Mechanic/Buildings	4	4		2	2					
65	Sr. Maintenance Mechanic/Carpentry	4	4		3			1			
65	Sr. Maintenance Mechanic/Mason	1	1		1						
65	Sr. Maintenance Mechanic/Pipefitter	2	2		2						
62	Locksmith	1	1		1						
62	Senior Maintenance Mechanic	3	3		3						
61	Forestry Worker	3	3						3		
61	Rosarian	1	1					1			
60	Maintenance Mechanic	4	4		4						
57	Maintenance Worker	4	4			4					
56	Grounds Equipment Operator	19	18					11		7	
52	Building Maintenance Helper	10	10			10					
42	Cemetery Worker	3	4								4
41	Operations Worker	2	2					1		1	
41	Parks Operations Worker	2	2					2			
153	Supervising HVAC Engineer	1	1				1				
152	Lead HVAC Engineer	1	1				1				
151	HVAC Engineer	2	2				2				
150	Assistant HVAC Engineer	6	6				6				
149	Assistant HVAC Engineer Trainee	1	1				1				
EMPLOYEE YEARS											
Full Time		122.0	120.0	6.0	21.0	26.0	12.0	20.0	13.0	9.0	13.0
Overtime		11.4	11.4	0.1	1.9	2.1	0.7	3.0	1.0	1.2	1.4
Part Time, Temporary, Seasonal		35.2	35.2	0.3	0.2	19.7	1.0	3.6	1.8	1.0	7.6
Less: Vacancy Allowance		5.5	5.5	0.2	0.9	1.6	0.5	1.2	0.7	0.3	0.1
Total		163.1	161.1	6.2	22.2	46.2	13.2	25.4	15.1	10.9	21.9

Mission

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* through the coordination of purchase and provision of exceptional predictive and preventative maintenance and repair services to the City's fleet at the most economical cost, while ensuring that customers receive the highest degree of professionalism.

Organization



Vital Customers

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Priorities Supported	Projected Completion
Continue to identify and replace conventionally fueled vehicles with alternative fuel vehicles to reduce emissions footprint	4C	Safer and More Vibrant Neighborhoods	Ongoing
Enhance technician and operator training program and upgrade shop repair capabilities	5B	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	83%	83%	80%	80%
Preventative maintenance schedule completed on time	88%	75%	88%	88%
Stockroom cycle turns	N/A	4.10	4.15	4.15
LEARNING & INNOVATION				
Equipment Services:				
Equipment Services technician training hours	28	20	24	24

N/A – Not Applicable

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	330,700	68,200	-262,500
Employee Years	65.9	66.2	0.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-38,700	58,800	-207,200	0	0	-75,400	-262,500

Major Change

Equipment maintenance and repair allocations reduced due to budget constraints	-82,400
Part time Stock Clerk added in Parts area	18,200
One automotive co-op position eliminated due to budget constraints	-11,200

Motor Equipment Chargebacks

Department/Bureau	2019-20	2020-21
CITY COUNCIL & CLERK	300	300
ADMINISTRATION		
Mayor's Office	7,000	4,500
Management & Budget	0	0
Communications	900	1,000
Human Resource Mgt.	2,700	2,000
Total	10,600	7,500
INFORMATION TECHNOLOGY	5,000	5,000
FINANCE		
Director's Office	300	0
Treasury	6,000	7,300
Accounting	0	0
Purchasing	0	0
Parking	77,000	75,000
Total	83,300	82,300
NEIGHBORHOOD & BUSINESS DEVELOPMENT	2,500	4,500
LAW	0	0
EMERGENCY COMMUNICATIONS	9,500	8,300

Department/Bureau	2019-20	2020-21
ENVIRONMENTAL SERVICES		
Commissioner	78,400	85,500
Architecture & Engineering	12,000	12,000
Operations	6,493,400	6,696,800
Buildings & Parks	807,000	812,000
Equipment Services	280,000	280,000
Water	480,000	450,000
Total	8,150,800	8,336,300
POLICE	3,885,000	3,892,000
FIRE	226,500	226,500
LIBRARY		
Central Library	3,500	3,500
Community Library	14,100	13,400
Total	17,600	16,900
RECREATION & YOUTH SERVICES		
Commissioner	1,500	1,500
Recreation	75,000	75,000
Total	76,500	76,500
Total Interfund	6,735,600	6,814,700
Total Intrafund	5,732,000	5,841,400
CITY TOTAL	12,467,600	12,656,100

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	3,635,985	3,698,800	3,772,500	3,740,800
Materials & Supplies	5,258,907	5,051,300	5,350,500	5,392,400
Services	1,202,606	1,194,100	1,383,200	1,316,300
Other	2,292,100	2,292,100	2,292,100	2,274,800
Total	12,389,598	12,236,300	12,798,300	12,724,300
Interfund Credit*	-6,206,955	-6,735,600	-6,735,600	-6,814,700
Intrafund Credit*	-5,554,499	-5,732,000	-5,732,000	-5,841,400
Total	628,144	-231,300	330,700	68,200
Appropriation by Activity				
Fleet Management	3,336,965	3,373,000	3,436,300	3,419,000
Repair	3,151,449	3,159,200	3,355,700	3,245,900
Fueling	2,845,158	2,669,000	2,902,800	2,903,100
Parts	2,952,437	2,920,600	2,969,600	3,027,500
Equipment Maintenance	103,589	114,500	133,900	128,800
Total	12,389,598	12,236,300	12,798,300	12,724,300
Interfund Credit*	-6,206,955	-6,735,600	-6,735,600	-6,814,700
Intrafund Credit*	-5,554,499	-5,732,000	-5,732,000	-5,841,400
Total	628,144	-231,300	330,700	68,200
Employee Years by Activity				
Fleet Management	7.2	8.2	8.2	8.2
Repair	47.5	47.2	48.7	48.5
Parts	8.6	8.0	7.6	8.1
Equipment Maintenance	1.0	1.3	1.4	1.4
Total	64.3	64.7	65.9	66.2

*Reflects chargeback for motor equipment service.

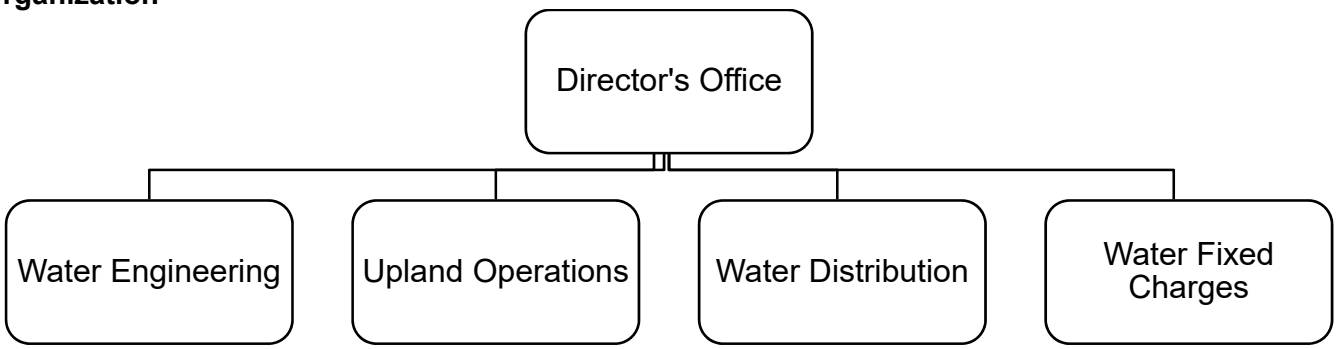
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2019-20	Proposed 2020-21				
35	Director of Equipment Services	1	1	1			
26	Service Manager	1	1		1		
25	Technology Application Coordinator	1	1	1			
24	Automotive Parts & Materials Manager	1	1			1	
23	Assistant Service Manager	4	4	1	3		
20	Administrative Analyst	1	1	1			
19	Senior Equipment Mechanic	1	1				1
18	Equipment Trainer	1	1	1			
18	Management Trainee	1	0				
18	Municipal Assistant	0	1	1			
16	Automotive Machinist	1	1			1	
15	Heavy Mechanic II	8	12		12		
14	Sr. Auto Maintenance Mechanic	8	8		8		
14	Senior Auto Parts Clerk	3	3			3	
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	1	1			1	
10	Senior Account Clerk	1	1	1			
9	Stock Clerk	1	0				
7	Clerk III	0	1			1	
71	Master Truck Technician	12	9		9		
70	Master Automotive Technician	8	7		7		
61	Tire Repairer	1	1		1		
59	Heavy Equipment Aide	1	1		1		
58	Auto Aide	1	1		1		
EMPLOYEE YEARS							
Full Time		60.0	60.0	7.0	45.0	7.0	1.0
Overtime		6.4	6.4	0.1	5.5	0.7	0.1
Part Time, Temporary, Seasonal		2.1	2.4	1.1	0.2	0.6	0.5
Less: Vacancy Allowance		2.6	2.6	0.0	2.2	0.2	0.2
Total		65.9	66.2	8.2	48.5	8.1	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

- 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
- Internal: City of Rochester departments

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.

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Replace or rehabilitate 35,000 feet of water main in the distribution system	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 3,200 (5/8" – 2") radio read meters	4A	Innovation and Efficiency	Fourth Quarter
Continue with existing customer service callback program	5D	Innovation and Efficiency	Fourth Quarter
Maintain average annual production at NYSDEC withdrawal permit limit for Hemlock Lake of 37 MGD	4A	Innovation and Efficiency	Fourth Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Conduct year 2 of 5 of assessment of water appurtenances and features within the right of way for compliance with City pavement policy	3F	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Engineering:				
Distribution system water main breaks & leaks per 100 miles of water main	10	8.6	12	12
Percentage of water mains in distribution system with corrosion inhibited lining	76.9%	77.5%	78.0%	78.4%
Water Production & Treatment:				
Filtration plant production (million gallons per day)	36.2	36.0	37.0	37.0
Water Distribution:				
Non-Revenue Water (MGD)	6.7	6.0	6.0	6.0
Customer satisfaction callbacks – percent of customers satisfied with service	98%	96%	95%	95%
Radio read meter installations	3,679	2,500	4,200	3,200
Percent of customer meters converted to radio read	68%	72%	75%	77%

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	23,042,300	23,109,100	66,800
Employee Years	140.8	141.3	0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
98,100	86,900	-33,300	0	23,000	-107,900	66,800

Major Change Highlights

Reduced assessments enable reduction in property taxes paid	-125,000
Equipment rental increases to reflect actual need	70,000
Assistant Water Quality Chemist added to assist with increased workload and upcoming Environmental Protection Agency regulatory requirements of the Lead and Copper Rule	57,700
Water quality testing services increase to reflect actual need	50,000
Construction materials reduced to reflect actual need	-35,000

Fuel purchases reduced to reflect actual need	-35,000
On call position added to assist with succession planning	30,100
Chemical purchases reduced to reflect actual need	-25,000
Overtime reduced to reflect actual need	-24,000
Two temporary positions added in 2019-20 for succession planning become permanent	0

Program Change

Water main renewal program goal reduced by 5,000 feet as a result of potential COVID-19 impacts on construction season. Lower than budgeted number of radio read installations are the result of staffing turnover and suspended installations resulting from COVID-19 and inaccessibility to residences and businesses. The infrastructure assessment is in year two of a five year program. The Environmental Protection Agency has proposed revisions to the Lead and Copper Rule to reduce lead exposure in drinking water. These new regulations will result in increased workload requiring the addition of a full time position to assist with testing. Customer satisfaction call-back program was suspended in March, 2020 as a result of COVID-19. It is expected to resume in 2020-21.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	2,017,800	1,934,700	-83,100
Employee Years	14.7	13.6	-1.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
300	14,300	-8,300	0	0	-89,400	-83,100

Major Change

Water Maintenance Worker/Construction transfers to Water Distribution – Grid Repair	-46,800
Construction materials reduced to reflect actual need	-35,000
On call position added to assist with succession planning	30,100
Funds for vehicle washing eliminated	-10,500
Office supplies reduced to reflect actual need	-8,800
Overtime allocation reduced to reflect actual need	-8,000
Mileage reimbursement reduced to reflect actual need	-3,800
Miscellaneous supply allocations reduced to reflect actual need	-3,000
Building maintenance reduced to reflect actual need	-2,600
Savings in cellular phone expense	-1,000

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

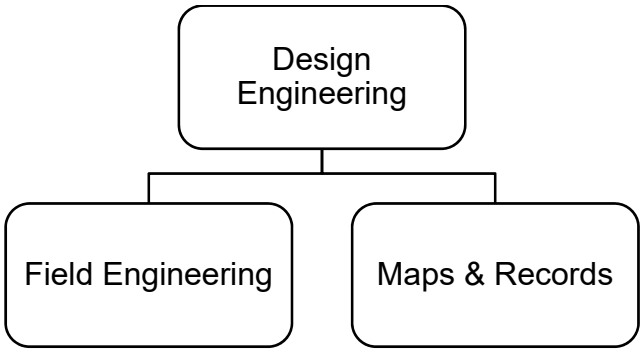
	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	798,741	865,600	894,700	870,300
Materials & Supplies	397,988	414,700	473,100	434,300
Services	494,820	606,000	650,000	630,100
Other	0	0	0	0
Total	1,691,549	1,886,300	2,017,800	1,934,700
Appropriation by Activity				
Director's Office	1,691,549	1,886,300	2,017,800	1,934,700
Employee Years by Activity				
Director's Office	13.8	14.2	14.7	13.6

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

FULL TIME POSITIONS

Br.	Title	Budget 2019-20	Proposed 2020-21
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	1	1
13	Supervising Stock Clerk	1	1
9	Clerk II	1	1
7	Clerk III w/Typing	1	1
6	Stock Clerk	1	1
65	Sr. Maintenance Mechanic-Welder	1	1
63	Water Maintenance Worker/Construction	1	0
EMPLOYEE YEARS			
Full Time		13.0	12.0
Overtime		0.5	0.4
Part Time, Temporary, Seasonal		1.2	1.2
Less: Vacancy Allowance		0.0	0.0
Total		14.7	13.6

Organization



Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	1,325,200	1,308,700	-16,500
Employee Years	17.8	17.4	-0.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
16,400	1,100	-10,000	0	0	-24,000	-16,500

Major Changes

Overtime reduced to reflect actual need	-24,000
Two temporary positions added in 2019-20 for succession planning become permanent	0

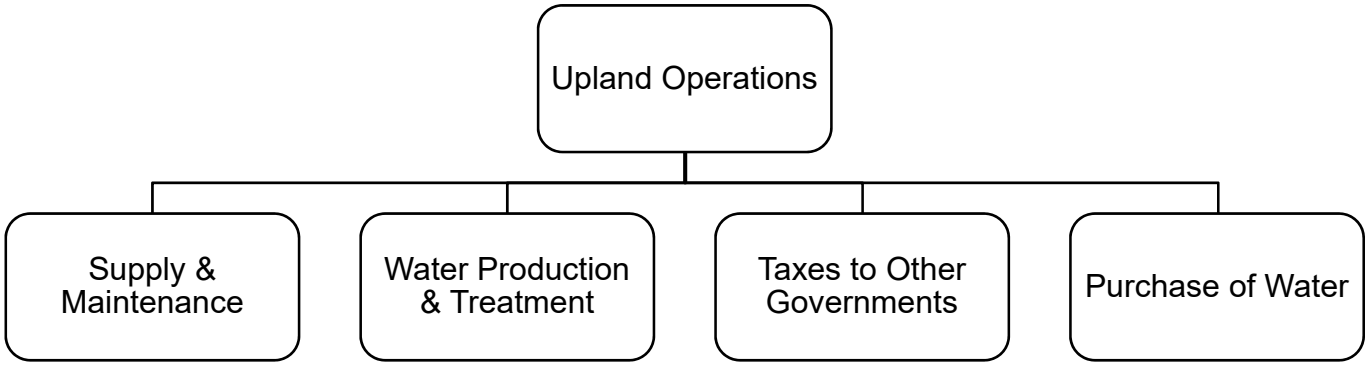
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	975,942	1,085,700	1,241,700	1,234,100
Materials & Supplies	1,164	2,000	15,900	16,100
Services	52,462	59,300	67,600	58,500
Other	0	0	0	0
Total	1,029,568	1,147,000	1,325,200	1,308,700
Appropriation by Activity				
Design Engineering	804,540	931,400	1,089,700	1,134,300
Field Engineering	139,310	148,300	160,000	96,400
Maps & Records	85,718	67,300	75,500	78,000
Total	1,029,568	1,147,000	1,325,200	1,308,700
Employee Years by Activity				
Design Engineering	9.6	12.6	14.1	15.0
Field Engineering	2.7	2.7	2.8	1.5
Maps & Records	1.2	0.9	0.9	0.9
Total	13.5	16.2	17.8	17.4

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2019-20	Proposed 2020-21			
31	Managing Engineer Water Design	1	1	1		
29	Senior Engineer Water Design	1	1	1		
28	Engineer IV/Water	1	1	1		
26	Engineer III/Water	2	2	2		
24	Engineer II/Water	1	1	1		
23	Senior GIS Analyst	1	1	1		
21	Supervising Engineering Technician	2	2	2		
20	GIS Applications Specialist	0	1	1		
18	Principal Engineering Technician	1	1			1
18	Principal Engineering Technician-CADD	3	3	2	1	
12	Engineering Technician	0	1	1		
EMPLOYEE YEARS						
Full Time		13.0	15.0	13.0	1.0	1.0
Overtime		1.1	0.7	0.1	0.6	0.0
Part Time, Temporary, Seasonal		4.0	2.0	2.0	0.0	0.0
Less: Vacancy Allowance		0.3	0.3	0.1	0.1	0.1
Total		17.8	17.4	15.0	1.5	0.9

Organization



Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	5,912,800	5,922,900	10,100
Employee Years	40.7	41.7	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
58,300	58,100	5,000	0	0	-111,300	10,100

Major Change

Reduced assessments enable reduction in property taxes paid	-125,000
Assistant Water Quality Chemist added to assist with increased workload and upcoming regulatory requirements of the Lead and Copper Rule	57,700
Water quality testing services increase to reflect actual need	50,000
Fuel purchases reduced to reflect actual need	-35,000
Chemical purchases reduced to reflect actual need	-25,000
Miscellaneous supply and service allocations reduced to reflect actual need	-17,000
Tool purchases reduced to reflect actual need	-10,000
Wearing apparel reduced to reflect actual need	-7,000

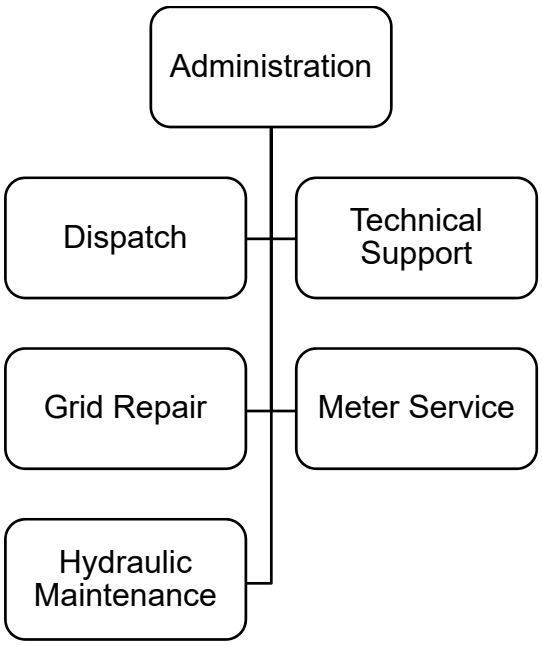
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	2,307,723	2,521,100	2,398,500	2,514,500
Materials & Supplies	814,133	806,800	869,200	804,900
Services	2,417,950	2,544,700	2,645,100	2,603,500
Other	0	0	0	0
Total	5,539,806	5,872,600	5,912,800	5,922,900
Appropriation by Activity				
Supply & Maintenance	877,202	906,000	969,900	930,700
Water Production & Treatment	3,019,821	3,209,800	3,016,800	3,158,300
Taxes to Other Governments	892,176	900,000	1,069,300	962,500
Purchase of Water	750,607	856,800	856,800	871,400
Total	5,539,806	5,872,600	5,912,800	5,922,900
Employee Years by Activity				
Supply & Maintenance	9.8	10.0	10.3	10.3
Water Production & Treatment	31.0	32.4	30.4	31.4
	40.8	42.4	40.7	41.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2019-20	Proposed 2020-21		
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	1	1		1
25	Water Quality Chemist	1	1		1
23	Asst Auto System Control Specialist	1	1		1
23	Asst Superintendent Water Plant Maint	1	1		1
23	Assistant Water Quality Chemist	0	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	Assistant to the Manager of Water Production	1	1		1
18	Reservoir Operator	1	1		1
18	Senior Water Plant Operator	3	3		3
18	Water Operations Supervisor/Upland	1	1	1	
16	Fleet Maintenance Technician	1	1	1	
16	Water Plant Operator	3	3		3
15	Sr. Maint. Mech./Water Treatment	1	1		1
15	Water Quality Lab Assistant	1	1		1
65	Sr. Maint. Mechanic/Instrumentation	1	1		1
65	Sr. Maintenance Mechanic Water Supply	4	2	2	
63	Water Supply Maintenance Worker/Construction	0	2	2	
61	Maint. Mechanic/Water Treatment	3	3		3
EMPLOYEE YEARS					
Full Time		35.0	36.0	9.0	27.0
Overtime		3.4	3.4	1.2	2.2
Part Time, Temporary, Seasonal		2.9	2.9	0.3	2.6
Less: Vacancy Allowance		0.6	0.6	0.2	0.4
Total		40.7	41.7	10.3	31.4

Organization



Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	4,610,100	4,743,400	133,300
Employee Years	67.6	68.6	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
23,100	13,400	-20,000	0	0	116,800	116,800

Major Change

Equipment rental increases to reflect actual need	70,000
Water Maintenance Worker/Construction transfers from Director's Office	46,800

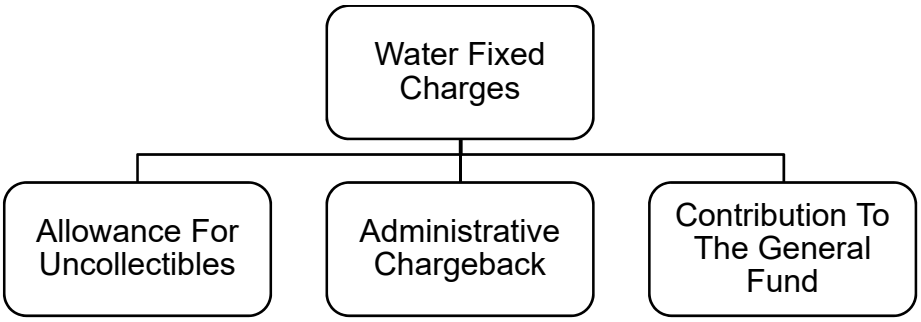
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	3,263,730	3,133,700	3,507,600	3,577,500
Materials & Supplies	89,016	36,800	57,500	58,400
Services	667,144	1,014,800	1,045,000	1,107,500
Other	0	0	0	0
Total	4,019,890	4,185,300	4,610,100	4,743,400
Appropriation by Activity				
Administration	560,078	609,500	727,500	696,400
Dispatch	351,016	424,100	360,100	355,100
Technical Support	463,812	350,200	426,900	449,900
Grid Repair	1,672,581	1,684,400	1,782,800	1,937,500
Meter Services	659,600	642,700	769,200	757,300
Hydraulic Maintenance	312,803	474,400	543,600	547,200
Total	4,019,890	4,185,300	4,610,100	4,743,400
Employee Years by Activity				
Administration	3.0	2.9	3.9	3.9
Dispatch	7.4	7.6	6.6	6.6
Technical Support	9.4	7.4	8.4	8.4
Grid Repair	21.5	21.5	22.8	23.8
Meter Service	14.2	13.7	15.2	15.2
Hydraulic Maintenance	10.3	9.7	10.7	10.7
Total	65.8	62.8	67.6	68.6

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Dispatch	Technical Support	Grid Repair	Meter Service	Hydraulic Maintenance
Br.	Title	Budget 2019-20	Proposed 2020-21						
31	Manager of Water Distribution	1	1	1					
25	Superintendent of Water Distribution	1	1	1					
23	Asst. Superintendent Water Distribution	4	4	1			1	1	1
21	Backflow Prevention Inspector	1	1					1	
18	Supervising Dispatcher	1	1		1				
18	Supervising Water Distribution Technician	3	3			1		1	1
18	Water Operations Supervisor	3	3				3		
11	Clerk I	1	1	1					
65	Sr. Maint. Mech./Water Grid	1	1				1		
64	Dispatcher	5	5		5				
64	Water Distribution Technician	19	20			6		8	6
63	Water Maintenance Worker/Construction	15	16				15		1
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	3	3			1	1		1
61	Meter Reader	4	3					3	
52	Water Service Trainee	1	1				1		
EMPLOYEE YEARS									
Full Time		64.0	65.0	4.0	6.0	8.0	22.0	15.0	10.0
Overtime		5.1	5.1	0.0	0.9	0.8	1.7	0.8	0.9
Part Time, Temporary, Seasonal		1.0	1.0	0.0	0.0	0.0	0.7	0.0	0.3
Less: Vacancy Allowance		2.5	2.5	0.1	0.3	0.4	0.6	0.6	0.5
Total		67.6	68.6	3.9	6.6	8.4	23.8	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

	2019-20	2020-21	Change
Budget	9,176,400	9,199,400	23,000

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	0	23,000	0	23,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	2,452,800	2,452,800	2,452,800	2,452,800
Other	6,723,600	6,723,600	6,723,600	6,746,600
Total	9,176,400	9,176,400	9,176,400	9,199,400
Appropriation by Activity				
Allowance for Uncollectibles	1,350,000	1,350,000	1,350,000	1,373,000
Administrative Chargeback	2,452,800	2,452,800	2,452,800	2,452,800
Contribution to the General Fund	5,373,600	5,373,600	5,373,600	5,373,600
Total	9,176,400	9,176,400	9,176,400	9,199,400

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:

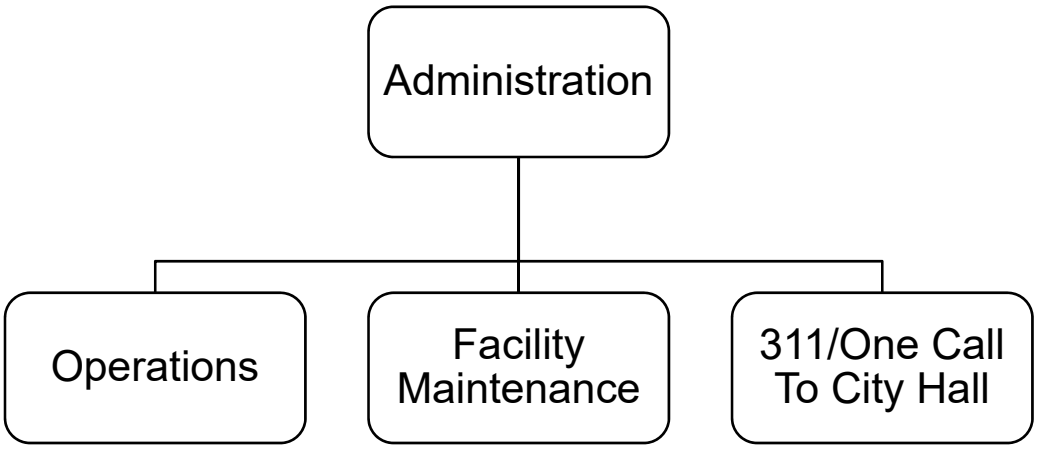
To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by:

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



Departmental Highlights

Emergency Communications (911):
The proposed budget for Administration and Operations is based on the funding level requested by Emergency Communications for the 2020 County Budget. There is a six month 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 for the entire fiscal year. New hire classes are planned for fall 2020 and spring 2021.

Effective January 2020 NYS replaced its discovery law with a new statute requiring the sharing of evidence by default between the prosecution and defense on an accelerated timeline. Four on call positions are added to comply with the new statute.

ECD is managing the replacement and upgrade of the Computer Aided Dispatch (CAD) system. The project is funded by the County and is expected to be completed by the end of the fiscal year. New CAD will enable telecommunicators and dispatchers to process emergency calls more efficiently.

ECD continues to support agencies in Monroe County as they transition to the County's trunked radio system.

311/One Call to City Hall:
Live representatives will continue to be available seven days per week.

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 and capital building improvements. 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: All those who currently or potentially could live, visit, or do business in the city of Rochester
- ❑ Internal: City of Rochester departments

Critical Processes

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

311/One Call to City Hall:

- ❑ Answer and provide information for non-emergency calls
- ❑ Retrieve up-to-date information to respond to all City-related inquiries
- ❑ Provide appropriate avenues for public information and services
- ❑ Submit service requests to appropriate City departments
- ❑ Provide responses to case inquires
- ❑ Report on Call Center performance

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Complete new Computer Aided Dispatch (CAD) system replacement and upgrade	3F, 5E	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Fourth Quarter
Continue to utilize the Verint system and collaborate with City departments to improve 311 functionality	5E	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Emergency Communications (911):				
911 calls received (excluding administrative calls)	1,026,433	1,034,557	1,050,000	1,050,000
Calls dispatched:				
● Police (includes police-initiated)	957,038	976,108	948,000	1,000,000
● Fire	102,596	103,796	106,000	105,000
● Emergency medical service	140,170	139,711	146,000	145,000
● Total dispatched	1,199,804	1,219,615	1,200,000	1,250,000
Ring time (average in seconds)	5.1	5.6	5.5	6.0
CALEA accreditation compliance (%)	100	100	100	100
NYSSA accreditation compliance (%)	100	100	100	100
Text messages to 911	745	1,000	1,000	1,250
CUSTOMER SERVICE				
Emergency Communications (911):				
Caller complaints excluding those with unfounded results	102	283	180	283
Caller complaints - unfounded results	N/A	142	N/A	142
Caller customer satisfaction (scale =1-4; 4 = best)	3.8	3.8	3.8	3.8
311/One Call to City Hall:				
Total calls received from external sources	318,881	320,000	400,000	320,000
Calls answered within 30 seconds (%)	79	74	70	74
Call abandon rate (%)	11	10.5	10.5	10.5

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
FINANCIAL/COSTS				
Emergency Communications (911):				
Operating cost per call ($)	12.44	13.35	13.11	13.55
311/One Call to City Hall:				
Operating cost per call ($)	3.58	3.39	2.88	3.55
LEARNING & INNOVATION				
Emergency Communications (911):				
Employee training (hours)	17,774	19,329	24,300	24,500
311/One Call to City Hall:				
Average number training hours per employee	19	55	55	25

CALEA - Commission on Accreditation for Law Enforcement Agencies, Inc.
NYSSA - New York State Sheriffs' Association
N/A – Not Applicable

Year-To-Year Comparison

Main Functions	Budget 2019-20	Budget 2020-21	Change	Percent Change
Administration	827,500	1,172,800	345,300	41.7%
Operations	12,694,200	12,831,600	137,400	1.1%
Facility Maintenance	240,400	219,200	-21,200	-8.8%
311/One Call To City Hall	1,153,200	1,136,800	-16,400	-1.4%
Total	14,915,300	15,360,400	445,100	3.0%
Employee Years	231.1	231.1	0.0	0.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
314,600	11,100	-6,700	-25,600	0	151,700	445,100

Major Changes

Four on call positions are added to comply with the new NYS Discovery Law	140,000
Net increase in professional services mostly for CAD project manager	133,800
Overtime decreases based on projected need	-119,300
Increase wearing apparel based on projected need	19,300
Net increase in Administration and Operations supplies and services based on projected need	12,800
Reduce miscellaneous services in Facility Maintenance due to budget constraints	-12,800
Decrease heat, light and power based on projected need	-7,800
Productivity improvements result in savings	-7,600
Decrease miscellaneous supplies and services in 311/One Call to City Hall due to budget constraints	-6,700

Program Change

During 2019-20 ECD started utilizing a new tracking system to document caller complaints. Beginning in 2019-20 ECD began tracking caller complaints with unfounded results. This is reported as a separate KPI.

Prior to 2018-19 311/One Call to City Hall total calls received from external sources KPI included calls received by service representatives and calls received by public safety aides. The actual 2018-19, estimated 2019-20 and budget 2020-21 KPIs reflect calls received by service representatives only. Operating cost per call KPI is also impacted by this change.

311/One Call to City Hall average number of training hours per employee KPI will return to the normal levels for 2020-21 since Verint system training is complete.

EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

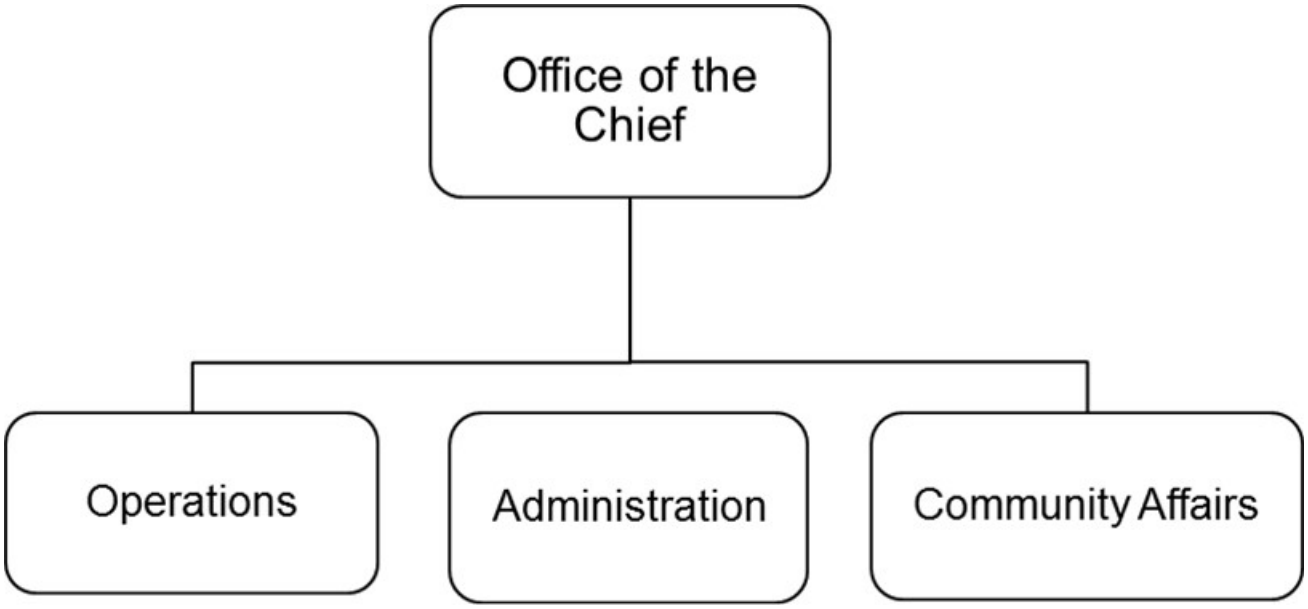
	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	12,748,624	13,778,200	13,654,900	13,964,600
Materials & Supplies	79,919	72,100	93,700	120,300
Services	1,079,968	1,047,900	1,166,700	1,275,500
Other	0	0	0	0
Total	13,908,511	14,898,200	14,915,300	15,360,400
Appropriation by Activity				
Administration	713,469	937,500	827,500	1,172,800
Operations	11,839,479	12,665,300	12,694,200	12,831,600
Facility Maintenance	214,864	210,800	240,400	219,200
311/One Call To City Hall	1,140,699	1,084,600	1,153,200	1,136,800
Total	13,908,511	14,898,200	14,915,300	15,360,400
Employee Years by Activity				
Administration	6.5	8.5	7.5	10.5
Operations	196.8	204.8	203.3	200.3
311/One Call To City Hall	19.5	19.3	20.3	20.3
Total	222.8	232.6	231.1	231.1

EMERGENCY COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2019-20	Proposed 2020-21			
36	ECC Director	1	1	1		
33	Executive Deputy Director of ECD	1	0			
33	Deputy Director - ECD	0	2	1	1	
30	Deputy Director - ECD	1	0			
29	311 Call Center Manager	1	1			1
29	911 Operations Manager	3	3		3	
23	Sr. GIS Analyst	1	0			
22	ECD Training Manager	0	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	Service Representative	8	8			8
12	Service Representative Bilingual	4	4			4
7	Clerk III with Typing	2	2	1		1
6	Research Technician	1	1	1		
210	Shift Supervisor	16	16		16	
190	EMD Quality Improvement Coordinator II	1	1		1	
170	Dispatcher II	31	31		31	
150	Dispatcher I	90	90		90	
150	Dispatcher I Bilingual	2	2		2	
110	Telecommunicator	41	41		41	
110	Telecommunicator Bilingual	2	2		2	
EMPLOYEE YEARS						
Full Time		213.0	213.0	8.0	187.0	18.0
Overtime		15.5	13.8	0.0	13.2	0.6
Part Time, Temporary, Seasonal		2.6	4.6	2.5	0.4	1.7
Less: Vacancy Allowance		0.0	0.3	0.0	0.3	0.0
Total		231.1	231.1	10.5	200.3	20.3

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

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

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 38 police recruits in November 2020. RPD recruits must complete a 10-month period of Academy and field training before they can be deployed for street duties. This recruit class allows RPD's staffing levels to continue to reflect the highest number of personnel available during the summer months, which historically is the busiest time of the year. As a result, vital operations and services continue at a consistent level.

- **Create Patrol Section Investigations -** Enhance and improve the quality of RPD investigations through the reorganization of Investigators assigned to Patrol. Through centralizing Patrol investigations, the RPD will implement strategies that reduce violence and address crime patterns and known criminal offenders.

- **Discontinue the School Resource Officer program –** The School Resource Officer program is eliminated. Officers are re-assigned to Patrol. Patrol supervisors will work cooperatively with RCSD officials assigned to schools in their respective Sections, to ensure appropriate safety and police response protocols are in place.

Highlights of the Department's 2020-21 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2020-21 Strategic Goals & Objectives Highlights

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Office of the Chief:			
Enhance an external platform for data dissemination and analysis. Develop internal tools to analyze data and improve efficiency	5E	Innovation and Efficiency	Ongoing
Operations:			
Decrease number of cold cases – Reinvestigate cold case murder investigations by testing physical evidence using modern technology in biological analysis that did not previously exist	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue planning relocation of section offices	3F	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community	3F	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	3F	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" initiatives	3F	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	3F	Safer and More Vibrant Neighborhoods	Ongoing
Administration:			
Increase quality of RPD functions - Maintain NYS Law Enforcement Accreditation Program status and enhance document management processes	3F	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing

Highlights, continued	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Community Affairs:			
Continue to work with DHRM to maximize recruitment efforts for minority candidates and to develop a meaningful and sustained recruitment campaign/strategy	5B	Safer and More Vibrant Neighborhoods	Ongoing
Expand community partnerships - Continue to increase the department's accessibility to residents by creating opportunities for relationships in a non-enforcement encounter (e.g. collaborating with our community partners to host community conversations with law enforcement)	3F	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Enhance the post-academy curriculum to provide education on the cultural competencies of Rochester, NY and the history of policing (locally and nationally)	3F	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

Bureau	Budget 2019-20	Budget 2020-21	Change	Change
Office of the Chief	7,059,100	6,429,400	-629,700	-8.9%
Operations	71,888,800	70,862,300	-1,026,500	-1.4%
Administration	16,401,700	15,749,800	-651,900	-4.0%
Community Affairs	4,207,400	2,824,500	-1,382,900	-32.9%
Total	99,557,000	95,866,000	-3,691,000	-3.7%
Employee Years	938.2	925.0	-13.2	-1.4%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-494,800	113,500	-3,000	-1,058,400	0	-2,248,300	-3,691,000

Major Change Highlights	
Net change in the amount paid to the Sheriff for the confinement of un arraigned prisoners	-662,400
Overtime is reduced due to budget constraints	-246,500
Annual Allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
A Police Captain (Patrol) was added during the year	137,200
Appropriation of forfeiture assets for purchase of command vehicle does not recur	-120,000
Appropriation of forfeiture assets for purchase of transport vans does not recur	-110,000
One Police Investigator was eliminated during the year	-107,900
Planned appropriation of forfeiture assets to fund overtime	100,000
Funding for hospital medical services is adjusted to reflect actual experience	-92,100
Net change in Stop DWI grant	-90,600
Four vacant Public Safety Aides are eliminated due to budget constraints	-87,600
Net change in overtime for Project Clean (Community, Law Enforcement and Assistance Network) - N Clinton Avenue	81,800
An Application Services Analyst I transfers from Information Technology	81,000
One Crime Research Specialist is eliminated due to budget constraints	-80,800
Funds are provided for Evidence Management System - Body Worn Camera files	72,000
Animal Society for Prevention of Cruelty to Animals grant ends	-63,000
A vacant Police Paralegal is eliminated due to budget constraints	-52,300
Three part time Animal Care Technicians are added	49,200
A Police Identification Technician Trick is added to address workload increases	48,400
A vacant Police Information Clerk is eliminated due to budget constraints	-47,500
A vacant Clerk II is eliminated due to budget constraints	-44,700
A vacant Clerk II with Typing is eliminated due to budget constraints	-44,700
Funding for wearing apparel is reduced due to budget constraints	-42,100
A vacant Animal Care Technician is eliminated as an efficiency measure	-41,000
Rent is reduced based on actual experience	-39,600
Two vacant part time Clerk III with Typing are eliminated due to budget constraints	-38,600
Professional fees are reduced due to budget constraints	-37,500
Appropriation of forfeiture assets for community programs does not recur	-23,000
Net change in Motor Vehicle Theft and Insurance Fraud grant	-23,000
One vacant part time Victim Assistance Counselor is eliminated due to loss of grant funding	-21,300
Funding for miscellaneous supplies are reduced due to budget constraints	-21,000

Funding for ammunition is adjusted to reflect actual experience	-20,100
Appropriation of forfeiture assets for the purchase of software	19,000
PETCO Foundation animal services grant ends	-14,500
A vacant Police Identification Technician on call is eliminated	-13,100
Net change in Secret Service funding for investigations	-10,000

Assignment of Authorized Positions
2011-12 to 2020-21

	Office of the Chief & Administration			Operations & Community Affairs			Department Total		
Year	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
2020-21	69	63	132	659	55	710	728	118	846
2019-20	68	66	134	660	56	716	728	122	850
2018-19	63	69	132	665	55	720	728	124	852
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

Authorized Sworn Positions
2016-17 to 2020-21

Positions	2016-17	2017-18	2018-19	2019-20	2020-21
Chief	1	1	1	1	1
Deputy Chief	2	2	2	2	2
DC of Communications	0	0	1	1	1
DC Community Engagement	0	1	0	0	0
Commander	2	2	3	3	3
Captain	13	13	13	13	14
Lieutenant	32	32	31	31	31
Sergeant	95	95	95	95	95
Police Investigator	82	82	82	82	81
Police Officer	500	500	500	500	500
Total	727	728	728	728	728

The totals for 2020-21 do not include up to 38 Police Recruits that will be hired for the planned November 2020 Police Academy class.

The following positions are vacant and unfunded for FY 21

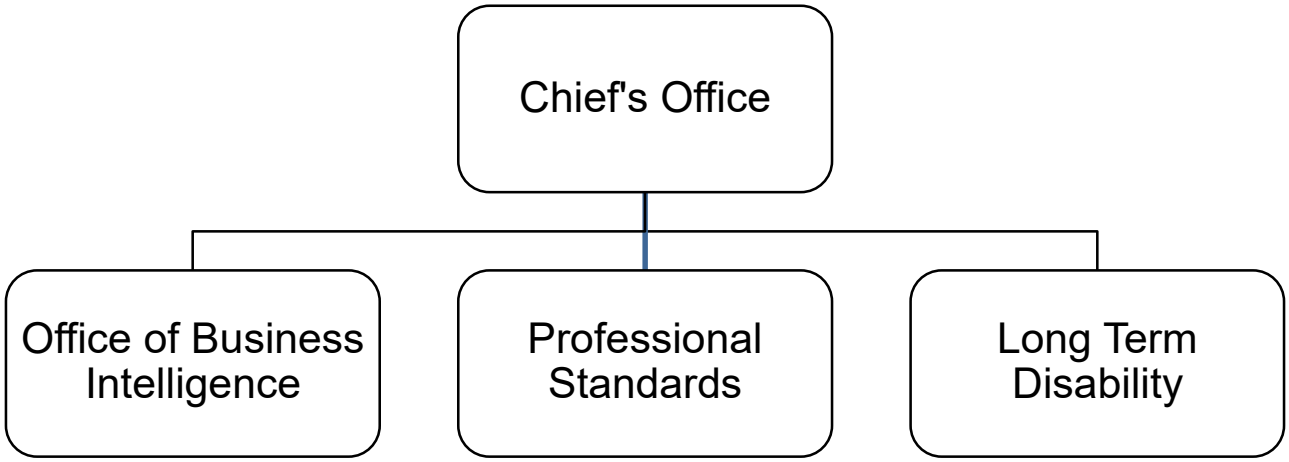
Police Captain (1)	Police Sergeant (2)	Police Officer (1)

POLICE DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	86,914,734	87,220,300	88,259,100	86,045,600
Materials & Supplies	1,418,770	1,646,900	1,733,600	1,394,100
Services	8,783,014	8,892,000	9,564,300	8,426,300
Other	49,224	0	0	0
Total	97,165,742	97,759,200	99,557,000	95,866,000
Appropriation by Activity				
Office of the Chief	6,441,849	6,357,000	7,059,100	6,429,400
Operations	69,440,940	70,609,400	71,888,800	70,862,300
Administration	16,818,299	16,204,400	16,401,700	15,749,800
Community Affairs	4,464,654	4,588,400	4,207,400	2,824,500
Total	97,165,742	97,759,200	99,557,000	95,866,000
Employee Years by Activity				
Office of the Chief	44.2	45.1	47.9	51.3
Operations	719.9	725.6	720.2	720.8
Administration	114.5	121.2	127.2	124.3
Community Affairs	52.2	49.2	42.9	28.6
Total	930.8	941.1	938.2	925.0
NBD Allocation - Dollars	2,754,839	2,872,700	2,463,100	2,368,300
NBD Allocation - Employee Years	30.3	27.6	24.5	23.5

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

Organization



Critical Processes

Chief's Office
- ❑ Conducts strategic planning, policy development, public relations
- ❑ Liaison with community and other federal, state, and local law enforcement agencies
- ❑ Conducts labor relations
- ❑ Informs community and coordinates responses to inquiries from news media and public

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

Professional Standards

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

Long Term Disability

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Enhance an external platform for data dissemination and analysis. Develop internal tools to analyze data and improve efficiency	5E	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	11	10	11	12
Civil suit investigations completed	31	25	46	36
Fleet accident reports reviewed	148	145	126	135
Subject resistance reports reviewed	781	799	769	784
Administrative inquiries	157	255	287	251

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	7,059,100	6,429,400	-629,700
Employee Years	47.9	51.3	3.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-17,600	30,400	-300	-1,700	100	-640,600	-629,700

Major Change

Net change in the amount paid to the Sheriff for the confinement of un arraigned prisoners	-662,400
Appropriation of forfeiture assets for purchase of command vehicle does not recur	-120,000
Appropriation of forfeiture assets for purchase of transport vans does not recur	-110,000
A Police Sergeant transfers from Patrol	108,400

Planned appropriation of forfeiture assets to fund overtime	100,000
An Application Services Analyst I transfers from Information Technology	81,000
An Administrative Secretary transfers from Patrol	50,600
Professional fees are reduced due to budget constraints	-37,500
Net change in funding for supplies and services due to budget constraints	-23,600
Appropriation of forfeiture assets for community programs does not recur	-23,000
Appropriation of forfeiture assets for the purchase of software	19,000
Funding for supplies and services are transferred to Special Operations	-12,800
Appropriation of forfeiture assets for purchase of dog for Canine Unit does not recur	-8,500
Planned appropriation of forfeiture assets to fund anti violence program	5,100
Appropriation of forfeiture assets for rental of containers to store evidence does not recur	-5,000
Overtime is reduced due to budget constraints	-1,900

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	4,616,326	4,643,100	4,912,400	5,230,700
Materials & Supplies	27,607	260,600	260,600	41,700
Services	1,797,916	1,453,300	1,886,100	1,157,000
Other	0	0	0	0
Total	6,441,849	6,357,000	7,059,100	6,429,400
Appropriation by Activity				
Chief's Office	3,617,209	3,550,200	3,817,600	3,132,400
Office of Business Intelligence	359,808	255,800	249,100	326,200
Professional Standards	1,045,864	1,122,200	1,190,400	1,184,100
Long Term Disability	1,418,968	1,428,800	1,802,000	1,786,700
Total	6,441,849	6,357,000	7,059,100	6,429,400
Employee Years by Activity				
Chief's Office	16.2	16.8	15.7	18.2
Office of Business Intelligence	4.0	4.1	3.0	4.0
Professional Standards	8.9	9.1	10.2	10.1
Long Term Disability	15.1	15.1	19.0	19.0
Total	44.2	45.1	47.9	51.3

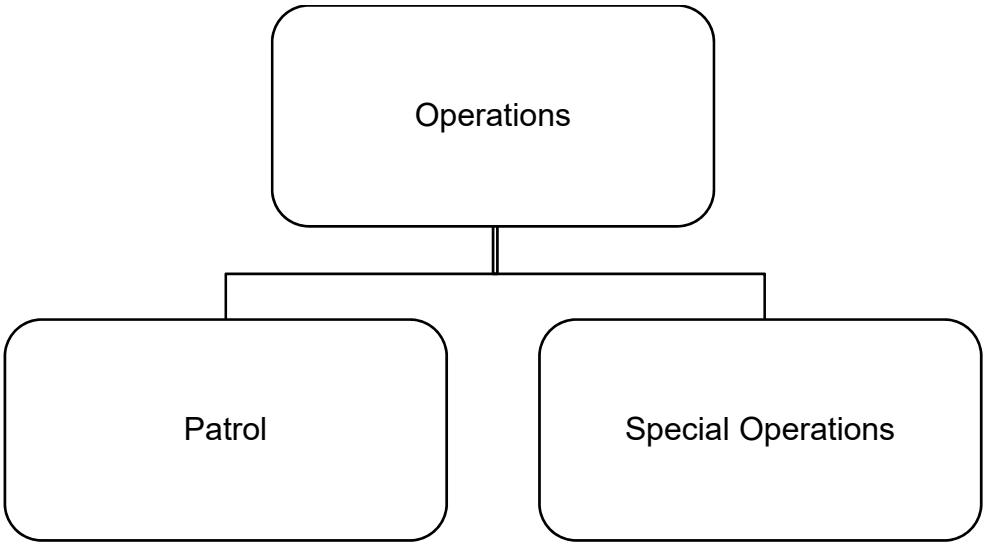
POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Office of Business Intelligence	Professional Standards	Long Term Disability
Br.	Title	Budget 2019-20	Proposed 2020-21				
98	Chief of Police	1	1	1			
97	Deputy Chief of Police	2	2	2			
96	Police Commander	3	3	3			
94	Police Lieutenant	2	2	1		1	
92	Police Sergeant	9	10	4		6	
191	Police Investigator	3	3	3			
90	Police Officer	20	20			1	19
26	Information Services Analyst I	1	1		1		
25	Application Services Analyst I	0	1		1		
24	Crime Research Specialist	2	2		2		
21	Police Steno	2	2			2	
18	Secretary to the Chief	1	1	1			
13	Administrative Secretary	0	1	1			
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
Full Time		47.0	50.0	17.0	4.0	10.0	19.0
Overtime		0.4	0.8	0.7	0.0	0.1	0.0
Part Time, Temporary, Seasonal		0.5	0.5	0.5	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		47.9	51.3	18.2	4.0	10.1	19.0

Mission

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

Organization



2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Decrease number of cold cases – Reinvestigate cold case murder investigations by testing physical evidence using modern technology in biological analysis that did not previously exist	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue planning relocation of section offices	3F	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community	3F	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	3F	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" initiatives	3F	Safer and More Vibrant Neighborhoods	Ongoing

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	3F	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	71,888,800	70,862,300	-1,026,500
Employee Years	720.2	720.8	0.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-533,600	34,300	10,600	-883,600	900	344,900	-1,026,500

Major Change Highlights

Due to SRO program being eliminated, one Police Sergeant and twelve Police Officers are transferred from Community Affairs	1,246,000
Net change in overtime due to budget constraints	-236,000
Annual Allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
Net reduction in overtime due to budget constraints	-187,900
A Police Captain was added during the year	137,200
One Police Sergeant is transferred to the Chief's Office	-108,400
One Police Investigator was eliminated during the year	-107,900
Net change in Stop DWI grant	-90,600
Net change in overtime for Project Clean (Community, Law Enforcement and Assistance Network) - N Clinton Avenue	81,800
One Crime Research Specialist is eliminated due to budget constraints	-80,800
Funds are provided for Evidence Management System - Body Worn Camera files	72,000
Animal Society for Prevention of Cruelty to Animals grant ends	-63,000
A Police Paralegal is transferred from Administration	52,300
A Police Paralegal Bilingual is transferred from Administration	52,300
An Administrative Secretary transfers to the Office of the Chief	-50,600
Three part time Animal Care Technicians are added	49,200
A vacant Animal Care Technician is eliminated as an efficiency measure	-41,000

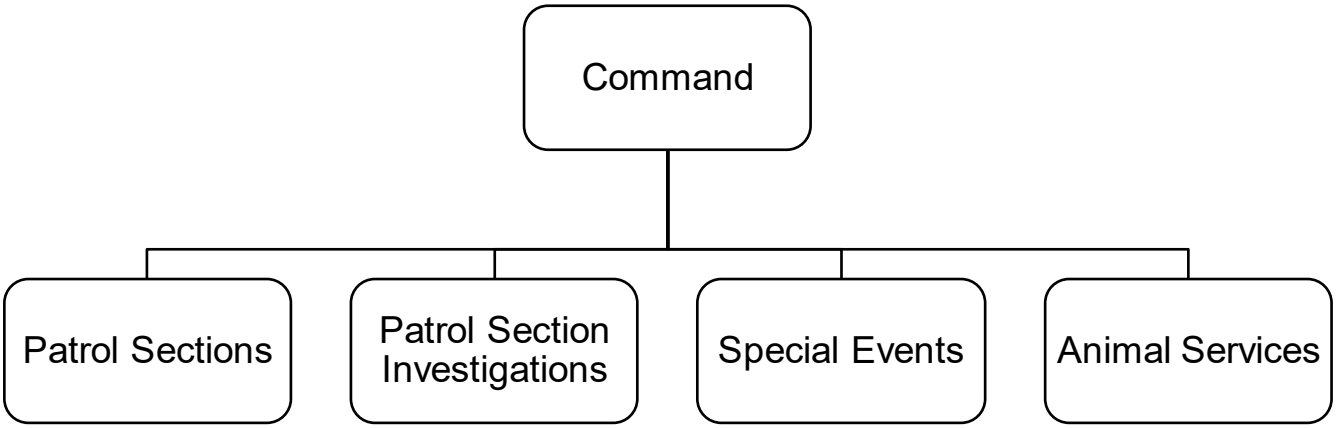
Rent is reduced based on actual experience	-39,600
Net change in funding for supplies and services due to budget constraints	-30,000
Net change in Motor Vehicle Theft and Insurance Fraud grant	-23,000
One vacant part time Victim Assistance Counselor is eliminated due to loss of grant funding	-21,300
Funding for miscellaneous supplies are reduced due to budget constraints	-21,000
Funds for training are transferred to Administration	-15,700
PETCO Foundation animal services grant ends	-14,500
Funding for supplies and services are transferred from the Chief's Office	12,800
Net change in Secret Service funding for investigations	-10,000
Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant ends	-8,100
Net change in Sexual Assault, Domestic Violence, Dating Violence and Stalking grant	-5,000
Best Friends Rachael Ray Save Them All grant ends	-2,500
Net change in funding for supplies and services due to budget constraints	-2,300
Funding for supplies and services are transferred from Administration	2,100
Funding for supplies and services are transferred to Administration	-1,600

.

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	67,737,528	68,900,600	70,137,500	69,396,900
Materials & Supplies	518,745	525,700	568,600	531,300
Services	1,135,443	1,183,100	1,182,700	934,100
Other	49,224	0	0	0
Total	69,440,940	70,609,400	71,888,800	70,862,300
Appropriation by Activity				
Patrol	48,554,608	48,964,100	51,449,100	51,005,600
Special Operations	20,886,332	21,645,300	20,439,700	19,856,700
Total	69,440,940	70,609,400	71,888,800	70,862,300
Employee Years by Activity				
Patrol	516.0	516.5	521.4	523.6
Special Operations	203.9	209.1	198.8	197.2
Total	719.9	725.6	720.2	720.8

Organization



Critical Processes

Patrol Sections

- ❑ Protects life and property
- ❑ Protects constitutional guarantees of all people
- ❑ Conducts preventive patrol
- ❑ 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 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
- ❑ Focuses on the well-being of the city's young people, working collaboratively with various department commands, school officials and other agencies to prevent and reduce youth crime and victimization
- ❑ During summer months, works collaboratively with other departments and organizations involved in student programs
- ❑ Plans responses to unusual occurrences or emergency incidents

Patrol Section Investigations

- ❑ Investigate all categories of crime
- ❑ Conduct thorough preliminary and follow-up investigations
- ❑ Protect constitutional guarantees of all people
- ❑ Reduce opportunities for commission of crime, work to solve crime and proactively identify disputes, identify criminal offenders and criminal activity, and apprehend offenders
- ❑ Conducts periodic reviews of investigative activities to analyze crime patterns, current disputes, and response strategies
- ❑ Focus on the quality of investigations by aiming to reduce errors
- ❑ Orient investigations towards crime prevention as well as toward the solution of crime

Special Events

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

Animal Services

- ❑ Makes available unclaimed companion animals for public adoption
- ❑ Provides shelter, veterinary care, and husbandry for impounded animals

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue planning relocation of section offices	3F	Safer and More Vibrant Neighborhoods	Ongoing
Provide a high level of animal services in the community – Increase rate of animal adoptions in the community	3F	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	3F	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" initiatives	3F	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	3F	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Patrol Sections:				
Calls for service				
Non-Discretionary				
Critical CFS	48,700	48,985	48,975	48,857
Urgent CFS	78,685	77,981	84,601	78,917
Normal CFS	61,137	61,448	61,224	61,360
Discretionary (Officer – Initiated)	130,337	133,139	136,196	132,846
Total	318,859	321,553	330,996	321,980
Domestic Violence calls	29,118	28,814	29,624	28,971

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Arrests:				
Adult Felony	1,510	1,562	1,805	1586
Total Adult Arrests	10,451	9,920	12,216	10,384
Youth Felony (Under 18)	190	188	197	193
Total Youth Arrests (Under 18)	683	647	878	692
Juvenile Felony (Under 16)	90	95	106	96
Total Juvenile Arrests (Under 16)	284	276	309	286
% Juveniles Diverted	33.0	36.3	37.1	34.8
Other Police Activity:				
Field information forms completed	4,873	5,355	7,331	5,468
Firearms seized	687	822	876	833
Crime guns seized	350	366	450	395
Adult Warrants served	3,967	3,586	4,339	3,790
Juvenile Warrants served	187	166	197	171
Crimes cleared (%):				
● Homicide	66.7	64.7	70.2	69.0
● Rape	27.1	26.7	34.8	29.2
● Robbery	31.9	21.6	31.7	26.6
● Aggravated Assault	56.5	52.8	56.2	54.6
● Burglary	11.7	8.3	10.3	10.1
● Larceny	10.8	8.5	11.4	9.7
● Motor Vehicle Theft	20.0	16.8	19.2	18.2
● Arson	30.4	17.1	18.5	21.6
Clearance rate for all crimes (Part I and II)	28.1	24.7	29.0	26.7
CUSTOMER PERSPECTIVE				
Reported crimes:				
• Homicide	27	31	29	30
• Rape	54	58	82	60
• Robbery	485	516	603	518
• Aggravated Assault	903	927	889	919
Part I Crime - Violent	1,469	1,532	1,603	1,527
• Burglary	1,210	1,307	1,262	1,276
• Larceny	5,285	5,379	5,586	5,384
• Motor Vehicle Theft	553	587	550	577
Part I Crime – Property	7,048	7,273	7,398	7,237
Total Part I Crime	8,517	8,805	9,001	8,764
Part II Crime	11,876	11,946	12,494	12,063
Total Reported Crime	20,384	20,751	21,495	20,827
Narcotics-related offenses	727	662	1,071	747
Weapon-related offenses	387	428	397	417
Shooting victims	170	176	186	177
Response Time (call to arrival)				
Critical Priority Average (minutes)	14.20	15.50	15.09	15.20
Urgent priority average (minutes)	17.40	18.60	18.03	18.30
Normal priority (minutes)	29.10	30.00	29.40	29.70
% Primary car assigned responded	63.20	64.2	64.0	64.5

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Animal Services				
Service requests	7,319	7,,372	6,500	7,000
• Shelter	1,581	1,641	1,500	1,500
• Field	5,738	5,731	5,000	5,500
Tickets issued	469	512	450	450
Total Intakes to Shelter:	3,377	3,413	3,500	3,500
• Surrender - Cats	630	637	550	650
• Surrender - Dogs	559	574	550	550
• Strays - Cats	1,034	1,097	1,100	1,100
• Strays – Dogs	1,154	1,105	1,300	1,200
Live Release Rate - Formerly Save Rate (%)	89.2	90.0	88.0	90.0
Length of stay (days)				
• Cats	9.5	9.5	11.0	10.0
• Dogs	7.4	7.3	9.0	8.0
Spayed/Neutered	1,638	1,569	1,800	1,600
Dog Licenses (Animal Services only)	622	592	600	600

N/A – Not Applicable
** - Not Available

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	51,449,100	51,005,600	-443,500
Employee Years	521.4	523.6	2.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-504,400	26,700	10,700	-659,900	0	683,400	-443,500

Major Change

Due to SRO program being eliminated, one Police Sergeant and twelve Police Officers are transferred from Community Affairs	1,246,000
Eight Police Officers are transferred to Special Operations - Special Operations Section / Tactical	-762,000
Two Police Lieutenants are transferred from Special Operations	244,200
Net reduction in overtime due to budget constraints	-187,900
A Police Captain was added during the year	137,200
One Police Sergeant is transferred to the Chief's Office	-108,400
One Police Investigator is transferred from Special Operations	107,900
Net change in overtime for Project Clean (Community, Law Enforcement and Assistance Network) - N Clinton Avenue	81,800
Animal Society for Prevention of Cruelty to Animals grant ends	-63,000

A Police Paralegal is transferred from Administration	52,300
A Police Paralegal Bilingual is transferred from Administration	52,300
An Administrative Secretary transfers to the Office of the Chief	-50,600
Three part time Animal Care Technicians are added	49,200
A vacant Animal Care Technician is eliminated as an efficiency measure	-41,000
Rent is reduced based on actual experience	-39,600
Funds for training are transferred to Administration	-15,700
PETCO Foundation animal services grant ends	-14,500
Best Friends Rachael Ray Save Them All grant ends	-2,500
Net change in funding for supplies and services due to budget constraints	-2,300

Program Change

The Patrol Section Investigations activity was created to enhance and improve the quality of RPD investigations through the reorganization of Investigators assigned to Patrol. Through centralizing Patrol investigations, the RPD will implement strategies that reduce violence and address crime patterns and known criminal offenders.

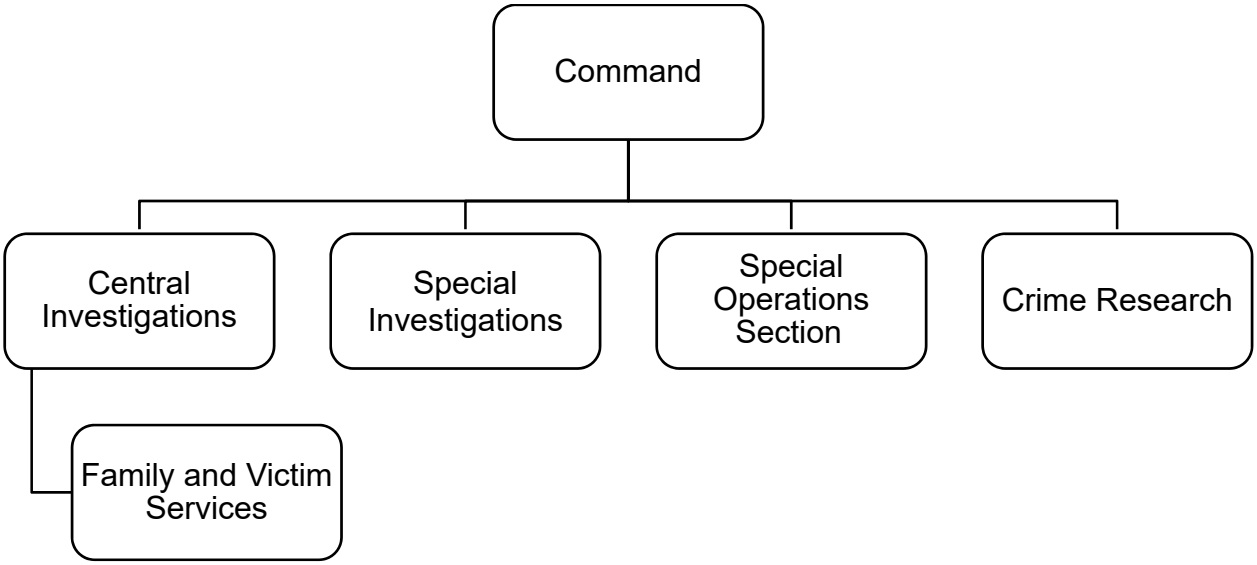
POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	47,552,092	47,973,400	50,450,100	50,110,300
Materials & Supplies	327,639	342,600	352,000	345,600
Services	674,877	648,100	647,000	549,700
Other	0	0	0	0
Total	48,554,608	48,964,100	51,449,100	51,005,600
Appropriation by Activity				
Command	432,614	470,700	574,600	484,600
Patrol Sections	46,440,749	44,545,600	48,139,400	42,969,100
Patrol Section Investigations	0	2,302,100	0	4,975,900
Special Events	209,107	185,600	1,174,600	1,076,200
Animal Services	1,472,138	1,460,100	1,560,500	1,499,800
Total	48,554,608	48,964,100	51,449,100	51,005,600
Employee Years by Activity				
Command	3.8	3.8	5.3	3.3
Patrol Sections	486.3	487.9	490.0	448.4
Patrol Section Investigations	0.0	0.0	0.0	46.6
Special Events	2.9	2.7	2.6	2.6
Animal Services	23.0	22.1	23.5	22.7
Total	516.0	516.5	521.4	523.6

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Sections	Patrol Section Investigations	Special Events	Animal Services
Br.	Title	Budget 2019-20	Proposed 2020-21					
95	Police Captain	8	9	3	5	1		
94	Police Lieutenant	16	18		15	2	1	
92	Police Sergeant	57	57		51	6		
191	Police Investigator	31	32			32		
90	Police Officer	362	366		364	1	1	
28	Director of Animal Services	1	1					1
26	Shelter Veterinarian	1	1					1
18	Animal Shelter Manager	1	1					1
18	Supervisor of Animal Control	1	1					1
14	Assistant Supervisor of Animal Control	1	1					1
14	Police Paralegal	0	1			1		
14	Police Paralegal Bilingual	0	1			1		
13	Administrative Secretary	1	0					
12	Animal Control Officer	5	5					5
11	Animal Services Client Specialist	2	2					2
10	Veterinary Technician	2	2					2
9	Clerk II	1	1		1			
7	Clerk III with Typing	2	2		2			
6	Animal Care Technician II	6	5					5
EMPLOYEE YEARS								
Full Time		498.0	506.0	3.0	438.0	44.0	2.0	19.0
Overtime		29.1	27.5	0.3	23.0	2.6	0.6	1.0
Part Time, Temporary, Seasonal		10.5	11.0	0.0	8.0	0.0	0.0	3.0
Less: Vacancy Allowance		16.2	20.9	0.0	20.6	0.0	0.0	0.3
Total		521.4	523.6	3.3	448.4	46.6	2.6	22.7

Organization



Critical Processes

Special Operations Division

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

Central Investigations Section

- The Major Crimes Unit investigates all homicides, bank robberies, child abuse cases, arsons, missing persons, and other assignments assigned by Central Investigations commanding officer
- The Investigative Support Unit
  - License Investigation investigates applicants for licenses issued by the City of Rochester that require approval by the Chief of Police. Administers City's alarm ordinance and processes NYS Pistol Permit applications
  - Technician's Unit gathers and analyzes evidence from crime scenes. Collects, processes, preserves, analyzes physical evidence. Supervises Photo Lab, which processes photos for evidentiary and identification purposes
  - 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
- The 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

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayors Priorities Supported	Projected Completion
Decrease number of cold cases – Reinvestigate cold case murder investigations by testing physical evidence using modern technology in biological analysis that did not previously exist	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
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" initiatives	3F	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Central Investigations:				
Investigations conducted:				
• Homicides	28	30	30	30
• Other death	12	22	22	22
• Bank robbery	10	10	10	10
• Physical child abuse	21	20	17	19
• Sexual child abuse	216	230	219	225
Missing persons cases handled	1,616	1,672	1,672	1,672
Licenses processed	5,279	9,372	9,372	9,372
Crime scenes processed	3,596	3,283	3,283	3,300
Registered sex offenders managed	1,089	1,150	1,181	1,181
State Automated Biometric Identification System (SABIS) identifications	331	272	272	272
Family & Victims Services:				
FACIT responses	3,007	3,500	3,500	3,500
Victim assistance contacts	4,025	4,000	4,000	4,000
Special Investigations:				
Cases open	418	415	600	550
Cases closed	336	361	500	450
Narcotics/Intelligence arrests	86	112	145	140
GRANET Arrests	138	110	125	125
Drugs seized:				
● Cocaine (kilograms)	3.1	2.8	6.2	5.5
● Heroin (grams)	516	428	3,100	2,800
● Marijuana (pounds)	330	293	1,010	500
Weapons seized	60	64	75	75
Vehicles seized	9	6	3	3
Cash seized ($)	38,873	50,245	50,000	50,000
Crime Analysis:				
Bulletins produced	1,251	1,156	1,137	1,148
Patterns identified	26	23	40	29
Violent disputes identified	28	22	53	31

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	20,439,700	19,856,700	-583,000
Employee Years	198.8	197.2	-1.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-29,200	7,600	-100	-223,700	900	-338,500	-583,000

Major Change	
Eight Police Officers are transferred from Patrol	762,000
Two Police Lieutenants are transferred to Patrol	-244,200
Overtime is reduced due to budget constraints	-236,000
Annual Allocation for the Greater Rochester Area Narcotics Enforcement Team (GRANET) ends	-200,000
One Police Investigator is transferred to Patrol	-107,900
One Police Investigator was eliminated during the year	-107,900
Net change in Stop DWI grant	-90,600
One Crime Research Specialist is eliminated due to budget constraints	-80,800
Funds are provided for Evidence Management System - Body Worn Camera files	72,000
Net change in funding for supplies and services due to budget constraints	-30,000
Net change in Motor Vehicle Theft and Insurance Fraud grant	-23,000
One vacant part time Victim Assistance Counselor is eliminated due to loss of grant funding	-21,300
Funding for miscellaneous supplies are reduced due to budget constraints	-21,000
Funding for supplies and services are transferred from the Chief's Office	12,800
Net change in Secret Service funding for investigations	-10,000
Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant ends	-8,100
Net change in Sexual Assault, Domestic Violence, Dating Violence and Stalking grant	-5,000
Funding for supplies and services are transferred from Administration	2,100
Funding for supplies and services are transferred to Administration	-1,600

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	20,185,436	20,927,200	19,687,400	19,286,600
Materials & Supplies	191,106	183,100	216,600	185,700
Services	460,566	535,000	535,700	384,400
Other	49,224	0	0	0
Total	20,886,332	21,645,300	20,439,700	19,856,700
Appropriation by Activity				
Command	811,137	1,207,800	1,209,800	1,091,900
Central Investigations	6,438,363	6,717,900	5,979,800	5,908,300
Family & Victim Services	834,021	882,100	960,300	953,200
Special Investigations	5,892,473	5,767,300	5,031,300	4,386,200
Special Operations Section	6,686,289	6,854,900	7,034,700	7,363,400
Crime Research	224,049	215,300	223,800	153,700
Total	20,886,332	21,645,300	20,439,700	19,856,700
Employee Years by Activity				
Command	6.9	8.1	9.2	6.5
Central Investigations	65.9	69.1	65.0	64.0
Family & Victim Services	15.0	15.4	18.4	17.9
Special Investigations	49.8	47.7	41.8	38.8
Special Operations Section	63.5	65.9	61.5	68.1
Crime Research	2.8	2.9	2.9	1.9
Total	203.9	209.1	198.8	197.2

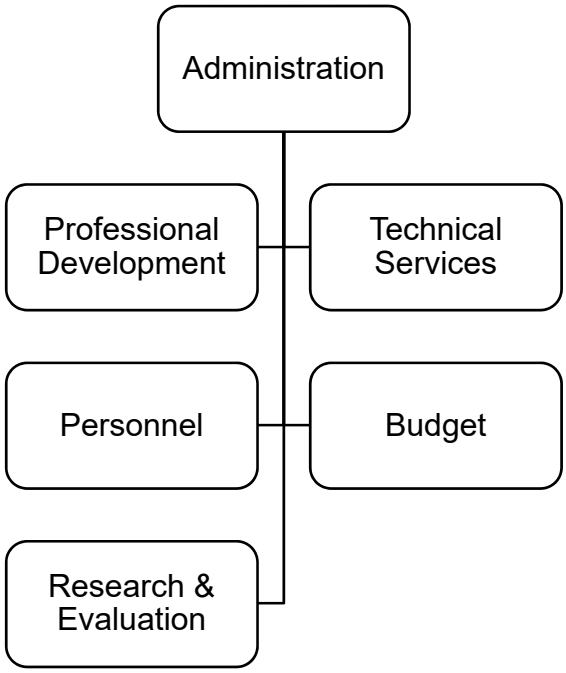
POLICE DEPARTMENT
OPERATIONS –SPECIAL OPERATIONS DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Central Investigations	Family and Victim Services	Special Investigations	Special Operations Section	Crime Research
Br.	Title	Budget 2019-20	Proposed 2020-21						
95	Police Captain	3	3	2			1		
94	Police Lieutenant	7	5	1	1		2	1	
92	Police Sergeant	19	19	1	7		6	5	
191	Police Investigator	48	46		21		25		
90	Police Officer	69	77		14		4	59	
25	Technology Application Coordinator	1	1		1				
24	Crime Research Specialist	3	2						2
24	Digital Media Specialist	1	1		1				
20	Crisis Counseling Coordinator	1	1			1			
20	Victim Services Coordinator	1	1			1			
18	Counseling Specialist	4	4			4			
16	Police Evidence Technician	9	9		9				
14	Victim Assistance Counselor	4	4			4			
14	Victim Asst Counselor Bilingual	1	1			1			
11	Senior Photo Lab Technician	1	1		1				
9	Clerk II	3	3	1	1		1		
7	Clerk III	1	1		1				
7	Clerk III with Typing	2	2		1	1			
EMPLOYEE YEARS									
Full Time		178.0	181.0	5.0	58.0	12.0	39.0	65.0	2.0
Overtime		14.1	12.0	1.5	6.3	0.2	1.0	3.0	0.0
Part Time, Temporary, Seasonal		9.0	8.5	0.0	0.0	6.0	0.0	2.5	0.0
Less: Vacancy Allowance		2.3	4.3	0.0	0.3	0.3	1.2	2.4	0.1
Total		198.8	197.2	6.5	64.0	17.9	38.8	68.1	1.9

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
  - Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants
  - Background and Recruitment Unit actively works with the Department of Human Resource Management to conduct background research on candidates

- **Technical Services** oversees resource and records management, contract vehicle towing, coordination of fleet purchases, maintenance of fleet assets with the Department of Environmental Services, and inventory control of departmental fixed assets.
  - Liaison to Monroe County Public Safety Radio Center for the maintenance and issuing of all police portable and car radios, and vehicle computers
  - Provides support to the Police Department and other law enforcement agencies regarding criminal history checks, wants and warrants, teletype requests, missing persons, etc.
  - Conducts manual and automated record and warrant checks, using both local files and the statewide e-Justice system
  - Processes all requests for crime, incident and motor vehicle accident reports, background check applications and fingerprint requests for the City of Rochester

- Support Services includes the Property Clerk and Auto Pound, which receive evidentiary items, recovered property, and impounded vehicles
- The Quartermaster maintains and coordinates purchase and issuance of inventories of uniforms, equipment and supplies
- The Headquarters Unit responds to walk-up complaints and information requests, issues copies of reports as legally required, takes all bail for the City of Rochester and is responsible for Public Safety Building security
- The Information Services Unit is responsible for entering, reviewing and monitoring the quality of information entered in the department's Records Management System and filing, retrieval and security of department reports
- The Juvenile Records Unit is responsible for the privacy and security of juvenile records which must be maintained separately from adult records
- The Warrant Unit administers the department's arrest warrant service, entering notices into regional, state and federal information systems
- The Court Liaison Unit maintains contact with criminal and traffic courts for notification to police officers and civilian employees to appear in court for required proceedings
- The Identification Unit takes fingerprints, maintains manual and automated photograph and fingerprint files, and processes all DNA collection
- The Paralegal Unit assists sworn personnel in preparation of selected forms and reports for Grand Jury packages, tracking felony cases, submitted through the court system and reporting their disposition to the commanding officer, and reviewing Grand Jury referrals and juvenile petitions before delivery to Family Court
- The Call Reduction Unit handles all eligible crime incidents and added information reports via phone for the City of Rochester
- Police Overt Digital Surveillance System (PODSS) center monitors suspicious activity through a series of surveillance cameras and other technology, using police radios and Computer Aided Dispatch (CAD) terminals allowing direct communications with police officers on the street

- **Personnel** provides medical and personnel management, including job classification, hiring and promotion, payroll, and record maintenance.

- **Budget** provides central financial management for the department, including budget preparation, purchasing, and contract administration.

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Increase quality of RPD functions - Maintain NYS Law Enforcement Accreditation Program status and enhance document management processes	3F	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	18,608	20,000	30,000	20,000
Vehicles disposed of:				
● Sold at auction	901	900	800	900
● Sold for salvage	49	80	50	75
Arrests resulting from surveillance camera footage	61	75	75	70
Research & Evaluation:				
Inspections	61	108	33	108
Grants submitted	24	23	21	20
Grants received	22	21	21	20
FINANCIAL/COST				
Average sale price (vehicles) ($)	1,391	380	300	350
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	28	19	25	38
New officers trained:				
● Academy	38	19	25	38
● Field Training	26	19	35	38

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	16,401,700	15,749,800	-651,900
Employee Years	127.2	124.3	-2.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
52,400	48,500	-13,300	-29,100	0	-710,400	-651,900

Major Change	
Net change in funding for supplies and services due to budget constraints	-124,200
Funding for hospital medical services is adjusted to reflect actual experience	-92,100
Four vacant Public Safety Aides are eliminated due to budget constraints	-87,600
A Police Paralegal is transferred to Patrol	-52,300
A vacant Police Paralegal is eliminated due to budget constraints	-52,300
A Police Paralegal Bilingual is transferred to Patrol	-52,300
Overtime is reduced due to budget constraints	-50,200
A Police Identification Technician Trick is added to address workload increases	48,400
A vacant Police Information Clerk is eliminated due to budget constraints	-47,500
A vacant Clerk II is eliminated due to budget constraints	-44,700
A vacant Clerk II with Typing is eliminated due to budget constraints	-44,700
Funding for wearing apparel is reduced due to budget constraints	-42,100
Two vacant part time Clerk III with Typing are eliminated due to budget constraints	-38,600
Funding for ammunition is adjusted to reflect actual experience	-20,100
Net transfer of funding for supplies and services	15,700
A vacant Police Identification Technician on call is eliminated	-13,100
Net change in recruit class funding	-5,400
NYS grant for overtime ends	-3,900
NYS Child Seat ends	-2,900
Funding for supplies and services are transferred to Special Operations	-500

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	10,125,126	9,118,600	9,034,700	8,617,800
Materials & Supplies	852,018	840,500	881,800	805,800
Services	5,841,155	6,245,300	6,485,200	6,326,200
Other	0	0	0	0
Total	16,818,299	16,204,400	16,401,700	15,749,800
Appropriation by Activity				
Professional Development	3,894,016	3,223,600	3,245,600	3,163,800
Technical Services	10,388,174	10,292,300	9,907,200	9,574,800
Personnel	1,004,926	1,065,400	1,307,900	1,178,500
Budget	703,560	688,900	703,000	615,800
Research & Evaluation	827,623	934,200	1,238,000	1,216,900
Total	16,818,299	16,204,400	16,401,700	15,749,800
Employee Years by Activity				
Professional Development	16.0	13.0	35.7	35.7
Technical Services	85.8	93.8	76.9	75.5
Personnel	4.1	3.0	3.3	3.0
Budget	3.1	3.1	2.9	1.9
Research & Evaluation	5.5	8.3	8.4	8.4
Total	114.5	121.2	127.2	124.3

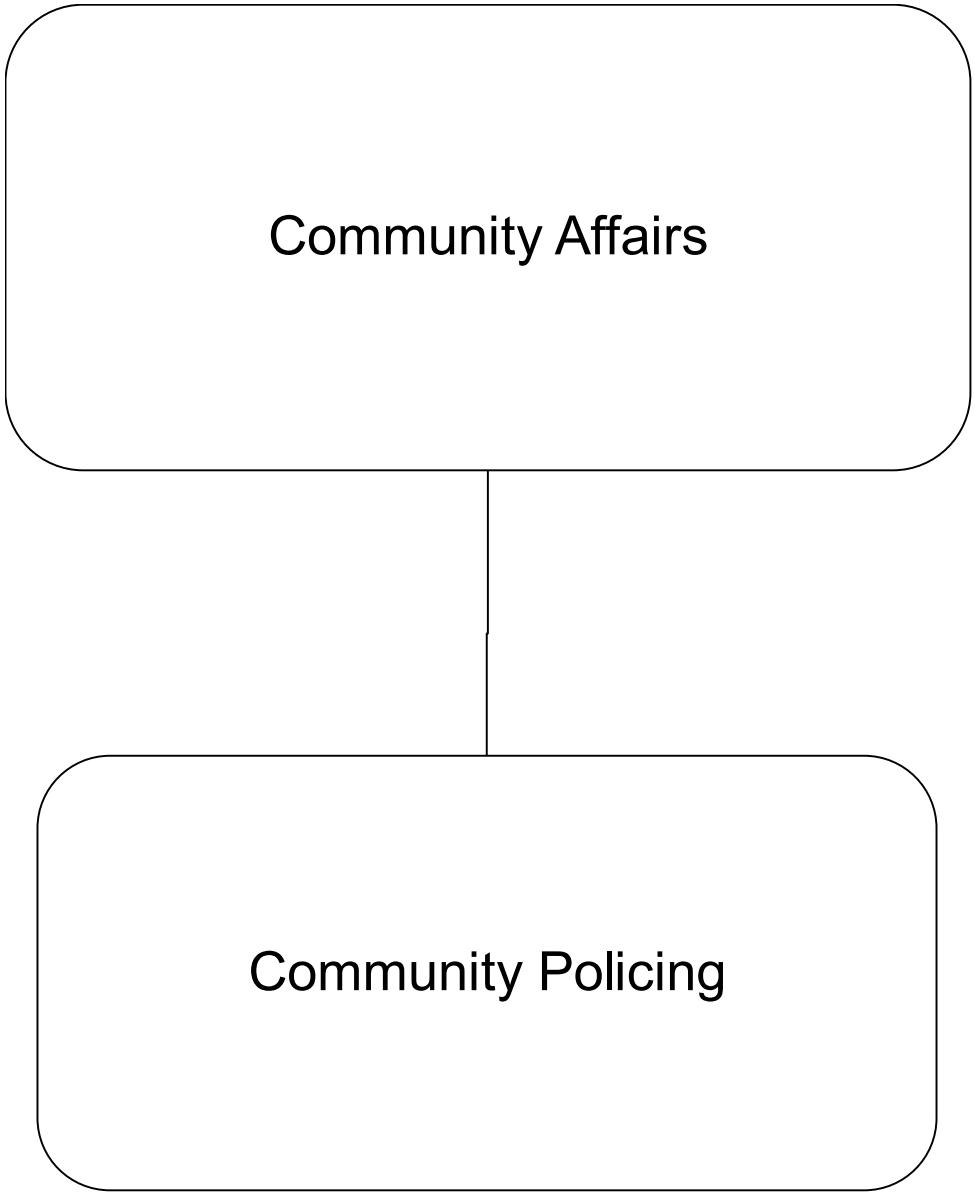
POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2019-20	Proposed 2020-21					
95	Police Captain	1	1					1
94	Police Lieutenant	2	2	1	1			
92	Police Sergeant	9	9	3	5			1
90	Police Officer	16	16	5	10			1
27	Senior Crime Research Specialist	1	1					1
26	Associate Administrative Analyst	1	1				1	
26	Manager of Police Property	1	1		1			
23	Personnel Management Supervisor	1	1			1		
18	Senior Police Identification Technician	1	1		1			
16	Fleet Maintenance Technician	1	1		1			
16	Personnel Management Assistant	1	1			1		
16	Senior Property Clerk	2	2		2			
14	Police Paralegal	2	0					
14	Police Paralegal Bilingual	1	0					
13	Administrative Secretary	1	1	1				
13	Lead Police Information Clerk	3	3		3			
11	Clerk I	1	1		1			
11	Police Identification Technician Trick	3	4		4			
11	Police Information Clerk	15	14		14			
9	Clerk II	7	6	1	5			
9	Clerk II with Typing	3	2			1	1	
9	Lot Attendant	5	5		5			
9	Property Clerk	4	4		4			
7	Clerk III 55A	0	1		1			
7	Clerk III	2	2		2			
7	Clerk III with Typing	3	2		2			
EMPLOYEE YEARS								
Full Time		87.0	82.0	11.0	62.0	3.0	2.0	4.0
Overtime		11.0	10.6	2.8	3.2	0.1	0.0	4.5
Part Time, Temporary, Seasonal		34.9	33.4	22.0	11.6	0.0	0.0	0.0
Less: Vacancy Allowance		5.7	1.7	0.1	1.3	0.1	0.1	0.1
Total		127.2	124.3	35.7	75.5	3.0	1.9	8.4

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by playing a critical role in the department's refocused approach to achieving and sustaining gains against crime and improving the quality of life in the city's neighborhoods by strengthening community relationships and trust.

Organization



Critical Processes

Community Affairs Bureau

- ❑ Enhances current communications initiatives (internally & externally) and develops a long-term communications strategy with the goal of improving police-community relations
- ❑ Partners with community leaders, civic organizations, block associations, and citizens to educate them on police policies / practices, and to develop solutions to challenges that arise within the city's many diverse communities
- ❑ Works closely with our communities and ensures that RPD's priorities mirror local priorities in an effort to build trust, confidence, and legitimacy within the communities we serve, creating additional opportunities for relationships to develop in a non-enforcement encounter with all segments of our community (youth & adults)
- ❑ Allows communities to have a voice at the most local level in how they are policed and how they are engaged, thus establishing meaningful, structured, and sustained initiatives within the community; while at the same time working to reduce crime through police-community partnerships and improve perceptions of the police

Community Policing Unit

- ❑ Informs community members and local businesses about crime trends, while working with them on preventative measures and security
- ❑ Provides valuable information about topics such as safeguarding businesses, homes, vehicles, and personal property
- ❑ Works to improve the perception of the Police Department via engagement opportunities and initiatives that are collaboratively community and department driven

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue to work with DHRM to maximize recruitment efforts for minority candidates and to develop a meaningful and sustained recruitment campaign/strategy	3F	Safer and More Vibrant Neighborhoods	Ongoing
Expand community partnerships - Continue to increase the department's accessibility to residents by creating opportunities for relationships in a non-enforcement encounter (e.g. collaborating with our community partners to host community conversations with law enforcement)	3F	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Enhance the post-academy curriculum to provide education on the cultural competencies of Rochester, NY and the history of policing (locally and nationally)	3F	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Community meetings attended	679	500	400	500
Community outreaches conducted	253	400	120	300
Applicants for Police Officer exam	1,396	1,343	1,500	1,500
Recruitment events held	82	45	45	45

N/A – Not Available

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	4,207,400	2,824,500	-1,382,900
Employee Years	42.9	28.6	-14.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
4,000	300	0	-144,000	-1,000	-1,242,200	-1,382,900

Major Change

Since School Resource Officers are eliminated, one Police Sergeant and twelve Police Officers are transferred to Patrol	-1,246,000
Overtime is increased to reflect actual experience	5,700
Net change in funding for supplies and services due to budget constraints	-1,900

Program Change

The School Resource Officer program is eliminated. Officers are re-assigned to Patrol. Patrol supervisors will work cooperatively with RCSD officials assigned to schools in their respective Sections, to ensure appropriate safety and police response protocols are in place.

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	4,435,754	4,558,000	4,174,500	2,800,200
Materials & Supplies	20,400	20,100	22,600	15,300
Services	8,500	10,300	10,300	9,000
Other	0	0	0	0
Total	4,464,654	4,588,400	4,207,400	2,824,500
Appropriation by Activity				
Command	391,579	410,900	498,300	456,200
Community Policing	2,754,839	2,872,700	2,463,100	2,368,300
Youth Services	1,318,236	1,304,800	1,246,000	0
Total	4,464,654	4,588,400	4,207,400	2,824,500
Employee Years by Activity				
Command	8.5	8.2	5.1	5.1
Community Policing	30.3	27.6	24.5	23.5
Youth Services	13.4	13.4	13.3	0.0
Total	52.2	49.2	42.9	28.6

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
PERSONNEL SUMMARY

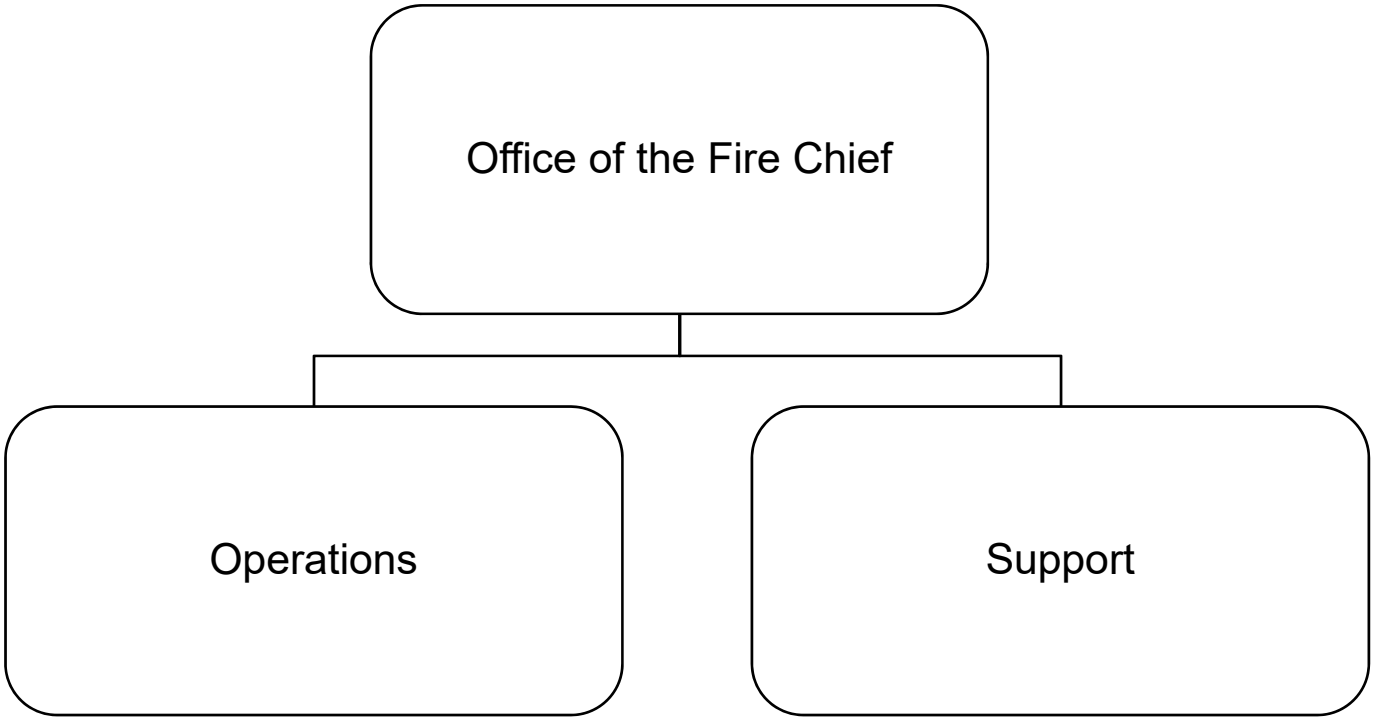
FULL TIME POSITIONS				Command	Community Policing
Br.	Title	Budget 2019-20	Proposed 2020-21		
97	Deputy Chief of Communications	1	1	1	
95	Police Captain	1	1	1	
94	Police Lieutenant	4	4		4
92	Police Sergeant	1	0		
90	Police Officer	33	21	2	19
EMPLOYEE YEARS					
Full Time		40.0	27.0	4.0	23.0
Overtime		0.9	0.6	0.1	0.5
Part Time, Temporary, Seasonal		2.0	2.0	2.0	0.0
Less: Vacancy Allowance		0.0	1.0	1.0	0.0
Total		42.9	28.6	5.1	23.5

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

Br.	Title	Budget 2019-20	Proposed 2020-21
94	Police Lieutenant	4	4
90	Police Officer	20	19
EMPLOYEE YEARS			
Full Time		24.0	23.0
Overtime		0.5	0.5
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		24.5	23.5

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

- 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, Inc. and Eastman Business Park
- Internal: City of Rochester departments

Critical Processes

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

Departmental Highlights

The proposed budget delays funding for a firefighter recruit class for one year due to budget constraints resulting from the COVID-19 emergency. The Fire Department is fully staffed and will begin the fiscal year with an overhire. A recruit class is planned for 2021-22.

Portions of the 2017, 2018 & 2019 State Homeland Security Program (SHSP) and 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grants continue in 2020-21. Training will be provided in the following areas during 2020-21: Citizen Emergency Response Team (CERT), hazardous materials incident command, hazardous material safety officer class and elevator rescue. The CCTA grant will support enhancement of preparedness to build capacity for prevention and response to complex coordinated terrorist attacks. The grant funds will be used to provide training and awareness for multi-agency coordinated response to terrorist events.

During 2020-21 the Fire Department will transition to the County's trunked radio system. The 2020-21 CIP includes funding for RFD to integrate into County's trunked radio system and new CAD system to maintain safety and compliance for Mutual Aid with the County and surrounding fire agencies.

Highlights of the Department's 2020-21 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2020-21 Strategic Goals & Objectives Highlights	**Rochester 2034 Initiative**	**Mayor's Priorities Supported**	**Projected Completion**
Office of the Fire Chief:			
Implement fire communications trunked radio system	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Upgrade station alerting system	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter
Operations:			
Implement rescue task force program	3F	Safer and More Vibrant Neighborhoods	First Quarter

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Implement fire communications trunked radio system	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Administer training for the fire communications trunked radio system	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Implement fire boat at the Port of Charlotte	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year Comparison

Bureaus	Budget 2019-20	Budget 2020-21	Change	Percent Change
Office of the Fire Chief	2,476,100	2,493,400	17,300	0.7%
Operations	45,434,100	46,834,800	1,400,700	3.1%
Support	4,305,100	4,393,000	87,900	2.0%
Total	52,215,300	53,721,200	1,505,900	2.9%
Employee Years	518.8	515.7	-3.1	-0.6%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,250,600	27,900	-11,600	617,300	0	-378,300	1,505,900

Major Change Highlights

Eliminate firefighter recruit class due to budget constraints	-802,800
Increase funding for medical expenses based on projected need	264,700
Cleaning and laundry increases based on National Fire Protection Association (NFPA) requirements	110,000
Add funds for fire boat implementation	47,000
A portion of the 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant is complete	-28,500
Net increase in overtime based on projected need	21,500
Add funds for personal protective equipment (PPE)	20,000
Net change in State Homeland Security Program (SHSP) grants	-10,700
Increase professional services based on projected need	9,400
Decrease funding for Urban Fellows Program due to budget constraints	-8,900

Assignment of Authorized Positions
2011-12 to 2020-21

	Office of the Chief & Support			Operations			Department Total		
Year	Uniform	Civilian	Total	Uniform	Civilian	Total	Uniform	Civilian	Total
2020-21	39	20	59	443	2	445	482	22	504
2019-20	39	20	59	443	2	445	482	22	504
2018-19	38	19	57	443	2	445	481	21	502
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

FIRE DEPARTMENT
EXPENDITURE SUMMARY

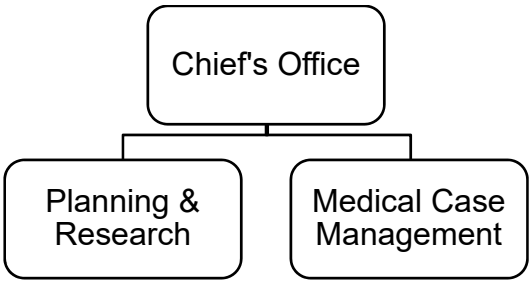
	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	47,730,892	49,377,100	48,539,200	49,579,500
Materials & Supplies	599,620	668,100	662,400	673,500
Services	3,199,294	3,146,500	3,009,700	3,464,100
Other	6,200	3,800	4,000	4,100
Total	51,536,006	53,195,500	52,215,300	53,721,200
Appropriation by Activity				
Office of the Fire Chief	2,119,272	2,245,400	2,476,100	2,493,400
Operations	45,305,324	46,743,400	45,434,100	46,834,800
Support	4,111,410	4,206,700	4,305,100	4,393,000
Total	51,536,006	53,195,500	52,215,300	53,721,200
Employee Years by Activity				
Office of the Fire Chief	19.7	19.8	21.5	21.5
Operations	460.9	466.4	453.9	450.8
Support	40.2	42.0	43.4	43.4
Total	520.8	528.2	518.8	515.7

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Mission Statement

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

Organization



Critical Processes

- Manages personnel and establishes personnel standards, policies and work schedules
- Coordinates department's annual budget request
- Controls general fiscal matters
- Oversees department's contract administration, including Emergency Medical Service (EMS) and Medical Director services
- Oversees administration of the Protectives contract
- Coordinates department's facilities maintenance and acts as liaison with Department of Environmental Services/Architectural Services for building renovations
- Oversees Fire Code records management
- Administers and coordinates grants
- Analyzes operations and reporting systems
- Evaluates programs and develops recommendations for modifying procedures
- Assists in implementing new operating procedures, methods and techniques
- Oversees information systems
- Acts as liaison with City's Information Technology Department, Emergency Communications Department, Monroe County Public Safety Communications, Rochester Police Department, and Neighborhood & Business Development
- Maintains Rochester's radio fire alarm system
- Oversees case management of all duty related injuries/illnesses and claims for on duty injury coverage

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Implement fire communications trunked radio system	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Upgrade station alerting system	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Work with Emergency Communications and Monroe County to complete the new Computer Aided Dispatch (CAD) system	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	2,476,100	2,493,400	17,300
Employee Years	21.5	21.5	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
36,900	4,800	-9,800	0	0	-14,600	17,300

Major Changes

Net change in State Homeland Security Program (SHSP) grants	-10,700
Decrease funding for Urban Fellows Program due to budget constraints	-8,900
Overtime increases based on projected need	5,000

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

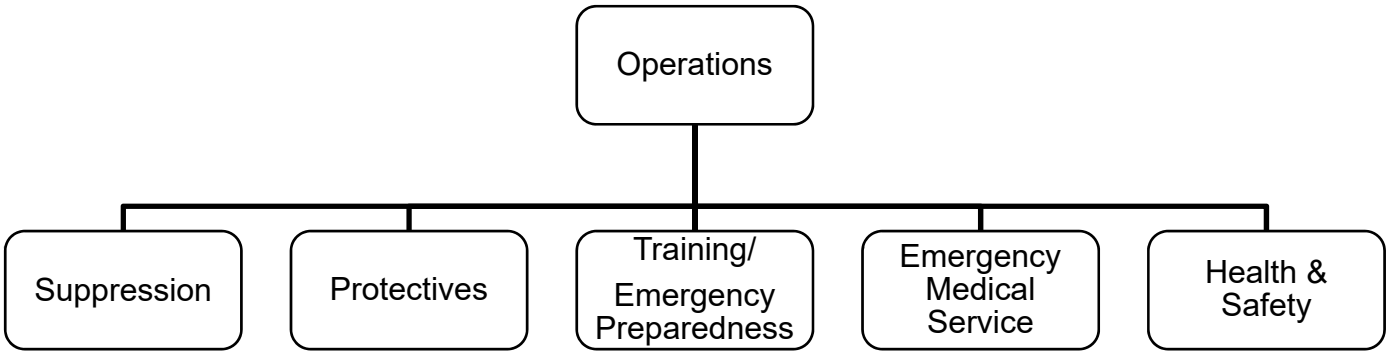
	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,811,342	1,946,100	2,142,300	2,164,600
Materials & Supplies	18,950	19,600	34,400	34,900
Services	286,364	279,700	299,400	293,900
Other	2,616	0	0	0
Total	2,119,272	2,245,400	2,476,100	2,493,400
Appropriation by Activity				
Chief's Office	1,241,430	1,521,700	1,274,900	1,256,900
Planning and Research	630,763	635,900	661,000	674,700
Medical Case Management	247,079	87,800	540,200	561,800
Total	2,119,272	2,245,400	2,476,100	2,493,400
Employee Years by Activity				
Chief's Office	11.7	13.5	10.4	10.4
Planning & Research	5.0	5.1	5.1	5.1
Medical Case Management	3.0	1.2	6.0	6.0
Total	19.7	19.8	21.5	21.5

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Planning & Research	Medical Case Management
Br.	Title	Budget 2019-20	Proposed 2020-21			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	1	1		
85	Battalion Chief	1	1		1	
84	Fire Captain	2	2	1	1	
82	Fire Lieutenant	3	3	1		2
80	Firefighter	5	5		1	4
75	Fire Communications Technician	1	1		1	
29	Principal Staff Assistant	1	1	1		
22	Case Manager	1	1	1		
20	Administrative Analyst	1	1	1		
20	Executive Assistant	1	1		1	
18	Secretary to the Chief	1	1	1		
15	Principal Account Clerk	1	1	1		
9	Clerk II	1	1	1		
EMPLOYEE YEARS						
Full Time		21.0	21.0	10.0	5.0	6.0
Overtime		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.2	0.2	0.2	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		21.5	21.5	10.4	5.1	6.0

Mission Statement
To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles,* the Operations Bureau fights fires, provides emergency medical services, and responds to other emergency and non-emergency incidents. The Bureau remains prepared for this mission through training of recruits and ongoing training of firefighters and officers, through its Emergency Medical Services (EMS) Program, and through its Health & Safety compliance activities.

Organization



Critical Processes
Suppression
- ❑ Responds to fire incidents and performs rescues
- ❑ Controls hazardous materials that threaten public safety with a specialized Hazardous Materials Response Team
- ❑ Conducts code enforcement inspections
- ❑ Attends community events as requested

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

Training/Emergency Preparedness
- ❑ 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 eleven specialty teams: Confined Space Rescue, Foam, Gators, Hazardous Materials Response, High Rise Support, Ice Rescue, Rope Rescue, Structural Collapse Rescue, Trench Rescue, Vehicle Extrication, and Water Rescue
- ❑ Develops and maintains grant funding from the State Homeland Security Program
- ❑ Coordinates comprehensive safety education and disaster/emergency preparedness programs for the public
- ❑ Trains City employees regarding their Disaster/Emergency Service Worker roles and responsibilities (NIMS)
- ❑ Administers inter-agency coordination and collaborative activities that assist in the City's emergency management efforts through the facilitation of the development of the Comprehensive Emergency Management Plan (CEMP) and Continuity of Operations Plan (COOP)
- ❑ Prepares Incident Action Plans for special (planned) events
- ❑ Trains Emergency Medical Technicians

Emergency Medical Service

- Coordinates delivery of Emergency Medical Services program, including training, certification, testing for:
  - Emergency Medical Technician (EMT)
  - 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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Implement rescue task force program	3F	Safer and More Vibrant Neighborhoods	First Quarter
Implement fire communications trunked radio system	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Administer training for the fire communications trunked radio system	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Implement fire boat at the Port of Charlotte	3F	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	430	70	60	503
Emergency Medical Technician (EMT) re-certifications	146	190	219	149
Health & Safety:				
Firefighter injury reviews	49	80	80	80
Incident responses by line safety officer-Car 99	1,254	1,300	1,300	1,300

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
CUSTOMER PERSPECTIVE				
Suppression:				
Incidents:				
● Structure fire	579	614	650	600
● Outside fire	568	602	650	625
● Overpressure, rupture	480	532	600	600
● Rescue & EMS	19,093	18,787	18,400	18,500
● Hazardous condition	2,760	3,010	3,100	3,100
● Service call	2,720	2,822	2,400	2,500
● Good intent call	3,315	3,348	3,100	3,200
● False alarm & false call	4,499	4,256	4,200	4,200
● Severe weather	12	35	20	20
● Other	1,978	1,692	1,800	1,800
● Total incidents	36,004	35,698	34,920	35,145
Vacant structure fires	30	37	40	40
Unit responses by fire station and unit:				
● 272 Allen Street (Engine 13, Truck 10)	4,242	4,131	4,200	4,300
● 185 N. Chestnut St (Engine 17, Rescue 11)	4,087	3,884	4,000	3,900
● 1207 N. Clinton Ave (Engine 2)	3,297	3,412	3,600	3,500
● 1477 Dewey Ave (Engine 10, Truck 2)	3,811	3,742	3,600	3,700
● 1051 Emerson St (Engine 3)	1,787	1,655	1,700	1,650
● 57 Gardiner Ave (Truck 5)	1,993	1,958	2,350	2,250
● 873 Genesee St (Engine 7)	2,826	2,961	2,650	2,800
● 740 N Goodman St (Engine 9)	2,870	2,886	2,900	2,900
● 704 Hudson Ave (Engine 16, Truck 6)	4,558	4,101	4,600	4,600
● 4090 Lake Ave (Engine 19)	979	1,006	1,000	1,000
● 450 Lyell Ave (Engine 5)	3,578	3,443	3,500	3,400
● 315 Monroe Ave (Engine 1)	2,954	2,832	2,900	2,800
● 1281 South Ave (Truck 3)	1,669	1,745	1,650	1,700
● 977 University Ave (Truck 4)	1,915	1,813	1,650	1,700
● 160 Wisconsin St (Engine 12)	1,641	1,736	1,800	1,800
● 2695 West Henrietta Rd (W. Brighton Engine 8)	986	1,116	1,100	1,100
● Battalion 1	1,146	1,192	1,150	1,150
● Battalion 2	1,703	1,739	1,600	1,600
● Total responses	46,042	45,352	45,950	45,850
Smoke detector installation	1,161	1,045	1,000	1,050
CO detector installations	1,011	1,019	800	1,000
LEARNING & INNOVATION				
Training/Emergency Preparedness:				
Recruits trained	30	30	34	0
Uniformed personnel training hours	140,572	135,000	129,000	140,000
Special Operations drills held	60	56	56	52

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	45,434,100	46,834,800	1,400,700
Employee Years	453.9	450.8	-3.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,120,600	15,100	-1,300	617,300	0	-351,000	1,400,700

Major Changes

Eliminate firefighter recruit class due to budget constraints	-802,800
Increase funding for medical expenses based on projected need	264,700
Cleaning and laundry increases based on National Fire Protection Association (NFPA) requirements	110,000
Add funds for fire boat implementation	47,000
Net increase in overtime based on projected need	29,200
A portion of the 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant is complete	-28,500
Add funds for personal protective equipment (PPE)	20,000
Increase professional services based on projected need	9,400

Program Changes

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

The proposed budget delays funding for a firefighter recruit class for one year due to budget constraints. Overtime for new class instruction is eliminated. The proposed budget assumes a sworn overhire beginning in July and the change in overtime reflects the projected need.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	42,255,232	43,698,400	42,579,900	43,517,500
Materials & Supplies	225,528	306,500	283,200	288,000
Services	2,820,980	2,734,700	2,567,000	3,025,200
Other	3,584	3,800	4,000	4,100
Total	45,305,324	46,743,400	45,434,100	46,834,800
Appropriation by Activity				
Suppression	42,208,663	43,648,300	42,366,100	43,746,100
Protectives	54,900	56,400	56,400	57,400
Training/Emergency Preparedness	2,087,896	2,097,700	2,068,900	2,057,400
Emergency Medical Service	249,893	249,900	241,200	260,400
Health & Safety	703,972	691,100	701,500	713,500
Total	45,305,324	46,743,400	45,434,100	46,834,800
Employee Years by Activity				
Suppression	441.5	448.5	434.5	431.7
Training/Emergency Preparedness	10.7	9.3	10.7	10.4
Emergency Medical Service	2.1	2.0	2.1	2.1
Health & Safety	6.6	6.6	6.6	6.6
Total	460.9	466.4	453.9	450.8

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

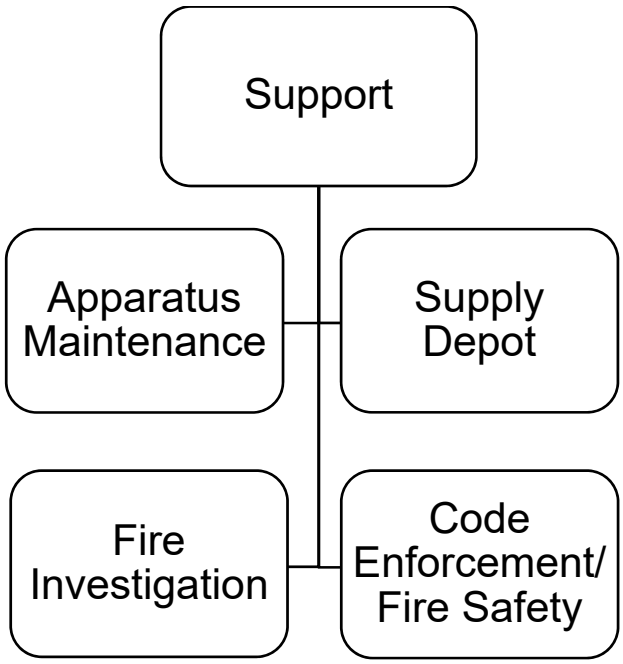
FULL TIME POSITIONS				Suppression	Training/ Emergency Preparedness	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2019-20	Proposed 2020-21				
86	Deputy Fire Chief	5	5	4	1		
85	Battalion Chief	11	11	9	1		1
84	Fire Captain	36	36	29	2	1	4
82	Fire Lieutenant	68	68	66	2		
80	Firefighter	323	323	322		1	
9	Clerk II with Typing	1	1				1
7	Clerk III with Typing	1	1		1		
EMPLOYEE YEARS							
Full Time		445.0	445.0	430.0	7.0	2.0	6.0
Overtime		5.4	4.6	3.0	0.9	0.1	0.6
Part Time, Temporary, Seasonal		12.5	2.5	0.0	2.5	0.0	0.0
Less: Vacancy Allowance		9.0	1.3	1.3	0.0	0.0	0.0
Total		453.9	450.8	431.7	10.4	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
- 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

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Apparatus Maintenance:				
Apparatus maintenance and repairs	2,006	2,071	2,200	2,200
Supply Depot:				
Breathing apparatus repair and testing	2,082	1,450	1,500	1,500
Turnout Gear repairs	1,636	1,450	1,500	1,500
Fire Investigation:				
Initial fire investigation responses	967	982	850	950
Arson or incendiary fires (adult & juvenile)	156	187	180	185
Fires with undetermined cause	49	41	50	45
Juvenile fire-setter incidents	155	124	90	110
Fire investigations closed	814	790	600	695
Juvenile contacts	94	145	105	120
Arrests:				
● Adult	85	57	75	70
● Juvenile	55	39	30	35
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	77	57	50	54
Code Enforcement:				
Permits issued	4,469	4,252	4,375	4,375
Property inspections conducted	6,233	7,600	8,400	7,700
Violations cited	1,376	1,850	2,100	1,960
Fire Safety complaints	117	90	80	100
Fire Safety:				
Community Risk Reduction presentations	420	250	600	475
Community Risk Reduction events	251	150	300	225

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	4,305,100	4,393,000	87,900
Employee Years	43.4	43.4	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
93,100	8,000	-500	0	0	-12,700	87,900

Major Changes

Overtime decreases based on projected need	-12,700

Program Changes

Code Enforcement and Fire Safety estimated 2019-20 KPIs reflect the impacts resulting from the COVID-19 emergency.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	3,664,318	3,732,600	3,817,000	3,897,400
Materials & Supplies	355,142	342,000	344,800	350,600
Services	91,950	132,100	143,300	145,000
Other	0	0	0	0
Total	4,111,410	4,206,700	4,305,100	4,393,000
Appropriation by Activity				
Apparatus Maintenance	838,432	941,400	989,900	1,015,400
Supply Depot	416,097	422,500	411,300	427,000
Fire Investigation	1,224,758	1,226,800	1,250,000	1,270,300
Code Enforcement/Fire Safety	1,632,123	1,616,000	1,653,900	1,680,300
Total	4,111,410	4,206,700	4,305,100	4,393,000
Employee Years by Activity				
Apparatus Maintenance	8.7	8.3	9.7	9.7
Supply Depot	3.1	3.3	3.2	3.2
Fire Investigation	13.0	13.2	13.1	13.1
Code Enforcement/Fire Safety	15.4	17.2	17.4	17.4
Total	40.2	42.0	43.4	43.4

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

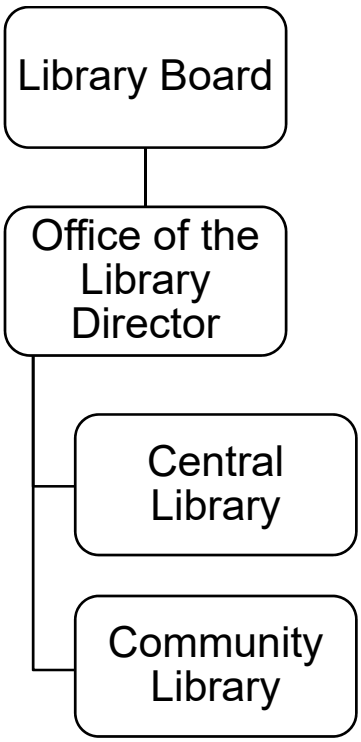
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2019-20	Proposed 2020-21				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	5	5		2	1	2
80	Firefighter	19	19		1	9	9
78	Fire Equipment Maint. Supervisor	1	1	1			
73	Fire Apparatus Body Repairer	1	1	1			
73	Senior Fire Equipment Mechanic	5	5	5			
28	Supt. Fire Equipment Maintenance	1	1	1			
9	Clerk II	1	1				1
9	Clerk II with Typing	2	2			1	1
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
Full Time		38.0	38.0	9.0	3.0	11.0	15.0
Overtime		5.4	5.4	0.7	0.2	2.1	2.4
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		43.4	43.4	9.7	3.2	13.1	17.4

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. Its 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 Library, 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
- Internal: Neighborhood and Business Development including Neighborhood Service Centers, Department of Recreation & Youth Services, and Financial Empowerment Centers

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
- We help bridge the digital divide by loaning MiFi hotspots for internet access at home.

Departmental Highlights
Beginning in 2019-20 and continuing into 2020-21 the Library is working to address the COVID-19 crisis by enhancing digital access to library materials and resources and mitigating health risk patrons and staff. The Library has expanded its online and remote resources including reference services, virtual programs, e-books, streaming video and audiobooks. In response to the COVID-19 shutdown, the Library provided 500 MiFi units to residents who did not have internet access at home, thereby facilitating work and school from home for many residents. The Library is working on retrofitting of facilities as well as developing safety procedures to address risks that may be associated with physical borrowing materials when the libraries re-open.

The proposed budget for the Central Library assumes a slight increase from Monroe County, primarily reflecting inflation, to support the minimum obligations to continue to operate at current service levels. Failure to secure this increase in funding could require further reductions. This may be further impacted by the economic downturn resulting from the COVID-19 pandemic.

Construction for the new Technology Center should be complete by the end of May, 2020. The Center is expected to open when the Central Library re-opens for patrons. This will meet regional needs for broadband access, job and career readiness, open online coursework and independent learning. The Empire Justice's CASH (Creating Assets, Savings and Hope) program in the Bausch & Lomb Building allows for synergies with the Central Library to work together to improve life for low-income working families in Monroe County. CASH is currently continuing to service patrons remotely during the time of facility closure in 2019-20. The planned occupancy by Foodlink in the café space has been delayed given their current food distribution focus.

The proposed budget for the Branch Libraries attempts to limit reductions in staffing by proposing one time reductions in facility and equipment capital spending and the use of fund balance. The Literacy Aide program previously supported by the Rochester City School District will end and will transition to a partnership with RochesterWorks once the libraries reopen.

Highlights of the Department's 2020-21 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Goals & Objectives

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Central & Community:			
Develop and implement Central Library virtual exhibits and community support plan, including virtual art festival and collection of COVID-19 art, stories and interviews	3C, 3E	Innovation and Efficiency	First Quarter
Develop guidelines for phase restoration of physical/on-site library services, beginning with curbside lending	3C, 3E, 3F	Better Educational Opportunities	First Quarter
Continue virtual programming, online reference services, and e-content distribution to the Community as expanded and enhanced during COVID-19	3C, 3E	Better Educational Opportunities	Fourth Quarter
Central:			
Modify planned opening of the Central Technology Center to accommodate distance learning and broadband use, including distribution of MiFi (loaned wireless access) devices and virtual computer assistance and training, until public operations phase of reopening	3E, 5B	More Jobs, Better Educational Opportunities	Second Quarter
Community:			
Complete Lincoln Branch renovation design and cost estimation, future construction pending NYSED grant application approval	3C, 3E	Innovation and Efficiency	Third Quarter

Year-To-Year Comparison

Bureau	Budget 2019-20	Budget 2020-21	Change	Percent Change
Central Library	7,708,800	7,836,400	127,600	1.7%
Community Library	4,626,800	4,538,900	-87,900	-1.9%
Total	12,335,600	12,375,300	39,700	0.3%
Employee Years	134.3	131.3	-3.1	-2.3%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
202,700	38,900	24,700	0	300	-226,900	39,700

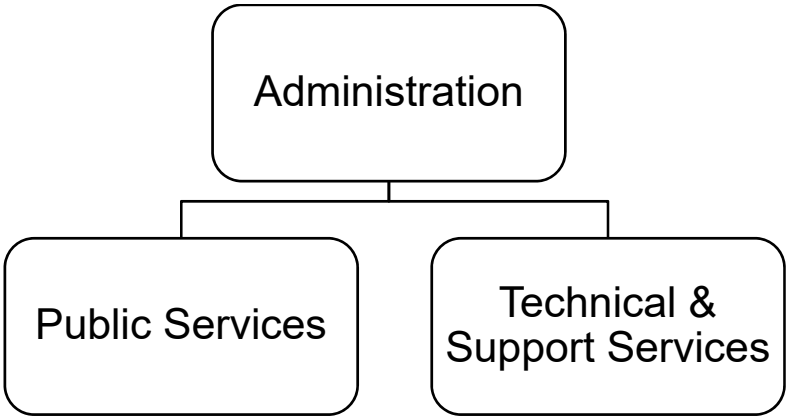
Major Change Highlights

Two positions shared between Central and Branch Libraries are eliminated as part of consolidation of administrative support positions	-116,200
Two vacant part time Librarian I positions at Lincoln and Wheatley are eliminated due to budget constraints	-51,400
Vacant clerical position in Arts & Literature is eliminated as part of a reorganization	-42,200
Literacy Aides and related expense supported by the Rochester City School District are eliminated	-39,300
Full time Librarian I at Winton Branch is eliminated due to budget constraints, partially offset by the addition of a part time Librarian I position	-37,500
Net change in Central part time wages resulting from miscellaneous position changes	36,900
Net reduction in library material purchases resulting from reduced state aid and budget constraints	-35,500
Productivity improvements result in savings	-28,800
Net increase in wages as vacant part time Security Guard at Central converts to full time due to need for coverage and ongoing issues with recruitment	15,400
Part time clerical position is added at Lyell to assist with shift coverage	13,500

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	8,916,032	9,145,600	9,274,300	9,231,300
Materials & Supplies	1,252,390	1,180,900	1,211,400	1,120,800
Services	1,595,577	1,647,400	1,754,900	1,928,200
Other	0	0	95,000	95,000
Total	11,763,999	11,973,900	12,335,600	12,375,300
Appropriation by Activity				
Central Library	7,383,880	7,438,300	7,708,800	7,836,400
Community Library	4,380,119	4,535,600	4,626,800	4,538,900
Total	11,763,999	11,973,900	12,335,600	12,375,300
Employee Years by Activity				
Central Library	91.3	91.3	91.5	90.8
Community Library	40.2	41.1	42.8	40.5
Total	131.5	132.4	134.3	131.3

Organization



Critical Processes

- ❑ Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- ❑ Provide support and outreach services to members of the Monroe County Library System
- ❑ Provide internet service to libraries county-wide

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Develop and implement Central Library virtual exhibits and community support plan, including virtual art festival and collection of COVID-19 art, stories and interviews	3C, 3E	Innovation and Efficiency	First Quarter
Install new computers and enhanced broadband access at all RPL locations, with adjacent wireless access available until public operations phase of reopening	3E, 5E	Better Educational Opportunities	First Quarter
Develop guidelines for phase restoration of physical/on-site library services, beginning with curbside lending	3C, 3E, 3F	Better Educational Opportunities	First Quarter
With completion of 2016-20 Strategic Plan, an update is developed and completed to address current service and financial challenges and opportunities, including enhanced focus on equity in collections, services and workforce development	3C, 3E, 5B	Innovation and Efficiency, More Jobs	Second Quarter
Modify planned opening of the Central Technology Center to accommodate distance learning and broadband use, including distribution of MiFi (loaned wireless access) devices and virtual computer assistance and training, until public operations phase of reopening	3E, 5B	Better Educational Opportunities	Second Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Support continued infrastructure and use improvements to the Rundel Memorial Library building, with masonry repair and restoration design and public art installations at the Rundel North Terrace and East Sidewalk replacement	3C, 3D	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue virtual programming, online reference services, and e-content distribution to the Community as expanded and enhanced during COVID-19	3C, 3E	Better Educational Opportunities	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
CUSTOMER PERSPECTIVE				
Total users	404,108	363,750	485,000	470,000
Total service hours	2,670	2,020	2,680	2,680
Library user engagement	32,332	18,700	22,000	27,000
Total reference questions	91,363	97,750	115,000	95,000
Programs presented	1,982	1,650	2,200	2,100
Total program attendance	34,225	37,500	50,000	43,000
Total computer use (hours)	59,814	46,500	62,000	60,000
Patron broadband use	58,359	45,750	61,000	59,000
EFFICIENCY				
Circulation per service hour	285	249	250	265
Users per service hour	151	180	181	175
Reference assistance per service hour	34	48	43	35
Computer use per service hour	22.4	23.1	23.1	22.4
Broadband use per service hour	21.9	22.6	22.8	22.0
RESULTS				
Total circulation	760,789	502,500	670,000	710,000
RPL E-Materials circulation	92,577	90,000	85,000	90,000
MCLS E-Materials circulation (system-wide)	630,828	625,000	600,000	650,000

N/A – Not Applicable

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	7,708,800	7,836,400	127,600
Employee Years	91.5	90.8	-0.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
127,900	21,600	12,700	0	900	-35,500	127,600

Major Changes

Two partial positions shared with Branches are eliminated as part of consolidation of administrative support positions	-44,200
Vacant clerical position in Arts & Literature is eliminated as part of a reorganization	-42,200
Net change in part time wages resulting from miscellaneous position changes	36,900
Productivity improvements result in savings	-20,800
Market research service fees in Business Center increase	20,000
Net increase in wages as vacant part time Security Guard converts to full time due to need for coverage and ongoing issues with recruitment	15,400
Library Page is added to cover 3rd floor reception area in Rundel	12,100
Partial year credit for DRYS occupancy in Central Library eliminated	10,000
Allocation for OCLC Records and Marc Records reduced to reflect actual need	-8,100
Library material purchases reduced due to reduction in state aid	-7,500
Equipment maintenance allocation reduced to reflect actual need	-4,600
Collection services reduced due to fine and fee activity	-2,500

Program Changes

With the exception of e-material circulation, all indicators for 2019-20 show reductions due to the closure of the Central Library beginning in March, 2020. It is assumed the library will be closed for approximately 12 weeks. Material purchases have been focused on e-books and e-audiobooks to enhance online offerings. Mobile hotspots or MiFi devices are available for lending access for patrons who do not have an internet connection at home.

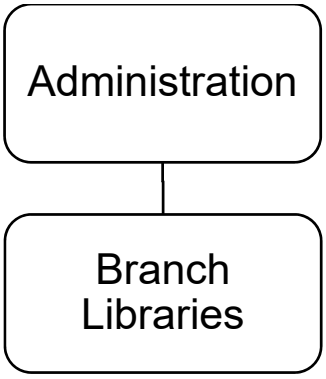
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	5,854,336	5,889,900	5,994,800	6,035,400
Materials & Supplies	632,995	603,000	624,100	616,600
Services	896,549	945,400	1,014,900	1,109,400
Other	0	0	75,000	75,000
Total	7,383,880	7,438,300	7,708,800	7,836,400
Appropriation by Activity				
Administration	2,358,178	2,336,300	2,383,000	2,499,300
Public Services	3,480,054	3,566,500	3,680,900	3,723,800
Technical & Support Services	1,545,648	1,535,500	1,644,900	1,613,300
Total	7,383,880	7,438,300	7,708,800	7,836,400
Employee Years by Activity				
Administration	24.6	24.6	24.0	25.0
Public Services	44.7	44.7	44.5	43.8
Technical & Support Services	22.0	22.0	23.0	22.0
Total	91.3	91.3	91.5	90.8

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2019-20	Proposed 2020-21			
36	Library Director	1.0	1.0	1.0		
31	Assistant Library Director III	0.25	0.25		0.25	
31	Associate Library Director	1.0	1.0			1.0
31	Manager of Library Finance	1.0	1.0	1.0		
28	Computer Operations Supervisor	1.0	1.0			1.0
26	Human Resources Coordinator	1.0	1.0	1.0		
26	Library Area Coordinator	1.0	1.0			1.0
24	Associate Accountant	0.0	1.0	1.0		
24	Children's Services Consultant	1.0	1.0		1.0	
24	Historical Services Consultant	1.0	1.0		1.0	
24	Public Services Manager	1.0	1.0		1.0	
24	Senior Administrative Analyst	1.0	0.0			
23	Library Webmaster & Application Specialist	1.0	1.0			1.0
23	Supervisor Library Buildings	1.0	1.0	1.0		
21	Computer Communications Technician	2.0	2.0			2.0
21	Library Automation Specialist	2.0	2.0			2.0
21	Senior Graphic Designer	1.0	1.0	1.0		
21	Senior Historical Researcher	0.0	1.0		1.0	
20	Circulation Supervisor	1.0	1.0		1.0	
20	Librarian II	11.0	11.0		10.0	1.0
20	Supervising Library Materials Handler	1.0	1.0			1.0
20	Supervisor Audio Visual Services	1.0	1.0		1.0	
20	Youth Services Coordinator	0.5	0.5		0.5	
18	Building Supervisor	1.0	1.0	1.0		
18	Historical Researcher	1.0	0.0			
18	Librarian I	12.5	12.0		10.0	2.0
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	3.25	3.00	2.0		1.0
16	Supervising Security Guard	1.0	1.0	1.0		
14	Graphic Assistant	1.0	1.0	1.0		
14	Library Assistant	3.0	3.0		2.0	1.0
13	Building Maintenance Foreman	1.0	1.0	1.0		
11	Assistant to Circulation Supervisor	1.0	1.0		1.0	
9	Library Catalog Clerk II	2.0	2.0			2.0
8	Truck Driver	3.0	3.0			3.0
7	Clerk III	1.0	1.0	1.0		
7	Clerk III with Typing	1.0	0.0			
7	Maintenance Worker - Library	1.0	1.0	1.0		
7	Youth Services Assistant	1.0	1.0		1.0	
3	Materials Processor	1.0	1.0		1.0	
2	Senior Library Page	3.0	3.0		2.0	1.0
1	Cleaner	2.0	2.0	2.0		
52	Security Guard	3.0	4.0	4.0		
EMPLOYEE YEARS						
Full Time		75.5	74.8	21.0	33.8	20.0
Overtime		0.8	0.8	0.3	0.1	0.4
Part Time, Temporary, Seasonal		17.6	17.6	4.0	11.5	2.1
Less: Vacancy Allowance		2.4	2.4	0.3	1.6	0.5
Total		91.5	90.8	25.0	43.8	22.0

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

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Install new computers and enhanced broadband access at all RPL locations, with adjacent wireless access available until public operations phase of reopening	3E, 5E	Better Educational Opportunities	First Quarter
Develop guidelines for phase restoration of physical/on-site library services, beginning with curbside lending	3C, 3E, 3F	Better Educational Opportunities	First Quarter
With completion of 2016-20 Strategic Plan, an update is developed and completed to address current service and financial challenges and opportunities, including enhanced focus on equity in collections, services and workforce development	3C, 3E, 5B	Innovation and Efficiency, More Jobs	Second Quarter
Complete Lincoln Branch renovation design and cost estimation, future construction pending NYSED grant application approval	3C, 3E	Innovation and Efficiency	Third Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue virtual programming, online reference services, and e-content distribution to the Community as expanded and enhanced during COVID-19	3C, 3E	Better Educational Opportunities	Fourth Quarter

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
CUSTOMER PERSPECTIVE				
Arnett				
Service hours	2,189	1,654	2,205	2,205
Computer use (hours)	20,221	16,125	21,500	19,500
Patron broadband use (previously wireless use)	9,088	7,050	9,400	9,100
Library user engagement	22,348	15,750	21,000	20,500
Reference questions	22,610	13,500	18,000	20,000
Reference assistance per service hour	10	8	8	9
Average attendance per program	31	37	37	29
Circulation per service hour	25	28	25	25
Programs	713	450	600	750
Program attendance	22,314	16,500	22,000	22,000
Library materials circulated	54,932	46,750	55,000	56,000
Door count	111,336	87,000	116,000	112,000
Library card registrations	516	413	550	560
Charlotte				
Service hours	1,985	1,507	2,009	2,009
Computer use (hours)	4,249	3,600	4,800	4,400
Patron broadband use (previously wireless use)	2,673	2,400	3,200	3,100
Library user engagement	9,051	6,825	9,100	9,200
Reference questions	6,554	4,500	6,000	6,500
Reference assistance per service hour	3	3	3	3
Average attendance per program	12	16	16	14
Circulation per service hour	44	51	45	44
Programs	667	431	575	610
Program attendance	7,832	6,975	9,300	8,800
Library materials circulated	86,721	77,350	91,000	88,000
Door count	60,986	48,750	65,000	63,000
Library card registrations	254	195	260	260
Douglass				
Service hours	1,987	1,508	2,011	2,011
Computer use (hours)	5,489	4,725	6,300	6,100
Patron broadband use (previously wireless use)	3,537	2,475	3,300	3,400
Library user engagement	6,008	4,650	6,200	7,000
Reference questions	4,805	4,125	5,500	5,800
Reference assistance per service hour	2	3	3	3
Average attendance per program	12	14	14	14
Circulation per service hour	34	37	33	34
Programs	869	600	800	820
Program attendance	10,823	8,625	11,500	11,70
Library materials circulated	67,870	56,100	66,000	67,500
Door count	68,376	46,500	62,000	65,000
Library card registrations	211	165	220	220
Lincoln				
Service hours	1,995	1,506	2,008	2,008
Computer use (hours)	12,747	11,625	15,500	13,000
Patron broadband use (previously wireless use)	10,384	8,400	11,200	10,800
Library user engagement	8,880	6,375	8,500	8,800

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Reference questions	5,751	4,500	6,000	5,500
Reference assistance per service hour	3	3	3	3
Average attendance per program	27	25	25	25
Circulation per service hour	29	34	30	30
Programs	635	525	700	700
Program attendance	17,308	13,125	17,500	17,200
Library materials circulated	57,801	51,000	60,000	61,000
Door count	100,866	88,500	118,000	115,000
Library card registrations	531	638	850	650
Lyell				
Service hours	1,783	1,355	1,806	1,810
Computer use (hours)	8,831	6,750	9,000	8,800
Patron broadband use (previously wireless use)	6,977	5,475	7,300	7,300
Library user engagement	5,945	5,100	6,800	7,500
Reference questions	3,460	3,750	5,000	4,400
Reference assistance per service hour	2	3	3	2
Average attendance per program	7	10	10	10
Circulation per service hour	23	31	27	25
Programs	729	450	600	650
Program attendance	5,297	4,575	6,100	6,600
Library materials circulated	40,735	41,650	49,000	46,000
Door count	63,362	50,250	67,000	66,000
Library card registrations	255	270	360	360
Maplewood				
Service hours	1,996	1,507	2,009	2,010
Computer use (hours)	15,952	9,000	12,000	12,800
Patron broadband use (previously wireless use)	10,253	7,875	10,500	10,000
Library user engagement	9,223	6,900	9,200	9,000
Reference questions	2,030	3,000	4,000	3,000
Reference assistance per service hour	1	2	2	1
Average attendance per program	34	24	24	25
Circulation per service hour	21	30	26	21
Programs	1,139	900	1,200	1,250
Program attendance	39,157	21,750	29,000	31,000
Library materials circulated	41,869	45,050	53,000	42,000
Door count	153,204	131,250	175,000	160,000
Library card registrations	383	356	475	410
Monroe				
Service hours	1,984	1,506	2,008	2,010
Computer use (hours)	6,200	5,325	7,100	6,800
Patron broadband use (previously wireless use)	3,020	2,850	3,800	3,400
Library user engagement	9,340	7,275	9,700	9,800
Reference questions	6,758	6,225	8,300	7,800
Reference assistance per service hour	3	4	4	4
Average attendance per program	9	9	9	9
Circulation per service hour	40	47	42	40
Programs	279	225	300	300
Program attendance	2,607	2,100	2,800	2,800
Library materials circulated	79,009	71,400	84,000	81,000

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Door count	56,628	48,750	65,000	59,000
Library card registrations	433	300	400	420
Sully				
Service hours	1,986	1,510	2,013	2,010
Computer use (hours)	12,311	9,825	13,100	12,000
Patron broadband use (previously wireless use)	8,343	6,675	8,900	8,900
Library user engagement	10,713	7,950	10,600	10,000
Reference questions	6,367	5,250	7,000	6,900
Reference assistance per service hour	3	3	3	3
Average attendance per program	53	55	55	49
Circulation per service hour	35	44	39	36
Programs	913	750	1,000	950
Program attendance	48,707	41,250	55,000	47,000
Library materials circulated	69,928	66,300	78,000	72,000
Door count	121,241	94,500	126,000	119,000
Library card registrations	420	360	480	480
Wheatley				
Service hours	1,986	1,505	2,007	2,008
Computer use (hours)	10,687	9,000	12,000	11,000
Patron broadband use (previously wireless use)	7,470	5,625	7,500	7,500
Library user engagement	13,297	9,075	12,100	13,000
Reference questions	5,344	6,900	9,200	9,000
Reference assistance per service hour	3	5	5	4
Average attendance per program	29	23	23	23
Circulation per service hour	20	22	19	20
Programs	499	390	520	600
Program attendance	14,667	9,000	12,000	13,500
Library materials circulated	39,499	32,725	38,500	41,000
Door count	79,459	63,750	85,000	83,000
Library card registrations	274	255	340	320
Winton				
Service hours	1,981	1,502	2,003	2,010
Computer use (hours)	7,281	6,450	8,600	7,800
Patron broadband use (previously wireless use)	7,774	5,850	7,800	7,800
Library user engagement	6,961	4,050	5,400	6,800
Reference questions	6,413	4,575	6,100	6,400
Reference assistance per service hour	3	3	3	3
Average attendance per program	11	11	11	11
Circulation per service hour	56	66	58	59
Programs	177	146	195	195
Program attendance	2,029	1,575	2,100	2,200
Library materials circulated	111,414	99,450	117,000	119,000
Door count	91,084	73,500	98,000	94,000
Library card registrations	420	319	425	450
Total All Branches				
Service hours	19,871	15,059	20,079	20,091
Computer use (hours)	103,968	82,425	109,900	102,200

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Patron broadband use (previously wireless use)	69,519	54,675	72,900	71,300
Library user engagement	101,766	73,950	98,600	101,600
Reference questions	70,092	56,325	75,100	75,300
Reference assistance per service hour	35	37	37	37
Average attendance per program	26	26	26	24
Circulation per service hour	327	390	344	335
Programs	6,620	4,868	6,490	6,825
Program attendance	170,741	125,475	167,300	162,800
Library materials circulated	649,778	587,775	691,500	673,500
Door count	906,542	732,750	977,000	936,000
Library card registrations	3,697	3,270	4,360	4,130

N/A – Not Applicable

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	4,626,800	4,538,900	-87,900
Employee Years	42.8	40.5	-2.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
74,800	17,300	12,000	0	-600	-191,400	-87,900

Major Changes

Two partial positions shared with Central are eliminated as part of consolidation of administrative support positions	-72,000
Two vacant part time Librarian I positions at Lincoln and Wheatley are eliminated due to budget constraints	-51,400
Literacy Aides and related expense supported by the Rochester City School District are eliminated	-39,300
Full time Librarian I at Winton Branch is eliminated due to budget constraints, partially offset by the addition of a part time Librarian I position	-37,500
Net reduction in library material purchases due to budget constraints	-28,000
Part time Library Assistant is created to work on Raising a Reader programming	21,300
Part time clerical position is added at Lyell to assist with shift coverage	13,500
Productivity improvements result in savings	-8,000
Building maintenance increases for inspection and preventative measures	4,000
Funds added for server maintenance	3,000
Programming at Sully and Winton Branches increase based on program statistics and usage proposals	3,000

Program Change

With the exception of e-material circulation, all indicators for 2019-20 show reductions due to the closure of the Branch Libraries beginning in March, 2020. It is assumed the libraries will be closed for approximately 12 weeks. Material purchases have been focused on e-books and e-audiobooks to enhance online offerings. The Literacy Aide program initially supported by RCSD transitions to alternate funding source

with payroll to be paid directly through RochesterWorks. The Rippey Charitable Trust will support a part time position to expand Raising a Reader Services at Douglass and Wheatley Branches. Administrative support resources are consolidated within the Central Library.

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	3,061,696	3,255,700	3,279,500	3,195,900
Materials & Supplies	619,395	577,900	587,300	504,200
Services	699,028	702,000	740,000	818,800
Other	0	0	20,000	20,000
Total	4,380,119	4,535,600	4,626,800	4,538,900
Appropriation by Activity				
Administration	1,426,347	1,448,000	1,518,400	1,525,000
Branch Libraries	2,953,772	3,087,600	3,108,400	3,013,900
Total	4,380,119	4,535,600	4,626,800	4,538,900
Employee Years by Activity				
Administration	5.0	5.3	5.0	4.5
Branch Libraries	35.2	35.8	37.8	36.0
Total	40.2	41.1	42.8	40.5

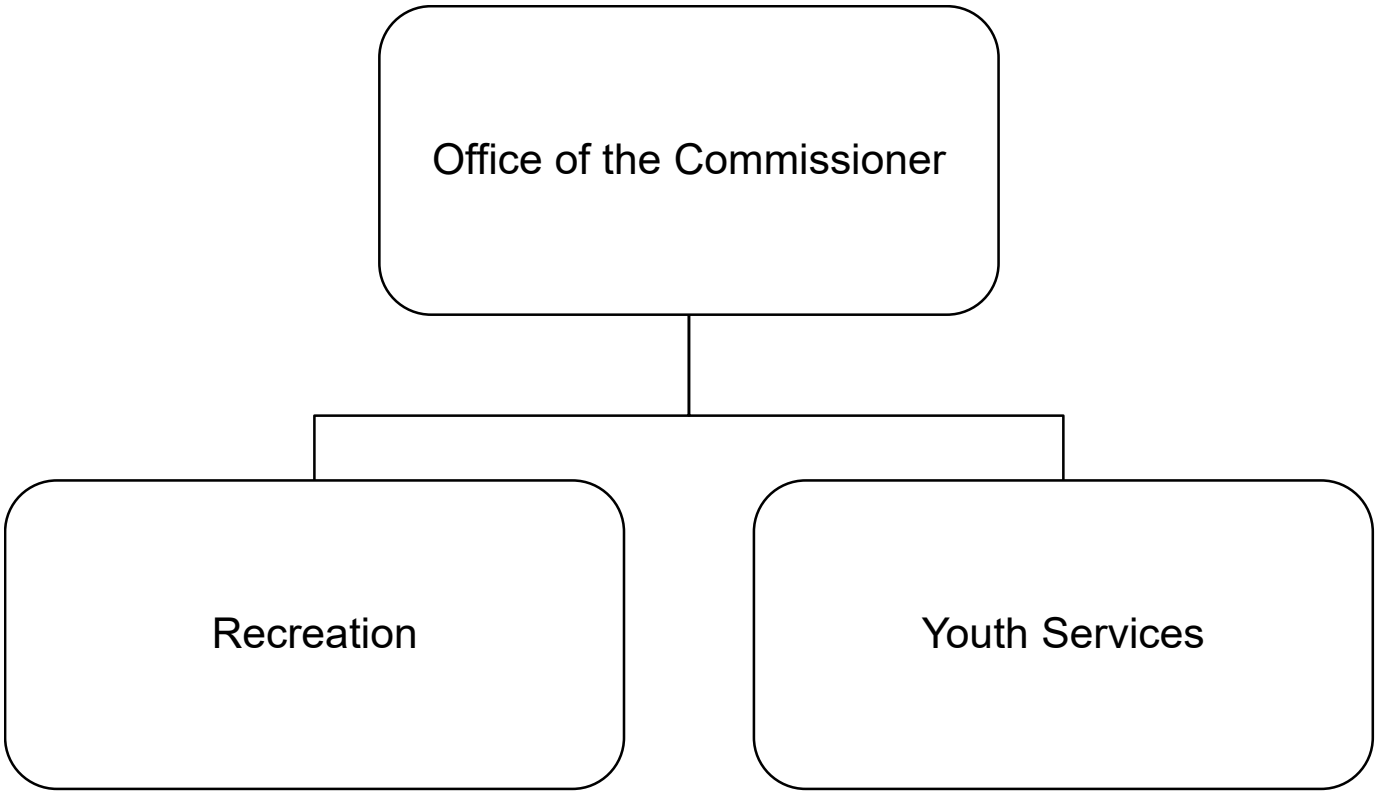
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2019-20	Proposed 2020-21		
31	Assistant Library Director III	0.75	0.75	0.75	
26	Library Area Coordinator	1.0	1.0	1.0	
20	Librarian II	11.0	11.0	1.0	10.0
20	Youth Services Coordinator	0.5	0.5	0.5	
18	Librarian I	6.5	5.0		5.0
16	Administrative Assistant	0.75	0.0		
14	Library Assistant Bilingual	1.0	1.0		1.0
13	Sr. Maintenance Mechanic Buildings	1.0	1.0	1.0	
7	Youth Services Assistant	2.0	2.0		2.0
EMPLOYEE YEARS					
Full Time		24.5	22.3	4.3	18.0
Overtime		0.3	0.3	0.0	0.3
Part Time, Temporary, Seasonal		18.4	18.4	0.3	18.1
Less: Vacancy Allowance		0.4	0.4	0.1	0.3
Total		42.8	40.5	4.5	36.0

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 community 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.



Departmental Highlights

DRYS has led the City's selection and participation in two national equity initiatives, Cities Connecting Children to Nature and the 10 Minute Walk to Parks Campaign. Both of these initiatives have leveraged resources for the assessment of our community's many outdoor resources and to expand access and nature-based programing for residents. This includes the creation of a full time Environmental Education Specialist.

The launch of R-Central, DRYS's new online registration and facility reservation management system, will allow DRYS to track usage trends, communicate more effectively about available programming, and offer residents a more convenient method to register for activities. DRYS will be able to analyze the data collected by the new system and continue to evaluate decisions around population trends, amenities at locations, and functionality. In addition, work on community-wide systems integration and the ability to share and receive relevant data on participant needs will help DRYS continue to develop meaningful programs and service.

La Marketa at the International Plaza is planned to open in fall of 2020. Operations will include a variety of vendors ranging from pop-up tents and carts to more permanent locations housed in retail kiosks. Special events for 2020-2021 will include use of the performance pavilion and will highlight the holidays with holiday market days. DRYS will collaborate with community partners for site operations and special events.

Pathways to Peace will continue to expand its services to the community by adding additional outreach staff to meet the needs particularly on evenings and weekends. The success of the partnership with the Center for Public Safety Initiatives at RIT through the recently received Community Engagement to Reduce Violence grant has established the need for a partnership to include social work services which can most effectively assess and refer participants to needed services in the community

Glossary of Acronyms

Acronym	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
RCSD	Rochester City School District
ROTM	Rec On The Move
RYVP	Rochester Youth Violence Partnership
SOOP	Summer of Opportunity Program
STEAM	Science, Technology, Engineering, Arts, and Mathematics
TPP	Teenage Pregnancy Prevention
YVOV	Youth Voice, One Vision

Highlights of the Department's 2020-21 Strategic Initiatives are presented below. Additional information for each bureau is included in the sections that follow.

Strategic Initiatives Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Commissioner's Office:			
Launch R-Central online registration and facility reservation system	4B	Safer and More Vibrant Neighborhoods	First Quarter
Launch La Marketa operations	5A, 5B	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Recreation:			
Advance expansion of year-round programming at the Sports Complex	4B	Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Third Quarter
Youth Services:			
Fully integrate financial literacy and Biz Kids entrepreneurial programming into Youth Employment Services	5B	More Jobs, Better Educational Opportunities	Third Quarter

Year-To-Year Comparison

Bureau	Budget 2019-20	Budget 2020-21	Change	Percent Change
Office of the Commissioner	2,105,400	2,397,100	291,700	13.9%
Recreation	8,267,600	7,507,300	-760,300	-9.2%
Youth Services	2,293,700	2,504,300	210,600	9.2%
Total	12,666,700	12,408,700	-258,000	-2.0%
Employee Years	194.6	181.7	-12.9	-6.6%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
248,800	55,800	-600	0	-6,200	-555,800	-258,000

Major Change Highlights

Phase two of Recreation Bureau reorganization – supervisors and management	-428,200
Teenage Pregnancy Prevention grant does not recur	-259,100
Funds added for new DRYS office space utilities at the Chamber Building	172,500
Durand beach funding is eliminated due to budget constraints	-132,300
Funds added for La Marketa full year operations	102,900

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

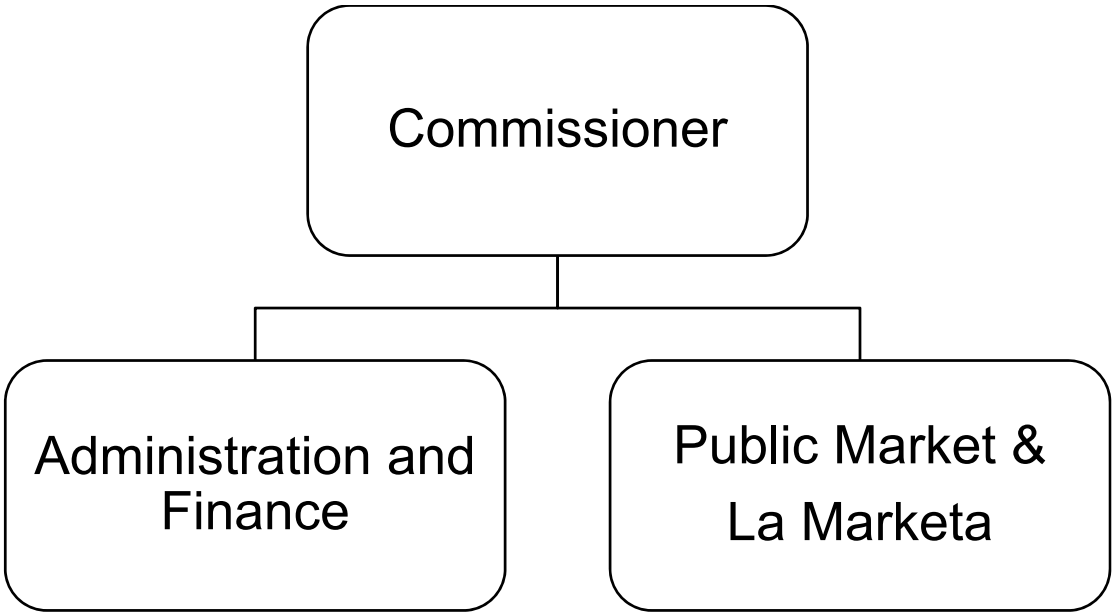
	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	7,905,511	7,842,200	8,564,400	7,954,200
Materials & Supplies	377,959	332,700	382,600	388,800
Services	3,774,353	3,422,700	3,719,700	4,065,700
Other	0	0	0	0
Total	12,057,823	11,597,600	12,666,700	12,408,700
Appropriation by Activity				
Office of the Commissioner	2,318,278	2,091,000	2,105,400	2,397,100
Recreation	8,410,739	7,361,100	8,267,600	7,507,300
Youth Services	1,328,806	2,145,500	2,293,700	2,504,300
Total	12,057,823	11,597,600	12,666,700	12,408,700
Employee Years by Activity				
Office of the Commissioner	25.9	19.1	20.1	18.5
Recreation	149.7	137.3	147.6	133.6
Youth Services	12.3	24.5	26.9	29.6
Total	187.9	180.9	194.6	181.7

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 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. The Bureau will oversee the launch and operation of the La Marketa at the International Plaza, a public gathering and event space for community and culturally relevant programming as well as a market space designed to foster small business development.

Organization



Vital Customers

Administration and Finance

- External: Grant makers, youth-focused agencies
- Internal: DRYS staff, City Council, City of Rochester departments

Public Market & La Marketa

- External: Residents and visitors of all ages, vendors, and customers
- Internal: City Council, City of Rochester departments

Critical Processes

Administration and Finance

- Coordinate and manage the Department's annual budget, grant operations, and capital planning processes
- Focus on staff development and program quality
- 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

Public Market & La Marketa

- ❑ Operate a year-round Public Market which provides access to healthy food, opportunities for entrepreneurs, and a venue for community special events
- ❑ Launch operations of La Marketa at the International Plaza event and market place

2020-21 Strategic Initiatives and KPIs

Strategic Initiative	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Launch R-Central online registration and facility reservation system	4B	Safer and More Vibrant Neighborhoods	First Quarter
Public Market:			
Add Wednesday evening program series with Nutrition Education Kitchen	5A, 5B	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete update to Public Market Master Plan	5A, 5B	Safer and More Vibrant Neighborhoods	Third Quarter
La Marketa:			
Launch La Marketa operations	5A, 5B	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Public Market				
Market days held	155	155	156	156
Special event days	59	45	63	40
Occupancy Rate (%):				
● Shed A	100	100	100	100
● Shed B (Winter Shed)	100	100	100	100
● Shed C	98	70	75	78
● Shed D	77	38	50	50
Public market fees revenue ($)	939,615	700,000	920,000	850,000
La Marketa				
Market days held	N/A	N/A	N/A	45
Special event days	N/A	N/A	N/A	8
Occupancy Rate (%):				
● Kiosk – year round	N/A	N/A	N/A	100
● Kiosk – seasonal	N/A	N/A	N/A	80
Department-wide average number of training hours per employee	40	30	30	N/A

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	2,105,400	2,397,100	291,700
Employee Years	20.1	18.5	-1.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
19,700	12,300	5,800	0	0	253,900	291,700

Major Changes

Funds added for new DRYS office space utilities at the Chamber Building	172,500
Funds added for La Marketa full year operations	102,900
Full time position eliminated due to budget constraints	-56,900
Funds added for annual Rec Guides	36,800
Productivity improvements results in efficiencies	-1,400

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	1,566,551	1,188,000	1,253,800	1,221,600
Materials & Supplies	22,545	15,800	12,600	11,000
Services	729,182	887,200	839,000	1,164,500
Other	0	0	0	0
Total	2,318,278	2,091,000	2,105,400	2,397,100
Appropriation by Activity				
Administration and Finance	848,906	1,122,300	1,120,400	1,254,200
Office of Youth Outreach and Violence Prevention	535,951	0	0	0
Public Market & La Marketa	933,421	968,700	985,000	1,142,900
Total	2,318,278	2,091,000	2,105,400	2,397,100
Employee Years by Activity				
Administration and Finance	9.5	12.1	13.1	12.0
Office of Youth Outreach and Violence Prevention	9.4	0	0	0
Public Market & La Marketa	7.0	7.0	7.0	6.5
Total	25.9	19.1	20.1	18.5

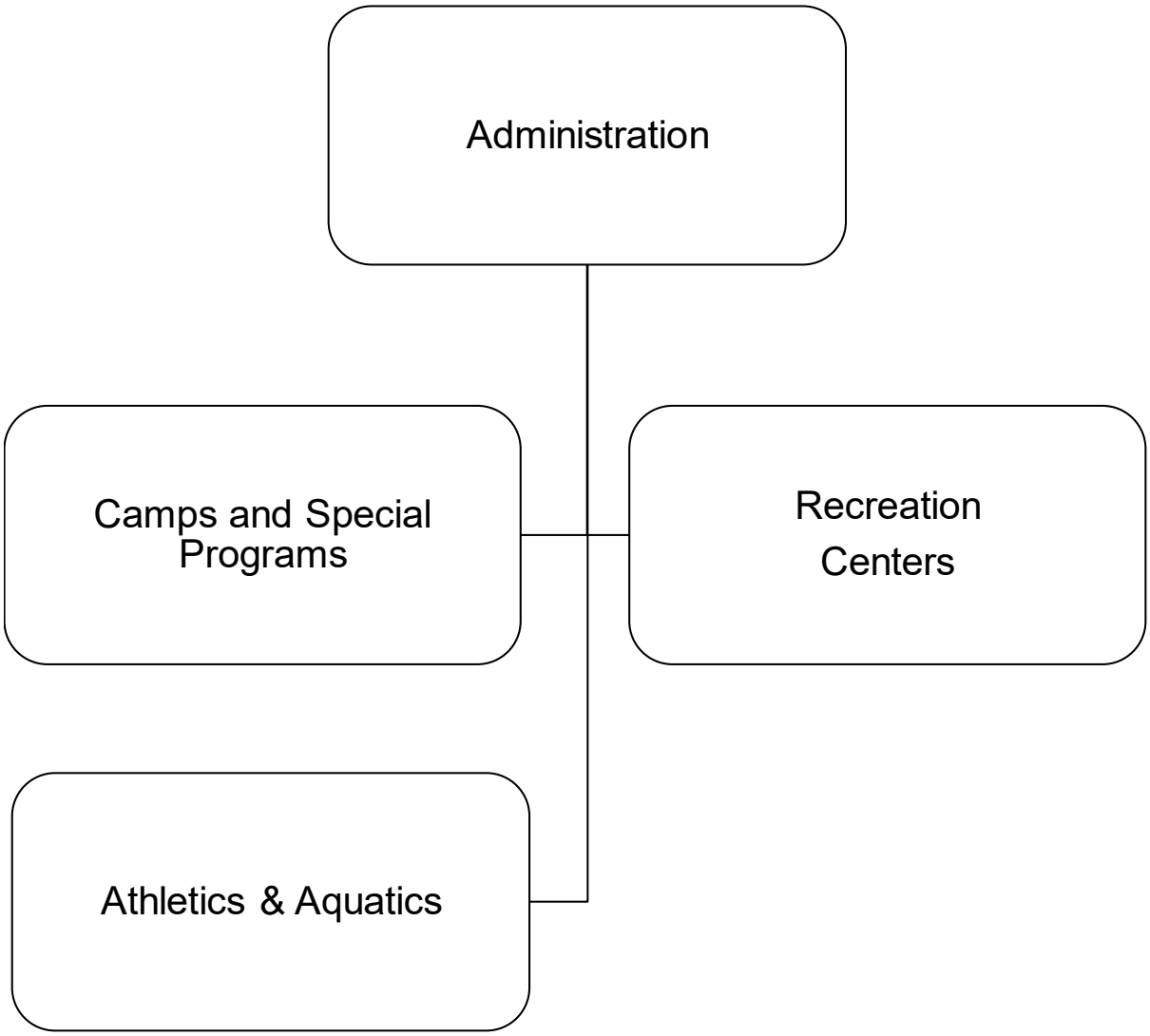
DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration and Finance	Public Market & La Marketa
Br.	Title	Budget 2019-20	Proposed 2020-21		
36	Commissioner of Recreation and Youth Services	1	1	1	
30	Director of Public Market	1	1		1
29	Principal Staff Assistant	1	1	1	
23	Business Analyst	0	1	1	
23	Personnel and Communications Coordinator, Bilingual	1	1	1	
23	Project Manager	1	1	1	
23	Supervisor of Markets	0	1		1
21	Assistant Program Development Specialist	1	0		
20	Executive Assistant	1	1	1	
18	Asst. Personnel & Marketing Coordinator	1	1	1	
18	Municipal Assistant	1	0		
18	Secretary to Commissioner	1	1	1	
18	Supervisor of Markets	1	0		
16	Assistant Supervisor of Markets	2	2		2
16	Program Coordinator	1	0		
12	Project Assistant	1	1	1	
11	Clerk I	1	0		
9	Clerk II	0	1	1	
6	Receptionist, Bilingual	0	1	1	
41	Parks Operations Worker	1	1		1
56	Grounds Equipment Operator	1	1		1
EMPLOYEE YEARS					
Full Time		18.0	17.0	11.0	6.0
Overtime		0.6	0.6	0.1	0.5
Part Time, Temporary, Seasonal		1.6	1.0	1.0	0.0
Less: Vacancy Allowance		0.1	0.1	0.1	0.0
Total		20.1	18.5	12.0	6.5

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 with an emphasis on youth. This is accomplished 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

- External: City youth and their families, residents and visitors of all ages, parks patrons, Rochester City School District, community partners and collaborators
- Internal: City of Rochester departments

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, leadership and social skills
- ❑ Act as stewards of Rochester parks including management of amenities as well as activation of parks through provision of programs, events, and workshops focused on horticulture, the environment, and community wellness
- ❑ Conduct programs, events, and workshops focused on arts, culture, and individual expression
- ❑ Conduct community recreation and youth development at R-Centers, school-based recreation programs, and fee-based camps
- ❑ Conduct community aquatics programs at pools and spray parks
- ❑ Use a program management system to provide quality management of existing and new programs, which includes marketing, staff development, and community input
- ❑ Operate year-round Rochester Community Sports Complex

2020-21 Strategic Initiatives

Initiative	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Develop an additional service model of managing "community centers" in partnership with community based service providers	4B	Safer and More Vibrant Neighborhoods	First Quarter
Expand the programming and impact of connecting children to nature through implementation of the 10 Minute Walk to Park action plan, including park activation and stewardship	4B	Better Educational Opportunities	Second Quarter
Advance expansion of year-round programming at the Sports Complex	4B	Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Third Quarter

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Recreation Registrations:				
● Adams	1,461	2,300	2,500	N/A
● Avenue D	2,119	1,100	1,600	N/A
● Tyshaun Cauldwell Hope (formerly Campbell)	2,073	1,100	1,000	N/A
● Carter	2,386	1,400	1,700	N/A
● Trenton & Pamela Jackson (formerly Clinton Baden)	N/A	200	1,000	N/A
● Frederick Douglass	2,127	2,350	2,100	N/A
● Edgerton	1,096	1,000	1,300	N/A
● Flint	1,724	1,100	1,500	N/A
● David F. Gantt	5,675	5,300	4,500	N/A
● Humboldt	209	320	400	N/A
● Roxie A. Sinkler	1,035	800	800	N/A
● Thomas P. Ryan	2,224	1,330	2,000	N/A
● Wilson Foundation	N/A	N/A	N/A	N/A
● #17 School	1,329	800	1,000	N/A
● #35 School	156	N/A	100	N/A

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
● #42 School	108	100	60	N/A
● #46 School	59	N/A	N/A	N/A
● Total R-Center members (registered users)	23,781	19,200	21,560	17,250
Annual attendance				
● Adams	39,276	45,000	50,000	39,400
● Avenue D	27,611	25,000	35,000	23,800
● Tyshaun Cauldwell Hope (formerly Campbell)	24,625	25,000	20,000	13,600
● Carter	34,455	34,000	42,000	28,600
● Trenton & Pamela Jackson (formerly Clinton Baden)	N/A	10,000	25,000	36,900
● Edgerton	38,751	18,775	45,000	28,000
● Flint	37,051	36,000	45,000	10,000
● David F. Gantt	79,285	75,000	85,000	69,200
● Humboldt	19,059	7,028	20,000	2,000
● Roxie A. Sinkler	15,410	9,701	20,000	2,000
● Frederick Douglass	54,131	27,400	55,000	43,400
● Thomas P. Ryan	140,029	110,000	110,000	86,700
● Wilson Foundation	N/A	N/A	N/A	1,500
● #17 School	14,618	8,083	12,000	12,000
● #35 School	4,937	N/A	5,000	N/A
● #42 School	5,621	1,102	1,200	N/A
● #46 School	9,747	N/A	0	N/A
● Total attendance	544,606	432,089	570,200	397,100
Rec On The Move				
● Attendance	5,115	8,660	5,000	8,700
● Special events participation	N/A	45	75	80
● Play Streets ROC events	N/A	2	10	13
Genesee Valley Park Complex				
● GVP Ice Rink attendance	64,535	51,000	60,000	53,000
● GVP Pool attendance	20,473	20,131	19,000	20,000
● Martin Luther King, Jr. Memorial Park Ice Rink attendance	64,944	124,053	60,000	115,000
Rochester Community Sports Complex				
● Attendance	N/A	17,346	25,000	40,000
● Stadium hours used	N/A	700	1,500	1,500
● Maguire Building hours used	N/A	N/A	1,900	750
Participants in adult sport leagues	2,540	1,348	3,500	2,900
Water Spray Park attendance	48,888	38,360	57,000	42,000
Durand Beach – total visitors	133,196	N/A	135,000	N/A
Durand Beach – total bathers	18,229	N/A	19,000	N/A

Key Performance Indicators	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
High School Pool attendance (pools used each year based on RCSD availability)				
● Trenton & Pamela Jackson (formerly Clinton Baden)	12,593	425	6,100	12,000
● High School Pool	5,001	798	1,200	1,200
● High School Pool (TBD)	N/A	3,329	2,000	N/A
Total H.S. Pool attendance	17,594	4,552	9,300	13,200
Summer Food Program				
Breakfast sites	25	27	25	**
Lunch sites	30	31	35	**
Breakfasts served	39,266	32,606	40,000	29,000
Lunches served	50,665	41,158	52,000	35,000

N/A – Not Applicable
**Not Available

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	8,267,600	7,507,300	-760,300
Employee Years	147.6	133.6	-14.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
187,000	35,800	-3,700	0	-12,400	-967,000	-760,300

Major Changes

Phase two of Recreation Bureau reorganization – supervisors and management – results in efficiencies	-428,200
Durand beach funding is eliminated due to budget constraints	-132,300
YVOV programming transfers to BYS	-127,200
Literacy programming transfers to BYS	-119,500
Part time and seasonal positions are reduced as an efficiency	-112,700
RCSD Literacy Aides grant does not recur	-62,200
Training and Quality Coordinator is added for work on standards, compliance and professional development	61,600
Coordinator of Community Athletics is added to facilitate succession planning	61,600
Boxing Program at Trenton & Pamela Jackson R-Center is added	60,000
Environmental Educator is added along with environmental program funding	59,400
Funds added for annual software licensing fee for R-Central registration and facility reservation system	50,000

50% of Director of Programs and Services transfers to BYS	-47,300
One temporary Youth Services Associate is eliminated as an efficiency	-46,900
Funding transfers to BYS for youth directed community initiatives	-45,000
RCSD grant for after-school programming does not recur	-43,900
NYS Council on the Arts grant does not recur	-30,800
School 41 summer programming is eliminated as an efficiency and Flint fall programming is delayed due to RCSD construction	-30,400
Productivity improvements result in efficiencies	-26,200
50% of a full time Project Assistant is added to manage required reporting and data collection (split with BYS)	24,600
YVOV grant from Community Foundation does not recur	-20,000
RACF Play Streets grant carries forward at a lower level of funding	-14,700
Grant funding for Mural Arts programming is added	9,400
Kaboom grant does not recur	-6,300

Program Changes

One high school pool is eliminated from summer operations due to budget constraints. An additional ArtSmart summer camp (West) will add 40 summer camp slots. Operation of a new afterschool and summer recreation program at Wilson Foundation will begin (formerly SWAN). The Roxie R-Center transitions to special programing/ rental facility. Humboldt R-Center becomes a summer only site. Summer and fall programming is subject to potential changes as we continue to respond to the COVID-19 pandemic.

Summer Food sites are uncertain due to ongoing planning regarding COVID-19 health and safety guidelines.

The implementation of the new R-Central system will allow for children and youth to register online without a “home” R-Center. Also, many participants visit multiple centers regularly. As a result the KPI measuring registrations will be presented in total, and will no longer be broken out by individual R-Center.

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	5,497,463	4,954,700	5,462,500	4,812,100
Materials & Supplies	324,421	299,400	346,400	341,500
Services	2,588,855	2,107,000	2,458,700	2,353,700
Other	0	0	0	0
Total	8,410,739	7,361,100	8,267,600	7,507,300
Appropriation by Activity				
Administration	1,632,231	961,800	1,204,300	1,217,200
Camps and Special Programs	1,671,898	1,542,900	1,878,600	1,338,700
Recreation	3,515,796	3,161,800	3,471,800	3,212,700
Athletics and Aquatics	1,427,095	1,694,600	1,712,900	1,738,700
Youth Health and Personal Development	163,719	0	0	0
Total	8,410,739	7,361,100	8,267,600	7,507,300
Employee Year by Activity				
Administration	5.9	2.0	2.0	1.0
Camps and Special Programs	18.8	18.0	19.7	15.7
Recreation	96.0	85.0	93.6	86.6
Athletics and Aquatics	26.0	32.3	32.3	30.3
Youth Health and Personal Development	3.0	0	0	0
Total	149.7	137.3	147.6	133.6

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

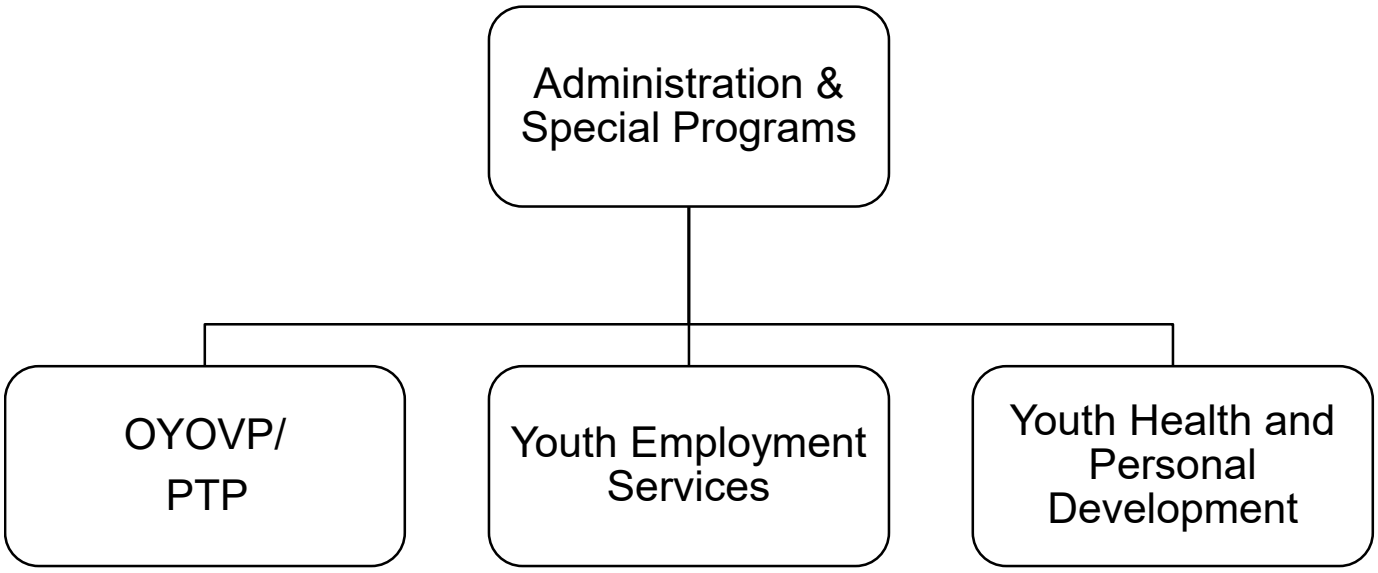
FULL TIME POSITIONS				Administration	Camps and Special Programs	Recreation	Athletics & Aquatics
Br.	Title	Budget 2019-20	Proposed 2020-21				
30	Director of Center Operations	0.0	1.0		1		
30	Director of Community Athletics	1.0	1.0				1
30	Director of Programs & Services	0.5	0.0				
30	Director of Recreation	1.0	1.0	1			
26	Assistant Director of Programs & Services	1.0	0.0				
26	Manager, Athletics & Aquatics	1.0	1.0				1
24	Community Center Manager	0.0	4.0			4	
23	Area Coordinator	2.0	0.0				
21	Recreation Center Director	10.0	0.0				
20	AmeriCorps Program Director	1.0	1.0		1		
18	Coordinator of Community Athletics	1.0	4.0				4
18	Senior Recreation Supervisor	2.0	0.0				
18	Training & Quality Coordinator	0.0	1.0		1		
15	Facility Supervisor	3.0	0.0				
15	Facility Supervisor Bilingual	1.0	0.0				
15	Youth Camp Supervisor	1.0	1.0		1		
13	Grant Support Associate	1.0	0.0				
12	Education Specialist	0.0	9.0			9	
12	Education Specialist, Bilingual	0.0	1.0			1	
12	Environmental Education Specialist	0.0	1.0		1		
12	Member Development Specialist	0.0	1.0		1		
12	Project Assistant	0.0	0.5		0.5		
12	Senior Youth Services Associate	0.0	1.0			1	
12	Sports/Fitness Specialist	0.0	10.0			10	
12	Youth Development Specialist	0.0	9.0			9	
11	Education Specialist	8.0	0.0				
11	Sports/Fitness Specialist	9.0	0.0				
11	Youth Development Specialist	6.0	0.0				
11	Youth Services Associate	1.0	0.0				
11	Youth Services Associate Bilingual	1.0	0.0				
EMPLOYEE YEARS							
Full Time		51.5	47.5	1.0	6.5	34.0	6.0
Overtime		0.8	0.8	0.2	0.0	0.1	0.5
Part Time, Temporary, Seasonal		101.2	91.2	0.0	9.2	58.0	24.0
Less: Vacancy Allowance		5.9	5.9	0.2	0.0	5.5	0.2
Total		147.6	133.6	1.0	15.7	86.6	30.3

Mission Statement

The Bureau of Youth Services supports the City of Rochester's *Vision Statement* and its *Values and Guiding Principles* by supporting youth in their development into successful, contributing adult citizens through the provision of career exploration and work readiness, health education, and violence prevention and intervention programs and services.

The Office of Youth Outreach and Violence Prevention, which includes Pathways to Peace, operates a team of outreach workers to prevent violence, channeling youth and young adults 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.

Organization



Vital Customers

Office of Youth Outreach and Violence Prevention/Pathways to Peace

- External: Youth and young adults under age 25 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
- Internal: City of Rochester Departments

Youth Employment Services

- External: Youth, parents and families of youth, Rochester City School District, youth-focused agencies and local businesses
- Internal: City of Rochester Departments

Youth Health and Personal Development

- External: Youth and young adults under the age of 25, parents and families of youth, Rochester City School District, youth-focused agencies and collaborations
- Internal: City of Rochester Departments

Critical Processes

Office of Youth Outreach and Violence Prevention/Pathways to Peace

- ❑ Monitor high risk youth and young adults through regular meetings and communication
- ❑ Mediate violent conflicts
- ❑ Provide presentations on anti-violence and gang issues
- ❑ Provide service linkages

Youth Employment Services

- ❑ Provide employment readiness training for youth
- ❑ Provide outreach and recruitment for employment
- ❑ Provide pre-employment services (e.g. resume development, interviewing, job search)
- ❑ Provide leadership, professional development, and life enrichment opportunities
- ❑ Conduct interviews and assessments for potential summer employment program participants
- ❑ Provide employment placement for summer employment program participants

Youth Health and Personal Development

- ❑ Provide youth development workshops and training on health and personal development
- ❑ Provide referrals to community and health resources
- ❑ Administer state and federal grants with a focus on youth health including pregnancy prevention

2020-21 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Office of Youth Outreach and Violence Prevention			
Transition CERV activities into Pathways	3F	Safer and More Vibrant Neighborhoods	First Quarter
Expand outreach model to include community "Credible Messengers"	3F	Safer and More Vibrant Neighborhoods	Second Quarter
Youth Employment Services			
Fully integrate financial literacy and Biz Kids entrepreneurial programming into Youth Employment Services	5B	More Jobs, Better Educational Opportunities	Third Quarter
Explore expanding shared services and partnership with Rochester Works	5B	More Jobs, Better Educational Opportunities	Fourth Quarter

Key Performance Indicators

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Youth Employment Services				
Number of participants who have completed training	117	100	100	100
Youth employed or engaged in internships	N/A	356	355	355
Employers participating in youth employment services – SOOP and other programs	27	37	25	25
Graduates employed	70	N/A	N/A	N/A
Applicants with completed applications	1,165	N/A	N/A	N/A

	Actual 2018-19	Estimated 2019-20	Budget 2019-20	Budget 2020-21
Applicants employed through the City	323	N/A	N/A	N/A
Applicants employed through Rochester Works	445	N/A	N/A	N/A
Parent orientation attendees	1,006	N/A	N/A	N/A
School year: youth applicants employed	1,006	N/A	N/A	N/A
Office of Youth Outreach and Violence Prevention: Pathways to Peace (PTP)				
Outreach contacts	11,501	N/A	N/A	N/A
Of outreach contacts, number for violent incidents & crisis	2,920	N/A	N/A	N/A
Mediations of youth conflicts	349	N/A	N/A	N/A
Referrals made to PTP services	571	N/A	N/A	N/A
Participants engaged in interventions – gang related	392	N/A	N/A	N/A
Participants engaged in interventions – not gang related	267	N/A	N/A	N/A
Participants in multi-session curricula	111	N/A	N/A	N/A
Referred to external community resources/service providers (non-eligible for PTP crisis response intervention)	515	N/A	N/A	N/A
Referrals made to PTP by Rochester Youth Violence Partnership	86	120	100	100
Recidivism – RYVP client returned to hospital for penetrating injury within one year of initial injury	0	0	2	2
Recidivism – client arrested for a violent offense	1	N/A	N/A	N/A
Number of youth engaged in interventions (includes mediations, curricula)	N/A	1,150	1,000	1,000
RCSD-based PTP Team				
● Outreach contacts	3,052	N/A	N/A	N/A
● Referrals received	453	N/A	N/A	N/A
● Mediations of youth conflicts	437	N/A	N/A	N/A
Number of youth engaged in interventions (includes mediations)	N/A	1,000	1,000	1,100
Number of school events covered by PTP staff	N/A	71	90	90
Youth Health and Personal Development				
Comprehensive Adolescent Pregnancy Prevention (CAPP) participants	1,447	750	900	1,200
Parent/Adult workshop participants in CAPP Family Talk series	326	50	200	300
Teenage Pregnancy Prevention participants	1,510	700	1,875	N/A
Parent Leadership Training Institute (PLTI)				
PLTI Parent/Adult workshops	64	20	20	20
PLTI Parent/Adult workshop participants	10	20	20	20

N/A – Not Applicable

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	2,293,700	2,504,300	210,600
Employee Years	24.5	29.6	5.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
42,100	7,700	-2,700	0	6,200	157,300	210,600

Major Changes

Teenage Pregnancy Prevention grant does not recur	-259,100
YVOV programming transfers in from Recreation	127,200
Funding transfers from Recreation for education and literacy	119,500
Funding for MBK Coordinator position increases to fund a full year	58,700
Seasonal SOOP staff are reduced as an efficiency	-52,400
A Youth Services Associate is added for special programs administration	47,500
50% of Director of Programs and Services transfers in from Recreation	47,300
Funding transfers from Recreation for youth directed community initiatives	45,000
Restructuring of Pathways to Peace staffing occurs	38,800
50% of a full time Project Assistant is added to manage required reporting and data collection (split with Recreation)	24,600
RCSD grant for additional Pathways to Peace overtime does not recur	-20,000
Lease expense at Rundel Library does not recur	-10,000
Productivity improvements result in efficiencies	-9,800

Program Change

The My Brother's Keeper (MBK) challenge encourages communities to come together to develop and implement a coherent "cradle-to-college-and-career strategy." DRYS will work in partnership with RCSD to develop and implement a community-wide and coordinated plan supporting primarily young men of color with meeting success milestones.

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

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	841,497	1,699,500	1,848,100	1,920,500
Materials & Supplies	30,993	17,500	23,600	36,300
Services	456,316	428,500	422,000	547,500
Other	0	0	0	0
Total	1,328,806	2,145,500	2,293,700	2,504,300
Appropriation by Activity				
Administration & Special Programs	6,610	200,900	212,000	675,700
OYOVP/PTP	0	477,200	579,000	599,100
Youth Employment Services	846,853	988,700	1,006,600	985,100
Adult Employment Services	475,343	0	0	0
Youth Health and Personal Development	0	478,700	496,100	244,400
Total	1,328,806	2,145,500	2,293,700	2,504,300
Employee Years by Activity				
Administration & Special Programs	0.0	2.5	2.5	9.0
OYOVP/PTP	0.0	6.5	7.4	10.6
Youth Employment Services	4.9	5.5	6.0	4.5
Adult Employment Services	7.4	0	0	0
Youth Health and Personal Development	0	10.0	11.0	5.5
Total	12.3	24.5	26.9	29.6

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

FULL TIME POSITIONS				Administration & Special Programs	Office of Youth Outreach and Violence Prevention/ PTP	Youth Employment Services	Youth Health and Personal Development
Br.	Title	Budget 2019-20	Proposed 2020-21				
30	Director of Youth Services	0.0	1.0	1.0			
30	Director of Programs & Services	0.5	0.0				
27	Manager of Youth Outreach and Violence Prevention	1.0	0.0				
26	Coordinator of Roc MBK	0.0	1.0	1.0			
26	Manager of Youth Outreach and Violence Prevention	0.0	1.0		1.0		
23	Coordinator of Youth Workforce Development	1.0	1.0			1.0	
22	ROC Music Program Coordinator	0.0	1.0	1.0			
20	CAPP Program Supervisor	1.0	1.0				1.0
20	Grant Support Specialist	1.0	0.0				
20	Sr. Youth Intervention Specialist	1.0	0.0				
20	Sr. Youth Intervention Specialist, Bilingual	1.0	0.0				
18	Employment and Training Coordinator	2.0	2.0			2.0	
16	ROC Music Program Coordinator	1.0	0.0				
16	Sexual Risk Avoidance Education Coordinator	1.0	1.0				1.0
13	Grant Support Associate	7.0	3.0	1.0			2.0
13	Pregnancy Prevention Trainer	1.0	1.0				1.0
12	Project Assistant	0.0	0.5	0.5			
11	Youth Services Associate	2.0	3.0	2.0		1.0	
11	Youth Services Associate, Bilingual	0.0	1.0	1.0			
EMPLOYEE YEARS							
Full Time		20.5	17.5	7.5	1.0	4.0	5.0
Overtime		0.7	0.2	0.0	0.2	0.0	0.0
Part Time, Temporary, Seasonal		5.8	12.0	1.5	9.5	0.5	0.5
Less: Vacancy Allowance		0.1	0.1	0.0	0.1	0.0	0.0
Total		26.9	29.6	9.0	10.6	4.5	5.5

Purpose

The Undistributed Expenses budget records allocations associated with, but not included in, departmental budgets or those that cannot reasonably be distributed to departmental budgets. This budget includes costs for both current and non-current (including retiree) employee benefits, general risk management, payments to other agencies, and other miscellaneous expenditures.

Year-To-Year Comparison

Main Functions	Budget 2019-20	Budget 2020-21	Change	Percent Change
Employee Benefits - Current	115,014,100	113,955,700	-1,058,400	-0.9%
Employee Benefits - Non-Current	31,063,200	32,312,300	1,249,100	4.0%
General Risk Management	781,400	1,080,500	299,100	38.3%
Other	1,695,500	1,929,100	233,600	13.8%
	148,554,200	149,277,600	723,400	0.5%
Interfund Credit*	-246,000	-276,000	-30,000	12.2%
Intrafund Credit*	-185,000	-158,000	27,000	-14.6%
Total	148,123,200	148,843,600	720,400	0.5%

*Reflects chargeback for Workers' Compensation costs.

Major Change Highlights

Employee Benefits – Current:

Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions	-3,240,300
Pension expenses increase due to a rise in the NYS pension rates as well as an increased City of Rochester wage base from State fiscal year 2018-19 to State fiscal year 2019-20.	2,169,800

Employee Benefits – Non-Current:

An average inflationary adjustment of 5% is assumed for retiree medical coverage based on recent experience	1,366,100

UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	110,503,906	108,978,700	115,014,100	113,955,700
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	38,393,425	32,399,900	33,540,100	35,321,900
	148,897,331	141,378,600	148,554,200	149,277,600
Interfund Credit*	-254,540	-287,000	-246,000	-276,000
Intrafund Credit*	-165,404	-146,300	-185,000	-158,000
Total	148,477,387	140,945,300	148,123,200	148,843,600
Appropriation by Activity				
Employee Benefits - Current	110,503,906	108,978,700	115,014,100	113,955,700
Employee Benefits - Non-Current	29,009,863	30,932,100	31,063,200	32,312,300
General Risk Management	4,027,744	581,400	781,400	1,080,500
Other	5,355,818	886,400	1,695,500	1,929,100
	148,897,331	141,378,600	148,554,200	149,277,600
Interfund Credit*	-254,540	-287,000	-246,000	-276,000
Intrafund Credit*	-165,404	-146,300	-185,000	-158,000
Total	148,477,387	140,945,300	148,123,200	148,843,600

*Reflects chargeback for Workers' Compensation costs.

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in 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	Hire Date (by any qualified public employer)	
	Non-Uniformed Employees Employee Retirement System	Uniformed Employees Police/Fire Retirement System
1	Before July 1, 1973	Before July 31, 1973
2	July 1, 1973 to July 26, 1976	August 1, 1973 to June 30, 2009
3	July 27, 1976 to August 31, 1983	July 1, 2009 to January 8, 2010
4	September 1, 1983 to December 31, 2009	Does not apply
5	January 1, 2010 to March 31, 2012	January 9, 2010 to March 31, 2012
6	April 1, 2012 or later	April 1, 2012 or later

The City's pension payment to the state for fiscal year 2020-21 is the product of the estimated state fiscal year 2019-20 wage base times the contribution rate for each tier. The 2019-20 wage base is calculated by the Comptroller based upon wages and salaries earned during the period April 1, 2019 to March 31, 2020. The Comptroller sets the contribution rates which vary from year to year.

The retirement bill also includes the annual repayment amount of a prior year amortization. The City amortized a portion of the pension bill in fiscal year 2013-14 and the repayment amount is $1,359,100 annually through fiscal year 2023-24.

A Voluntary Defined Contribution (VDC) option is available as an alternative to joining the New York State Retirement System 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). Thirteen City of Rochester employees are currently enrolled in the VDC.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	42,359,100	44,528,900	2,169,800

Major Change

Pension expenses increase due to a rise in the NYS pension rates as well as an increased City of Rochester wage base from State fiscal year 2018-19 to State fiscal year 2019-20.	2,169,800

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

SOCIAL SECURITY: under a provision of federal law, the City contributes to the Social Security and Medicare Trust Funds 7.65 percent of the first $137,700 (calendar year 2020 maximum) 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

	2019-20	2020-21	Change
Budget	18,522,500	18,348,200	-174,300

Major Change

Decrease due to reduced personnel expense as a result of budget constraints.	-174,300

HOSPITAL & MEDICAL INSURANCE: the City provides hospitalization and medical benefits. Agreements with 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 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. The current Memorandum of Agreement is effective January 1, 2019 through December 31, 2021.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	46,351,600	43,111,300	-3,240,300

Major Change

Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions	-3,240,300

WORKERS' COMPENSATION: under a self-insurance program, the City directly pays the medical costs and the indemnity compensation payments to civilian employees injured on the job. A private insurance firm responsible for investigating claims, making payments, and estimating future reserve requirements administers the program.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	5,271,300	5,405,400	134,100
Interfund Credit*	-246,000	-276,000	-30,000
Intrafund Credit*	-185,000	-158,000	27,000
	4,840,300	4,971,400	131,100

Major Change

	2019-20	2020-21	Change
Current Year Claims	431,000	434,000	3,000
Administrative Charge	59,100	60,000	900
State Assessments	310,200	316,400	6,200
Prior Years' Claims	4,471,000	4,595,000	124,000
Total	5,271,300	5,405,400	134,100
Interfund Credit*	-246,000	-276,000	-30,000
Intrafund Credit*	-185,000	-158,000	27,000
	4,840,300	4,971,400	131,100

*Chargebacks to departments for current year claims

Department/Bureau	2019-20	2020-21	Department/Bureau	2019-20	2020-21
NEIGHBORHOOD & BUSINESS DEVELOPMENT	3,100	3,100	RECREATION & YOUTH SERVICES	20,000	16,700
ENVIRONMENTAL SERVICES	351,200	328,500	FINANCE	5,300	10,300
EMERGENCY COMMUNICATIONS	3,400	3,400	LIBRARY	6,000	21,000
POLICE	29,000	36,000	UNDISTRIBUTED (OTHER)	8,000	10,000
FIRE	5,000	5,000	Total Interfund	246,000	276,000
			Total Intrafund	185,000	158,000
			CITY TOTAL	431,000	434,000

DENTAL INSURANCE: In 2017 the City reached an 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

	2019-20	2020-21	Change
Budget	2,020,800	2,122,700	101,900

Major Change

Current employee dental is budgeted under the terms of the Memorandum of Agreement with the labor unions	101,900

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

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	36,800	34,400	-2,400

Major Change

Allocation is reduced based on historical experience	-2,400

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

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	51,000	50,400	-600

Major Change

Allocation is reduced based on historical experience	-600

AMERICORPS: The Flower City AmeriCorps state grant provides stipends for program members.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	401,000	354,400	-46,600

Major Change

Allocation is reduced to reflect adjusted grant budget for AmeriCorps members	-46,600

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	110,503,906	108,978,700	115,014,100	113,955,700
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	110,503,906	108,978,700	115,014,100	113,955,700
Interfund Credit*	-254,540	-287,000	-246,000	-276,000
Intrafund Credit*	-165,404	-146,300	-185,000	-158,000
Total	110,083,962	108,545,400	114,583,100	113,521,700
Appropriation by Activity				
New York State Retirement	40,910,087	41,988,900	42,359,100	44,528,900
Social Security	17,480,984	17,939,300	18,522,500	18,348,200
Hospital and Medical	44,731,398	41,529,200	46,351,600	43,111,300
Workers' Compensation	5,172,912	5,177,600	5,271,300	5,405,400
Dental Insurance	1,992,227	2,020,800	2,020,800	2,122,700
Life Insurance	28,729	34,400	36,800	34,400
Disability Insurance	48,655	49,000	51,000	50,400
AmeriCorps	138,914	239,500	401,000	354,400
	110,503,906	108,978,700	115,014,100	113,955,700
Interfund Credit*	-254,540	-287,000	-246,000	-276,000
Intrafund Credit*	-165,404	-146,300	-185,000	-158,000
Total	110,083,962	108,545,400	114,583,100	113,521,700

*Reflects chargeback to departments for current year Workers' Compensation costs.

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

	2019-20	2020-21	Change
Budget	2,611,200	2,487,600	-123,600

Major Change

Budget adjusted for actual headcount and recent experience	-123,600

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

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	27,322,200	28,688,300	1,366,100

Major Change

An average inflationary adjustment of 5% is assumed based on recent experience	1,366,100

DENTAL INSURANCE: coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	154,800	150,000	-4,800

Major Change

Allocation is reduced to reflect recent experience	-4,800

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

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	75,000	86,400	11,400

Major Change

Allocation is increased to reflect recent experience	11,400

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

	2019-20	2020-21	Change
Budget	900,000	900,000	0

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	29,009,863	30,932,100	31,063,200	32,312,300
Total	29,009,863	30,932,100	31,063,200	32,312,300
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,494,403	2,487,600	2,611,200	2,487,600
Hospital and Medical - Retirees	25,921,291	27,322,200	27,322,200	28,688,300
Dental Insurance - Fire Retirees	133,099	145,000	154,800	150,000
Life Insurance - Retirees	67,461	77,300	75,000	86,400
Unemployment Compensation	393,609	900,000	900,000	900,000
Total	29,009,863	30,932,100	31,063,200	32,312,300

GENERAL INSURANCE: the City is self-insured for general and automobile liability. A private firm administers the total insurance program and handles all claims.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	592,500	500,000	-92,500

Major Change

Allocation reduced to reflect recent experience	-92,500

CONTRIBUTIONS TO INSURANCE RESERVE: reimbursement to General Fund for actual Enterprise Fund claims made in the prior fiscal year, and other contributions.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	88,900	555,500	466,600

Major Change

Increase based on actual expenses paid in prior year in enterprise fund activities	466,600

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

	2019-20	2020-21	Change
Budget	100,000	25,000	-75,000

Major Change

Allocation reduced to reflect recent experience	-75,000

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	4,027,744	581,400	781,400	1,080,500
Total	4,027,744	581,400	781,400	1,080,500
Appropriation by Activity				
General Insurance	367,344	472,500	592,500	500,000
Insurance Reserve	3,660,400	88,900	88,900	555,500
Judgments and Claims	0	20,000	100,000	25,000
Total	4,027,744	581,400	781,400	1,080,500

PAYMENTS TO OTHER GOVERNMENTS: this activity provides for payments to the county of Monroe 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

	2019-20	2020-21	Change
Budget	1,161,100	1,157,100	-4,000

Major Change

Allocation is adjusted based on recent experience	-4,000

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

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	291,700	311,000	19,300

Major Change

Allocation increased to reflect additional online learning opportunities	19,300

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

	2019-20	2020-21	Change
Budget	222,200	228,800	6,600

Major Change

Allocation is adjusted to match contractual amount	6,600

TITLE REPORTS: this activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	150,000	200,000	50,000

Major Change

Increase reflects recent trend of increased expenses	50,000

CREDIT CARD FEES: The City pays credit card fees to banks for payment transactions that involve online payment or in-person credit card transactions.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	300,000	308,400	8,400

Major Change

Allocation increased to reflect recent experience	8,400

EMPLOYER ASSISTED HOUSING INITIATIVE (EAHI). The EAHI program provides City employees with $6,000 in assistance for down payment and closing costs for homes in the City of Rochester.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	150,000	150,000	0

Major Change

No change to allocation	0

OTHER EMPLOYEE BENEFITS. The City incurs expense for certain pre-employment medical expenses, as well as for the Employee Assistance Program, Flexible Spending program, and reduced rate bus passes for employees.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	266,200	263,300	-2,900

Major Change

Allocation is reduced to reflect recent experience	-2,900

EFFICIENCY & EFFECTIVENESS INITIATIVES: this activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	425,000	200,000	-225,000

Major Change

Allocation reduced due to budget constraints	-225,000

LONG TERM LIABILITY ADJUSTMENTS: At the end of each fiscal year, Accounting calculates changes from the prior year for short and long-term liabilities including workers' compensation, pension, and vacation accruals. For example, prior year actual expense for this category often reflect increases or decreases in the short and long-term workers' compensation liability for certain Enterprise Funds. These changes are made in accordance with Generally Accepted Accounting Principles (GAAP) and do not represent budgetary transactions.

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 benefits expenses are allocated directly to the Bureau of Equipment Services so that these costs are part of the unit's operational expense, and the full costs are then recovered via the motor equipment chargeback imposed on each department (i.e., this credit eliminates double counting this expense).

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	-2,292,100	-2,274,800	17,300

MISCELLANEOUS: this activity reserves funds for various expenditures that do not fall under a listed category.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	1,021,400	1,385,300	363,900

Major Change

Allocation added for RCTV contract for potential payments of Public Education and Government (PEG) funding from Charter Communications	519,300
Allocation for unanticipated costs is reduced due to budget constraints	-155,400

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	5,355,818	886,400	1,695,500	1,929,100
Total	5,355,818	886,400	1,695,500	1,929,100
Appropriation by Activity				
Payments to Other Governments	1,145,092	1,073,500	1,161,100	1,157,100
Employee Development	316,924	272,200	291,700	311,000
CIty Channel 12 Operation	224,365	222,200	222,200	228,800
Title Reports	151,916	150,000	150,000	200,000
Credit Card Fees	326,086	300,000	300,000	308,400
Employer Assisted Housing Initiative	132,000	150,000	150,000	150,000
Other Employee Benefits	279,399	181,200	266,200	263,300
Efficiency & Effectiveness Initiatives	389,975	150,000	425,000	200,000
Long Term Liability Adjustments	3,990,670	0	0	0
Motor Equipment Benefits Credit	-2,292,100	-2,292,100	-2,292,100	-2,274,800
Miscellaneous	691,491	679,400	1,021,400	1,385,300
Total	5,355,818	886,400	1,695,500	1,929,100

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

	2019-20	2020-21	Change	Change
Budget	4,317,500	2,787,800	-1,529,700	-35.4%

Major Change

Allocation is made for difficult to project or unforeseen expenditures, including the cost of pending labor agreements. Reductions due to budget constraints and to reflect savings from furloughs and workshare.	-1,529,700

CONTINGENCY
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	3,337,300	4,317,500	2,787,800
Total	0	3,337,300	4,317,500	2,787,800
Appropriation by Activity				
General Contingency	0	3,337,300	4,317,500	2,787,800

The amounts shown reflect remaining Contingency budgets after amendments. The original 2019-20 Contingency was $4,317,500. The original 2018-19 Contingency was $8,583,000.

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.

Year-To-Year Comparison

Category	Budget 2019-20	Budget 2020-21	Change	Percent Change
Cash Capital	37,979,000	15,634,000	-22,345,000	-58.8%
Debt Service	37,536,100	39,537,900	2,001,800	5.3%
Total	75,515,100	55,171,900	-20,343,200	-26.9%

Major Change Highlights

CASH CAPITAL

New Project Highlights:

East Main Street Reconstruction funding is added	165,000
Durand Eastman Park Beach House funding is added	125,000
Police Body Worn Cameras funding is added	120,000
Property Information Application Rebuild funding is added	110,000
PSB U of R Data Centers Modernization funding is added	100,000
Public Service Counter Replacement funding is added	100,000

CAPITAL EXPENSE
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	38,978,957	37,575,500	37,575,500	39,577,300
Other	39,716,300	37,939,600	37,939,600	15,594,600
Total	78,695,257	75,515,100	75,515,100	55,171,900
Appropriation by Activity				
Cash Capital	39,755,700	37,979,000	37,979,000	15,634,000
Debt Service	38,939,557	37,536,100	37,536,100	39,537,900
Total	78,695,257	75,515,100	75,515,100	55,171,900

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

	2019-20	2020-21	Change
Budget	6,806,000	2,432,000	-4,374,000

Major Change

New Projects

Weaver Street Rehabilitation funding is added	250,000
East Main Street Reconstruction funding is added	165,000
131K Genesee Street funding is added	125,000

Changes in Existing Projects from 2019-20 CIP:

Street Treatment funding shifts to General Debt	-1,104,000
Bridges Standard Allocation funding shifts to General Debt	-706,000
Hazardous Sidewalk Remediation funding decreases	-690,000
Consolidated Highway Improvement funding does not recur	-535,000
Seneca Avenue funding decreases	-450,000
Sidewalk Ramp Installation funding decreases	-332,000
State Street Reconstruction funding increases	270,000
Pavement Preventive funding shifts to General Debt	-265,000
Residential Street Rehabilitation funding shifts to General Debt	-248,000
Milling and Resurfacing Program funding shifts to General Debt	-246,000
131K Broadway funding decreases	-244,000
Traffic Calming funding is reduced due to budget constraints	-188,000
Street Lighting Standard allocation is reduced due to budget constraints	-143,000
Project Uplift funding is reduced due to budget constraints	-84,000
Gibbs Street funding increases	55,000
Various changes as planned	-4,000

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

	2019-20	2020-21	Change
Budget	155,000	170,000	15,000

Major Change

New Projects

Durand Eastman Park Beach House funding is added	125,000
Riverstreet Roadway Trail Connector funding is added	30,000

Changes in Existing Projects from 2019-20 CIP:

Various changes as planned	-115,000
Port Infrastructure Roads funding decreases	-25,000

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

	2019-20	2020-21	Change
Budget	5,491,000	2,805,000	-2,686,000

Major Change

Changes in Existing Projects from 2019-20 CIP:

Distribution System Water Main Renewal funding decreases	-1,014,000
Water Meter Replacement Program funding is deferred	-791,000
Filtration Plant and Related Renovations funding is reduced due to budget constraints	-500,000
Holly Station Related Renovations funding decreases	-150,000
Holly System funding is reduced due to budget constraints	-133,000
Conduit Valve and Vault Rehabilitation funding decreases	-125,000
Various changes as planned	32,000
Lead Service Replacement funding decreases slightly, General Debt is added to enhance the program	-5,000

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

	2019-20	2020-21	Change
Budget	1,836,000	1,679,000	-157,000

Major Change

Changes in Existing Projects from 2019-20 CIP:

Turnout Gear funding increases	443,000
Police Vehicle funding shifts to General Debt	-250,000
SCBA replacement funding increases	183,000
RFD Small Equipment funding is reduced due to budget constraints	-163,000
RFD Communications Equipment funding decreases	-162,000
Police Equipment funding is reduced due to budget constraints	-132,000
RFD Cars, Vans, Utility vehicles funding decreases	-106,000
Fire Communications funding is added	30,000

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

	2019-20	2020-21	Change
Budget	3,570,000	908,000	-2,662,000

Major Change

Changes in Existing Projects from 2019-20 CIP:

Forestry Program is reduced due to budget constraints	-461,000
Mount Hope Cemetery funding decreases	-355,000
Cemeteries Site Improvements funding decreases	-350,000
DRYS General Rehabilitation funding is reduced due to budget constraints	-350,000
Roc City Skate Park funding does not recur	-280,000
Various changes as planned	-240,000
Ash Tree Program funding is reduced due to budget constraints	-220,000
Bicycle Enhancement Phase 2 funding increases	220,000
Genesee Riverway Rehabilitation funding decreases	-208,000
Cemeteries Memorialization funding is reduced due to budget constraints	-150,000
Security Enhancements is reduced due to budget constraints	-150,000
Tennis and Basketball Court Rehabilitation funding is reduced due to budget constraints	-85,000
Spray Park Rehabilitation funding increases	75,000
Public Market Security Cameras decreases	-43,000
Cemeteries Facilities funding decreases	-40,000
Public Market Standard Allocation funding is reduced due to budget constraints	-25,000

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

	2019-20	2020-21	Change
Budget	5,585,000	1,085,000	-4,500,000

Major Change

New Projects:

Vacuum Oil Boa Flint Street funding is added	25,000

Changes in Existing Projects from 2019-20 CIP:

Demolition funding shifts to C.D.B.G	-1,150,000
Acquisition and Economic Development funding is reduced due to budget constraints	-1,000,000
Bull's Head funding shifts to General Debt	-500,000
Roofing Program funding is reduced due to budget constraints	-500,000
Marketview Heights funding decreases	-487,000
Various changes as planned	-300,000
HOME Rochester funding is reduced due to budget constraints	-285,000
Investigation and Remediation funding decreases	-241,000
Downtown Streetscape funding is reduced due to budget constraints	-62,000

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	150,000	0	-150,000

Major Change

Arts and installation enhancements is eliminated, new projects are funded with General Debt	-150,000

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	860,000	50,000	-810,000

Major Change

Changes in Existing Projects from 2019-20 CIP:

War Memorial Facility Improvement is reduced and partially funded with General Debt	-400,000
Elevator Modernization funding is reduced	-100,000
Youth Sports Training Facility funding shifts to General Debt	-100,000
High Falls District Right of Way funding is reduced to budget constraints	-75,000
Building Facilities improvements funding is reduced	-70,000
Port of Rochester Terminal Building funding is reduced due to budget constraints	-50,000
Marina Facilities funding is reduced due to budget constraints	-15,000

MUNICIPAL FACILITIES

The Municipal Facilities category provides for municipal facilities to be maintained through annual renovation programs for roofs, windows, electrical and mechanical systems, safety features, fuel stations, parking areas, and general structures. Specific improvements are scheduled in each program; in addition, separate allocations are provided for unique facilities.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	7,318,000	3,189,000	-4,129,000

Major Change

New Projects

CVMF Complex Storm & Sanitary Sewer Repairs funding is advanced	480,000
Public Service Counter funding is added	100,000

Changes in Existing Projects from 2019-20 CIP:

Various changes as planned	-3,030,000
Maguire Building funding does not recur	-460,000
General Rehabilitation funding is reduced due to budget constraints	-300,000
Garage Improvement Program funding decreases	-210,000
Large Parking Lot Program funding is reduced due to budget constraints	-201,000
DES Mt. Read & Colfax facilities funding is reduced due to budget constraints	-167,000
South Avenue Garage funding increases	137,000
City Hall Annual Allocation funding is reduced due to budget constraints	-100,000
Asbestos Management funding is reduced due to budget constraints	-87,000
Roof Improvement Allocation funding is reduced due to budget constraints	-80,000
Public Safety Building Standard Allocation increases	75,000
CVMF Lift Replacement funding is reduced	-65,000
B&L Library Heat Pump Replacement funding decreases	-60,000
Heat Pump Replacement funding is reduced due to budget constraints	-44,000
Central Library Annual Allocation funding is reduced due to budget constraints	-38,000
Police Facilities funding decreases	-35,000
Fire Facilities funding decreases	-30,000
Garage Revenue Control Equipment funding decreases	-14,000

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

	2019-20	2020-21	Change
Budget	2,869,000	1,509,000	-1,360,000

Major Change

New Projects:

Hydra System funding is added to support the body worn camera program	120,000
Property Information Application Rebuild funding is added	110,000
PSB U of R Data Center Modernization funding is added	100,000
Mobile Device Management funding is added	25,000

Changes in Existing Projects from 2019-20 CIP:

Various changes as planned	-384,000
Client Services and Revitalization funding decreases due to budget constraints	-261,000
Printer Consolidation funding is reduced due to budget constraints	-250,000
Data Center Expansion funding is reduced	-200,000
Information Security funding is reduced due to budget constraints	-150,000
Network Expansion/Refresh funding is reduced	-100,000
Application Upgrade funding is reduced due to budget constraints	-75,000
Environmental Services funding is reduced	-66,000
Client Services funding is reduced due to budget constraints	-50,000
Telephony Expansion funding is reduced due to budget constraints	-50,000
Cemeteries Small Equipment funding decreases	-40,000
Recreation and Youth Services funding decreases	-30,000
Video Surveillance Camera Network funding decreases	-25,000
Body Camera Infrastructure funding increases	25,000
Environmental Services – Water funding is reduced	-19,000
Emergency Communications funding decreases	-15,000
Environmental Services – Commissioner’s Office is reduced due to budget constraints	-10,000
Environmental Services – Operations funding decreases	-10,000
Communications – Video Equipment funding is reduced	-5,000

Non-Public Safety Fleet

The Non-Public Safety Fleet category provides funds for the scheduled replacement of heavy and light motor equipment and sedans for Administration, Finance, Neighborhood and Business Development, and Environmental Services. Motor Equipment for Recreation and Youth Services and Community Library and Police, Fire, and Emergency Communications are funded in the Recreation/Culture and Public Safety categories, respectively.

Year-To-Year Comparison

	2019-20	2020-21	Change
Budget	3,339,000	1,807,000	-1,532,000

Major Change

New Projects:	
Public Market Fleet funding is added	40,000
Changes in Existing Projects from 2019-20 CIP:	
DES Building Parks funding is reduced due to budget constraints	-728,000
DES Operations funding decreases	-608,000
Various changes as planned	-211,000
DES Water funding increases	142,000
Department of Recreation and Youth Services funding is reduced due to budget constraints	-131,000
DES Cemeteries funding is reduced due to budget constraints	-126,000
Refuse Collection funding increases	90,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
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	39,716,300	37,939,600	37,939,600	15,594,600
Total	39,755,700	37,979,000	37,979,000	15,634,000
Appropriation by Activity				
Transportation & Infrastructure	8,104,000	6,806,000	6,806,000	2,432,000
Public Waterfront	65,000	155,000	155,000	170,000
Water System	4,741,000	5,491,000	5,491,000	2,805,000
Public Safety	1,959,000	1,836,000	1,836,000	1,679,000
Parks & Open Space	3,999,700	3,570,000	3,570,000	908,000
Economic Development	4,970,000	5,585,000	5,585,000	1,085,000
Arts & Culture	0	150,000	150,000	0
Public Facilities	607,000	860,000	860,000	50,000
Municipal Facilities	9,509,000	7,318,000	7,318,000	3,189,000
Business Equipment	2,362,000	2,869,000	2,869,000	1,509,000
Non-Public Safety Fleet	3,439,000	3,339,000	3,339,000	1,807,000
Total	39,755,700	37,979,000	37,979,000	15,634,000

Principal payments consist of annual installment payments on long−term borrowing (Serial Bonds) and short−term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget 2019-20	Budget 2020-21	Change
Serial Bonds	28,456,400	26,140,000	-2,316,400
Bond Anticipation Notes	1,920,000	6,805,000	4,885,000
Total	30,376,400	32,945,000	2,568,600

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 2019-20	Budget 2020-21	Change
Serial Bonds	6,025,500	4,787,800	-1,237,700
Bond Anticipation Notes	1,134,200	1,805,100	670,900
Total	7,159,700	6,592,900	-566,800

The following table illustrates the actual rates on borrowing contracted by the City during 2019-20. Rates vary with the type of borrowing, size of the issue, and general market conditions.

Date	Type of Issue	Interest Rate
Aug. 2019	BAN	3.00
Mar. 2020	BAN	2.50

Statement of Indebtedness - June 30, 2020

Category	Bonds	Notes	Total
General	86,200,000	56,340,000	142,540,000
Sewer*	50,000	0	50,000
Water	39,000,000	9,835,000	48,835,000
School	106,015,000	37,850,000	143,865,000
School - RJSCB	0	0	0
	231,265,000	104,025,000	335,290,000

Less:	
Items not subject to Constitutional Limit:	
-Sewer (partial)	0
-Water	48,835,000
-School RJSCB	0
Constitutional Debt	286,455,000
Constitutional Debt Limit	640,526,611
(equal to 9% of the most recent five year average full assessed value)	
Estimated Debt Contracting Margin	354,071,611

CAPITAL EXPENSE
DEBT SERVICE

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2020

Fiscal Year	City	School	Total
2020-21	26,140,000	18,725,000	44,865,000
2021-22	21,505,000	15,700,000	36,195,000
2022-23	18,510,000	13,300,000	31,810,000
2023-24	16,405,000	11,565,000	27,970,000
2024-25	13,860,000	7,840,000	21,700,000
2025-26	8,600,000	7,190,000	15,790,000
2026-27	6,795,000	6,600,000	13,395,000
2027-28	4,930,000	5,800,000	10,730,000
2028-29	3,900,000	5,655,000	9,555,000
2029-30	2,215,000	4,755,000	6,970,000
2030-31	1,750,000	4,200,000	5,950,000
2031-32	580,000	2,620,000	3,200,000
2032-33	60,000	1,860,000	1,920,000
2033-34		1,215,000	1,215,000
Total	$125,250,000	$106,015,00	$231,265,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual 2018-19	Estimated 2019-20	Amended 2019-20	Proposed 2020-21
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	38,939,557	37,536,100	37,536,100	39,537,900
Other				
Total	38,939,557	37,536,100	37,536,100	39,537,900
Appropriation by Activity				
Principal Payment	31,177,300	30,376,400	30,376,400	32,945,000
Interest Payment	7,762,257	7,159,700	7,159,700	6,592,900
Total	38,939,557	37,536,100	37,536,100	39,537,900

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

This CIP Document Notes section shows two things. First, an errata and addendum section makes corrections to the document published May 2, 2019. 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 2019-20 levels throughout the five-year period. The May 2, 2019 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 2, 2019 version of the CIP: all amounts (000s):

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
None						

CAPITAL EXPENSE
TAX RATES

TAX RATES FOR DEBT SERVICE

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Expense ($000)						
Existing Debt	39,537.9	39,587.9	34,609.8	30,222.8	24,529.3	168,487.7
New Program		1,819.6	10,127.0	20,033.1	28,351.3	60,331.0
	39,537.9	41,407.5	44,736.8	50,255.9	52,880.6	228,818.7
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	26.4					26.4
CHIPS	4,480.3	4,480.3	4,480.3	4,480.3	4,480.3	22,401.5
Fed. Transportation Reimb.	50.0	50.0	50.0	50.0	50.0	250.0
Enterprise Funds	17,660.5	16,850.9	16,740.6	18,239.5	18,377.8	87,869.3
	25,717.2	24,881.2	24,770.9	26,269.8	26,408.1	128,047.2
Tax Revenue Required ($000)	13,820.7	16,526.3	19,965.9	23,986.1	26,472.5	100,771.5
Tax Reserve	727.4	869.8	1,050.8	1,262.4	1,393.3	5,303.8
Tax Levy Required ($000)	14,548.1	17,396.1	21,016.7	25,248.5	27,865.8	106,075.3
Tax Rate per $1,000 Assessed Value						
Homestead	1.36	1.63	1.97	2.37	2.61	
Non-Homestead	2.78	3.32	4.01	4.82	5.32	

TAX RATES FOR CASH CAPITAL

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Expense ($000)						
General Cash Capital	6,551.0	37,407.0	36,784.0	28,551.0	22,705.0	131,998.0
Animal Cash Capital	15.0	15.0	15.0	15.0	15.0	75.0
Library Cash Capital	150.0	1,069.0	1,529.0	244.0	282.0	3,274.0
Local Works Cash Capital	1,455.0	4,517.0	5,705.0	6,734.0	6,994.0	25,405.0
Water Cash Capital	4,259.0	7,243.0	6,893.0	6,077.0	5,911.0	30,383.0
War Memorial Cash Capital	50.0	200.0	850.0	450.0	540.0	2,090.0
Parking Cash Capital	2,149.0	2,459.0	3,067.0	2,532.0	2,479.0	12,686.0
Public Market Cash Capital	65.0	254.0	2,305.0	74.0	111.0	2,809.0
Cemetery Cash Capital	-	1,913.0	2,023.0	1,389.0	374.0	5,699.0
Refuse Cash Capital	940.0	981.0	1,323.0	1,484.0	2,656.0	7,384.0
	15,634.0	56,058.0	60,494.0	47,550.0	42,067.0	221,803.0
Revenue ($000)						
CHIPS	555.0	555.0	555.0	555.0	555.0	2,775.0
Traffic Shares	192.0	685.0	318.0	785.0	264.0	2,244.0
Miscellaneous	144.0	294.0	304.0	314.0	324.0	1,380.0
Enterprise Funds	1,851.1	1,851.1	1,851.1	1,851.1	1,851.1	9,255.5
	2,742.1	3,385.1	3,028.1	3,505.1	2,994.1	15,654.5
Tax Revenue Required ($000)	12,891.9	52,672.9	57,465.9	44,044.9	39,072.9	206,148.5
Tax Reserve	678.5	2,772.3	3,024.5	2,318.2	2,056.5	10,849.9
Tax Levy Required ($000)	13,570.4	55,445.2	60,490.4	46,363.1	41,129.4	216,998.4
Tax Rate per $1,000 Assessed Value						
Homestead	1.27	5.19	5.67	4.34	3.85	
Non-Homestead	2.59	10.59	11.55	8.85	7.85	

Capital Improvement Program

2020-21
City of Rochester, New York
April 30, 2020

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President

Willie J. Lightfoot (At-Large)
Vice President

Malik Evans (At-Large)
Mitch Gruber (At-Large)
LaShay D. Harris (South District)
Mary Lupien (East District)
Jacklyn Ortiz (At-Large)
Michael A. Patterson (Northeast District)
Jose Peo (Northwest District)

Mayor
Lovely A. Warren
Deputy Mayor
James P. Smith

Office of Management & Budget
Christopher M. Wagner, Director of Management & Budget

Staff
Matthew T. Cahill, Management & Budget

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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 2021-25

CAPITAL IMPROVEMENT PROGRAM

SUMMARY BY FUNDING SOURCE (000s)

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
CDBG	3,355	1,855	1,855	1,855	1,855	10,775
Monroe County Traffic	594	685	318	785	264	2,646
Federal	8,514	9	8,442	0	320	17,285
General Debt	40,246	62,404	59,401	32,949	22,891	217,891
Library Debt	500	2,504	0	530	0	3,534
Refuse Debt	0	6,830	0	0	0	6,830
Monroe County	215	3,285	145	0	2,355	6,000
New York State	5,762	0	1,000	0	0	6,762
Parking Debt	0	1,449	611	5,532	845	8,437
Private Funding	0	0	0	1,000	0	1,000
Water Debt	8,828	20,976	31,892	9,237	7,480	78,413
Animal Control Cash Capital	15	15	15	15	15	75
War Memorial Debt	1,700	1,400	0	0	0	3,100
General Cash Capital	5,957	36,722	36,466	27,766	22,441	129,352
Cemetery Cash Capital	0	1,913	2,023	1,389	374	5,699
Library Cash Capital	150	1,069	1,529	244	282	3,274
Local Works Cash Capital	1,455	4,517	5,705	6,734	6,994	25,405
Parking Cash Capital	2,149	2,459	3,067	2,532	2,479	12,686
Public Market Cash Capital	65	254	2,305	74	111	2,809
Refuse Cash Capital	940	981	1,323	1,484	2,656	7,384
Water Cash Capital	4,259	7,243	6,893	6,077	5,911	30,383
War Memorial Cash Capital	50	200	850	450	540	2,090
Grand Total	*84,754*	*156,770*	*163,840*	*98,653*	*77,813*	*581,830*

FY 2021-25

CAPITAL IMPROVEMENT PROGRAM

Category Summary

		2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Arts and Culture							
General Cash Capital		0	150	150	150	150	*600*
General Debt		600	1,100	0	0	0	*1,700*
Arts and Culture	Total	*600*	*1,250*	*150*	*150*	150	*2,300*
Business Equipment							
Cemetery Cash Capital		0	45	45	45	0	*135*
General Cash Capital		1,095	5,408	5,747	4,302	2,478	*19,030*
Library Cash Capital		70	70	67	32	34	*273*
Local Works Cash Capital		10	27	27	28	28	*120*
Refuse Cash Capital		253	265	271	277	283	*1,349*
Water Cash Capital		81	104	107	111	113	*516*
Business Equipment	Total	*1,509*	*5,919*	*6,264*	*4,795*	2,936	*21,423*
Economic Development							
CDBG		1,800	1,400	1,400	1,400	1,400	*7,400*
General Cash Capital		1,060	6,839	7,254	5,088	5,123	*25,364*
General Debt		3,571	3,460	1,500	0	0	*8,531*
Monroe County Traffic		15	105	0	0	0	*120*
Water Cash Capital		10	105	0	0	0	*115*
Water Debt		0	50	0	0	0	*50*
Economic Development	Total	*6,456*	*11,959*	*10,154*	*6,488*	6,523	*41,580*

Category Summary 2021-25 CIP		2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Municipal Facilities							
General Cash Capital		445	3,175	5,483	3,115	1,713	*13,931*
General Debt		11,802	27,707	4,423	4,058	747	*48,737*
Library Cash Capital		80	999	1,462	212	218	*2,971*
Library Debt		500	2,504	0	530	0	*3,534*
Local Works Cash Capital		240	176	355	253	243	*1,267*
Parking Cash Capital		2,081	2,429	3,021	2,498	2,444	*12,473*
Parking Debt		0	1,449	611	5,532	845	*8,437*
Private Funding		0	0	0	1,000	0	*1,000*
Refuse Cash Capital		305	236	355	143	243	*1,282*
Refuse Debt		0	6,830	0	0	0	*6,830*
Water Cash Capital		38	620	258	20	20	*956*
Water Debt		961	0	0	0	0	*961*
Municipal Facilities	Total	*16,452*	*46,125*	*15,968*	*17,361*	6,473	*102,379*
Non-Public Safety Fleet							
Cemetery Cash Capital		0	150	184	104	134	*572*
General Cash Capital		160	2,376	1,799	2,037	1,941	*8,313*
Library Cash Capital		0	0	0	0	30	*30*
Local Works Cash Capital		266	674	1,592	2,610	2,770	*7,912*
Parking Cash Capital		68	30	46	34	35	*213*
Public Market Cash Capital		40	0	0	18	53	*111*
Refuse Cash Capital		382	480	697	1,064	2,130	*4,753*
War Memorial Cash Capital		0	0	0	0	90	*90*
Water Cash Capital		891	524	404	370	103	*2,292*
Non-Public Safety Fleet	Total	*1,807*	*4,234*	*4,722*	*6,237*	7,286	*24,286*

Category Summary 2021-25 CIP		2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parks and Open Space							
CDBG		1,000	0	0	0	0	*1,000*
Cemetery Cash Capital		0	1,718	1,794	1,240	240	*4,992*
General Cash Capital		838	8,446	7,377	4,451	3,645	*24,757*
General Debt		80	4,200	27,420	3,600	0	*35,300*
New York State		463	0	1,000	0	0	*1,463*
Public Market Cash Capital		25	254	2,305	56	58	*2,698*
Water Cash Capital		45	0	0	0	0	*45*
Parks and Open Space	Total	*2,451*	*14,618*	*39,896*	*9,347*	3,943	*70,255*
Public Facilities							
General Cash Capital		0	1,399	314	1,187	220	*3,120*
General Debt		6,000	0	0	1,172	0	*7,172*
War Memorial Cash Capital		50	200	850	450	450	*2,000*
War Memorial Debt		1,700	1,400	0	0	0	*3,100*
Public Facilities	Total	*7,750*	*2,999*	*1,164*	*2,809*	670	*15,392*
Public Safety							
Animal Control Cash Capital		15	15	15	15	15	*75*
CDBG		55	55	55	55	55	*275*
General Cash Capital		1,664	5,164	5,252	5,320	5,380	*22,780*
General Debt		4,936	1,788	1,254	2,046	1,571	*11,595*
Public Safety	Total	*6,670*	*7,022*	*6,576*	*7,436*	7,021	*34,725*
Public Waterfront							
General Cash Capital		140	790	58	512	200	*1,700*
General Debt		250	1,750	9,400	0	0	*11,400*
Monroe County Traffic		15	15	0	0	0	*30*
New York State		375	0	0	0	0	*375*
Water Cash Capital		15	0	0	0	0	*15*
Water Debt		0	100	0	0	0	*100*
Public Waterfront	Total	*795*	*2,655*	*9,458*	*512*	200	*13,620*

Category Summary 2021-25 CIP		2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Transportation & Infrastructure							
CDBG		500	400	400	400	400	*2,100*
Federal		8,514	9	8,442	0	320	*17,285*
General Cash Capital		555	2,975	3,032	1,604	1,591	*9,757*
General Debt		13,007	22,399	15,404	22,073	20,573	*93,456*
Local Works Cash Capital		939	3,640	3,731	3,843	3,953	*16,106*
Local Works Debt		0	0	0	0	0	*0*
Monroe County		215	3,285	145	0	2,355	*6,000*
Monroe County Traffic		564	565	318	785	264	*2,496*
New York State		4,924	0	0	0	0	*4,924*
Water Cash Capital		374	715	463	160	162	*1,874*
Water Debt		2,670	2,778	1,221	4,562	2,672	*13,903*
Transportation &	Total	*32,262*	*36,766*	*33,156*	*33,427*	32,290	*167,901*
Water System							
Water Cash Capital		2,805	5,175	5,661	5,416	5,513	*24,570*
Water Debt		5,197	18,048	30,671	4,675	4,808	*63,399*
Water System	Total	*8,002*	*23,223*	*36,332*	*10,091*	10,321	*87,969*
	Grand Total	84,754	156,770	163,840	98,653	77,813	581,830

FY 2021-25

CAPITAL IMPROVEMENT PROGRAM

Department Summary

		2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Administration							
General Cash Capital		0	155	155	155	155	*620*
Administration	Total	*0*	*155*	*155*	*155*	155	*620*
Administration - PMO							
General Cash Capital		110	1,200	1,650	650	150	*3,760*
Administration - PMO	Total	*110*	*1,200*	*1,650*	*650*	150	*3,760*
Emergency Communications							
General Cash Capital		20	35	35	35	35	*160*
Emergency Communications	Total	*20*	*35*	*35*	*35*	35	*160*

Department Summary 2021-25 CIP		2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Environmental Services							
CDBG		500	400	400	400	400	*2,100*
Cemetery Cash Capital		0	1,913	2,023	1,389	374	*5,699*
Federal		8,514	9	8,442	0	320	*17,285*
General Cash Capital		2,622	16,115	13,652	10,715	8,008	*51,112*
General Debt		23,939	39,216	54,647	30,903	21,320	*170,025*
Library Cash Capital		0	857	1,320	66	98	*2,341*
Library Debt		500	2,504	0	530	0	*3,534*
Local Works Cash Capital		1,455	4,517	5,705	6,734	6,994	*25,405*
Local Works Debt		0	0	0	0	0	*0*
Monroe County		215	3,285	145	0	2,355	*6,000*
Monroe County Traffic		594	685	318	785	264	*2,646*
New York State		5,762	0	1,000	0	0	*6,762*
Parking Cash Capital		2,063	2,459	3,067	2,532	2,479	*12,600*
Parking Debt		0	1,449	611	5,532	845	*8,437*
Private Funding		0	0	0	1,000	0	*1,000*
Public Market Cash Capital		40	0	0	18	53	*111*
Refuse Cash Capital		940	981	1,323	1,484	2,656	*7,384*
Refuse Debt		0	6,830	0	0	0	*6,830*
War Memorial Cash Capital		50	200	850	450	540	*2,090*
War Memorial Debt		1,700	1,400	0	0	0	*3,100*
Water Cash Capital		4,259	7,243	6,893	6,077	5,911	*30,383*
Water Debt		8,828	20,976	31,892	9,237	7,480	*78,413*
Environmental Services	Total	*61,981*	*111,039*	*132,288*	*77,852*	60,097	*443,257*
Fire							
CDBG		55	55	55	55	55	*275*
General Cash Capital		1,405	2,100	2,143	2,211	2,271	*10,130*
General Debt		3,636	1,788	1,254	2,046	1,571	*10,295*
Fire	Total	*5,096*	*3,943*	*3,452*	*4,312*	3,897	*20,700*

Department Summary 2021-25 CIP		2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Information Technology							
General Cash Capital		450	3,295	3,180	3,230	1,900	*12,055*
Parking Cash Capital		86	0	0	0	0	*86*
Information Technology	Total	*536*	*3,295*	*3,180*	*3,230*	1,900	*12,141*
Library							
Library Cash Capital		150	212	209	178	184	*933*
Library	Total	*150*	*212*	*209*	*178*	184	*933*
Neighborhood Business Development							
CDBG		1,800	1,400	1,400	1,400	1,400	*7,400*
General Cash Capital		500	6,085	6,385	4,335	4,335	*21,640*
General Debt		1,371	400	1,500	0	0	*3,271*
Neighborhood Business	Total	*3,671*	*7,885*	*9,285*	*5,735*	5,735	*32,311*
Police							
Animal Control Cash Capital		15	15	15	15	15	*75*
General Cash Capital		675	3,239	3,284	3,284	3,284	*13,766*
General Debt		11,300	21,000	0	0	0	*32,300*
Police	Total	*11,990*	*24,254*	*3,299*	*3,299*	3,299	*46,141*
Recreation & Youth Services							
CDBG		1,000	0	0	0	0	*1,000*
General Cash Capital		175	4,498	5,982	3,151	2,303	*16,109*
General Debt		0	0	2,000	0	0	*2,000*
Public Market Cash Capital		25	254	2,305	56	58	*2,698*
Recreation & Youth Services	Total	*1,200*	*4,752*	*10,287*	*3,207*	2,361	*21,807*
	Grand Total	84,754	156,770	163,840	98,653	77,813	581,830

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-2 Street Rehabilitation

- Arnett Boulevard is added in 2024-25
- Atlantic Avenue is added in 2022-23
- Brown's Race added in 2020-21
- South Avenue is added in 2022-23
- Stone Street is added in 2022-23

Project Changes

T-1 Arterial Improvements

- Genesee Park Boulevard moved to T-2 Street Rehabilitation
- Seneca Avenue moved to T-2 Street Rehabilitation

T-2 Street Rehabilitation

- Seneca Avenue moved from T-1 Arterial Improvements

T-3 Street Surface Treatment

- Street Treatment shifts to General Fund

T-7 Bridges and Structures

- Pont-de Rennes Rehabilitation shifts to 2021-22

T-1 Arterial Improvements

131K Broadway (South Union St to South Goodman St)

This project involves the reconstruction of Broadway St. and Union St., installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements. This road is an arterial highway in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	835	0	0	0	835
Monroe County	215	3,285	0	0	0	3,500
Water Cash Capital	85	0	0	0	0	85
Water Debt	0	785	0	0	0	785
	300	4,905	0	0	0	5,205

131K North Goodman Street (Bay Street to Clifford Ave)

This project involves the reconstruction of North Goodman Street from Bay Street to Clifford Ave., installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements. This road is an arterial highway in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	200	0	0	200
General Debt	0	0	0	0	430	430
Monroe County	0	0	145	0	2,355	2,500
Water Cash Capital	0	0	85	0	0	85
Water Debt	0	0	0	0	555	555
	0	0	430	0	3,340	3,770

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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	800	0	0	0	800
General Debt	0	0	0	4,450	0	4,450
Monroe County Traffic	0	45	0	310	0	355
Water Cash Capital	0	55	0	0	0	55
Water Debt	0	0	0	395	0	395
	0	900	0	5,155	0	6,055

East Main Street (Culver Road to Goodman St)

East Main Street Reconstruction from Culver Road to Goodman St

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	850	0	0	0	0	850
Monroe County Traffic	165	0	0	0	0	165
Water Debt	140	0	0	0	0	140
	1,155	0	0	0	0	1,155

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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	900	0	0	0	900
General Debt	0	0	0	6,695	0	6,695
Monroe County Traffic	0	50	0	315	0	365
Water Cash Capital	0	450	0	0	0	450
Water Debt	0	0	0	3,325	0	3,325
	0	1,400	0	10,335	0	11,735

State Street (Basin Street to Inner Loop)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, and street lighting.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Federal	3,710	0	0	0	0	3,710
General Debt	2,451	0	0	0	0	2,451
Monroe County Traffic	220	0	0	0	0	220
Water Cash Capital	50	0	0	0	0	50
Water Debt	260	740	0	0	0	1,000
	6,691	740	0	0	0	7,431

Street Planning & Design

Staff time for design and construction of street improvement program.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	77	77	77	77	77	385
	277	277	277	277	277	1,385

T-2 Street Rehabilitation

Arnett Boulevard (Thurston Road to Genesee Park Blvd)

Street rehabilitation including new pavement surface, new curbing, spot sidewalk replacement, and other associated work

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	0	0	2,000	2,000
	0	0	0	0	2,000	2,000

Atlantic Avenue (University Ave to Railroad)

Street reconstruction from Merriman Street to Railroad Bridge including new curbing, sidewalk, water main and services, hydrants, receiving basins, street lighting and tree plantings. Milling and resurfacing from University Avenue to Merriman Street including water main and services

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	430	0	0	430
General Debt	0	0	0	0	3,650	3,650
Monroe County Traffic	0	0	20	0	100	120
Water Cash Capital	0	0	200	0	0	200
Water Debt	0	0	0	0	1,250	1,250
	0	0	650	0	5,000	5,650

Brown's Race

Replace failed underdrain system, remove and reset existing pavers, replace damaged and missing bollards and light fixtures, and other associated work

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	125	900	0	0	0	1,025
	125	900	0	0	0	1,025

Genesee St (Genesee Park Blvd to Brooks Ave)

This project involves the reconstruction of Genesee Street - installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Federal	395	9	3,873	0	0	4,277
General Cash Capital	105	2	0	0	0	107
General Debt	0	0	1,165	0	0	1,165
Monroe County	0	0	0	0	0	0
Monroe County Traffic	11	0	87	0	0	98
Water Cash Capital	9	54	0	0	0	63
Water Debt	0	0	74	0	0	74
	520	65	5,199	0	0	5,784

Gibbs Street and Swan Street Reconstruction (East Avenue to East Main Street)

East Avenue to East Main Street

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	400	0	0	0	0	400
General Debt	0	0	2,500	0	0	2,500
Monroe County Traffic	10	0	55	0	0	65
Water Cash Capital	45	0	0	0	0	45
Water Debt	0	0	330	0	0	330
	455	0	2,885	0	0	3,340

Milling & Resurfacing Program

Milling and resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	250	250	300	300	1,100
General Debt	3,186	3,342	3,442	4,100	4,223	18,293
Monroe County Traffic	74	76	78	80	82	390
Water Cash Capital	73	75	77	79	81	385
	3,333	3,743	3,847	4,559	4,686	20,168

Pavement Preventive

Milling and resurfacing pavement depth, spot curb improvements, spot sidewalk improvements inclusive of brick pavers, improve the crosswalks, improve existing receiving basins, and adjust water valves.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Federal	3,010	0	4,569	0	320	7,899
General Cash Capital	0	0	265	0	80	345
General Debt	753	0	1,641	0	0	2,394
Monroe County Traffic	14	14	14	14	14	70
Water Cash Capital	20	0	20	0	0	40
	3,797	14	6,509	14	414	10,748

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets. Design funds are also included.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
CDBG	500	400	400	400	400	2,100
General Cash Capital	0	250	250	300	300	1,100
General Debt	250	0	0	0	0	250
General Debt	3,000	3,848	3,963	4,082	4,205	19,098
Monroe County Traffic	60	62	64	66	68	320
Water Debt	770	793	817	842	867	4,089
	4,580	5,353	5,494	5,690	5,840	26,957

Seneca Avenue (Norton Street to East Ridge Road)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	105	3,875	0	0	0	3,980
Monroe County Traffic	10	315	0	0	0	325
Water Cash Capital	15	0	0	0	0	15
Water Debt	0	235	0	0	0	235
	130	4,425	0	0	0	4,555

South Avenue (East Main Street to Woodbury Boulevard)

Street rehabilitation including new pavement surface, new curbing, spot sidewalk replacement, conversation to two way traffic, and other associated work

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	400	0	0	400
General Debt	0	0	0	0	2,500	2,500
	0	0	400	0	2,500	2,900

Stone Street (East Main Street to East Broad Street)

Street reconstruction including new curbing, sidewalk, and other associated work

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	250	0	0	250
General Debt	0	0	0	0	2,000	2,000
	0	0	250	0	2,000	2,250

Waring Road (Culver Road to Norton Street)

Waring Road Improvements

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
New York State	4,924	0	0	0	0	4,924
Water Debt	1,500	0	0	0	0	1,500
	6,424	0	0	0	0	6,424

Weaver Street (Remington Street to Hudson Ave)

Street rehabilitation, new curbing, catch basins, sidewalks, and street lighting upgrades

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	250	0	0	0	0	250
General Debt	0	2,280	0	0	0	2,280
Monroe County Traffic	0	3	0	0	0	3
Water Debt	0	225	0	0	0	225
	250	2,508	0	0	0	2,758

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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	108	110	113	0	331
General Debt	1,137	1,171	1,173	1,206	0	4,687
	1,137	1,279	1,283	1,319	0	5,018

T-4 Traffic

Traffic Calming and Safety Improvements

Design and construction of features that improve conditions for non-motorized street users such as speed humps, bump-outs, medians, striping, etc.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	226	232	238	245	941
	0	226	232	238	245	941

T-5 Sidewalk Maintenance

Hazardous Sidewalk Remediation

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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Local Works Cash Capital	939	3,289	3,370	3,471	3,570	14,639
Local Works Debt	0	0	0	0	0	0
	939	3,289	3,370	3,471	3,570	14,639

Sidewalk Ramp Installation

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Local Works Cash Capital	0	351	361	372	383	1,467
Water Cash Capital	0	4	4	4	4	16
	0	355	365	376	387	1,483

T-6 Street Lighting System

LED Installation and Pole Replacement

Residential fixtures and poles.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	750	750	750	750	3,000
	0	750	750	750	750	3,000

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	88	90	93	96	367
	0	88	90	93	96	367

Street Lighting - Standard Allocation

Replacement, upgrades and improvement of poles and luminaries.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	151	155	160	170	636
	0	151	155	160	170	636

Street Lighting - Street Improvement projects

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	200	200	200	600
General Debt	0	200	0	0	0	200
	0	200	200	200	200	800

T-7 Bridges and Structures

Bridges - Standard Allocation

Improvements to selected bridges including design services.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	550	748	770	790	815	3,673
	550	748	770	790	815	3,673

East Main Street Bridge over CSX Trans/Amtrak

Preventative maintenance repairs to bridge

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Federal	1,399	0	0	0	0	1,399
General Debt	200	0	0	0	0	200
	1,599	0	0	0	0	1,599

Pont-de Rennes Rehabilitation

Bridge Rehabilitation to extend the structural life of the bridge and provide a holistic revitalization as a part of the ROC the Riverway Initiative

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	4,450	0	0	0	4,450
	0	4,450	0	0	0	4,450

Summary of Funding by Program: Transportation

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
T-1	**Arterial Improvements**						
	Federal	3,710	0	0	0	0	3,710
	General Cash Capital	200	1,900	400	200	200	2,900
	General Debt	3,301	835	0	11,145	430	15,711
	Monroe County	215	3,285	145	0	2,355	6,000
	Monroe County Traffic	385	95	0	625	0	1,105
	Water Cash Capital	212	582	162	77	77	1,110
	Water Debt	400	1,525	0	3,720	555	6,200
		8,423	8,222	707	15,767	3,617	36,736
T-2	**Street Rehabilitation**						
	CDBG	500	400	400	400	400	2,100
	Federal	3,405	9	8,442	0	320	12,176
	General Cash Capital	355	502	1,845	600	680	3,982
	General Debt	7,819	14,245	12,711	8,182	18,578	61,535
	Monroe County	0	0	0	0	0	0
	Monroe County Traffic	179	470	318	160	264	1,391
	New York State	4,924	0	0	0	0	4,924
	Water Cash Capital	162	129	297	79	81	748
	Water Debt	2,270	1,253	1,221	842	2,117	7,703
		19,614	17,008	25,234	10,263	22,440	94,559
T-3	**Street Surface Treatment**						
	General Cash Capital	0	108	110	113	0	331
	General Debt	1,137	1,171	1,173	1,206	0	4,687
		1,137	1,279	1,283	1,319	0	5,018

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
T-4	**Traffic**						
	General Cash Capital	0	226	232	238	245	941
		0	226	232	238	245	941
T-5	**Sidewalk Maintenance**						
	Local Works Cash Cap	939	3,640	3,731	3,843	3,953	16,106
	Local Works Debt	0	0	0	0	0	0
	Water Cash Capital	0	4	4	4	4	16
		939	3,644	3,735	3,847	3,957	16,122
T-6	**Street Lighting System**						
	General Cash Capital	0	239	445	453	466	1,603
	General Debt	0	950	750	750	750	3,200
		0	1,189	1,195	1,203	1,216	4,803
T-7	**Bridges and Structures**						
	Federal	1,399	0	0	0	0	1,399
	General Debt	750	5,198	770	790	815	8,323
		2,149	5,198	770	790	815	9,722

TRANSPORTATION TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
CDBG	500	400	400	400	400	2,100
Federal	8,514	9	8,442	0	320	17,285
General Cash Capital	555	2,975	3,032	1,604	1,591	9,757
General Debt	13,007	22,399	15,404	22,073	20,573	93,456
Local Works Cash Capital	939	3,640	3,731	3,843	3,953	16,106
Local Works Debt	0	0	0	0	0	0
Monroe County	215	3,285	145	0	2,355	6,000
Monroe County Traffic	564	565	318	785	264	2,496
New York State	4,924	0	0	0	0	4,924
Water Cash Capital	374	715	463	160	162	1,874
Water Debt	2,670	2,778	1,221	4,562	2,672	13,903
	32,262	36,766	33,156	33,427	32,290	167,901

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-2 Lake Ontario

- ❑ Durand Eastman Park Beach House is added in 2020-21

Project Changes

O-1 Port of Rochester

- ❑ Marina Facilities improvements is deferred until 2021-22

O-6 Transient Marina Development

- ❑ Transient Marina Facilities Phase II moved to 2023-24

O-1 Port of Rochester

Harbor Management Plan

Dredging at the port along dock wall and marina entrance

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	18	0	0	18
	0	0	18	0	0	18

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	25	25	25	0	75
	0	25	25	25	0	75

River Street Marina

Improvements, rehabilitation.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	15	15	15	15	0	60
	15	15	15	15	0	60

River Street Roadway & Trail Connector

River Street extension and trail construction

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	250	550	0	0	0	800
Monroe County Traffic	15	15	0	0	0	30
Water Cash Capital	15	0	0	0	0	15
Water Debt	0	100	0	0	0	100
	280	665	0	0	0	945

O-2 Lake Ontario

Durand Eastman Park Beach House

Detailed design and estimating for a bath house at Durand Eastman Park Beach to include restrooms, changing rooms, beach staff / lifeguard space and rentable event space. Request in support of LWRP CFA funding request.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	125	0	0	0	0	125
General Debt	0	1,200	3,500	0	0	4,700
New York State	375	0	0	0	0	375
	500	1,200	3,500	0	0	5,200

O-3

Genesee Gateway Plan Implementation

Erie Harbor Phase 3

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	0	200	200
	0	0	0	0	200	200

West River Wall - Vacuum Oil Waterfront

Improvements to southern wall segment along the West Bank of the Genesee River from Ford Street to Utica Place

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	750	0	0	0	750
General Debt	0	0	5,900	0	0	5,900
	0	750	5,900	0	0	6,650

O-6 Transient Marina Development

Transient Marina Facilities Phase II

Design and construction.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	472	0	472
	0	0	0	472	0	472

Summary of Funding by Program: Public Waterfront

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
O-1	**Port of Rochester**						
	General Cash Capital	15	40	58	40	0	153
	General Debt	250	550	0	0	0	800
	Monroe County Traffic	15	15	0	0	0	30
	Water Cash Capital	15	0	0	0	0	15
	Water Debt	0	100	0	0	0	100
		295	705	58	40	0	1,098
O-2	**Lake Ontario**						
	General Cash Capital	125	0	0	0	0	125
	General Debt	0	1,200	3,500	0	0	4,700
	New York State	375	0	0	0	0	375
		500	1,200	3,500	0	0	5,200
O-3	**Genesee River**						
	General Cash Capital	0	750	0	0	0	750
	General Cash Capital	0	0	0	0	200	200
	General Debt	0	0	5,900	0	0	5,900
		0	0	5,900	0	0	6,100
O-6	**Transient Marina Development**						
	General Cash Capital	0	0	0	472	0	472
		0	0	0	472	0	472

Summary of Funding by Program: Public Waterfront

PUBLIC WATERFRONT TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
General Cash Capital	140	790	58	512	200	1,700
General Debt	250	1,750	9,400	0	0	11,400
Monroe County Traffic	15	15	0	0	0	30
New York State	375	0	0	0	0	375
Water Cash Capital	15	0	0	0	0	15
Water Debt	0	100	0	0	0	100
	795	2,655	9,458	512	200	13,620

WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

Project Changes

W-1 Distribution System

- Lead Service Replacement funding increases in 2020-21
- Holly System funding is deferred until 2021-22
- Water Meter Replacement Program is deferred until 2021-22

W-2 Water Supply Structures

- Conduit Valve and Rehabilitation is deferred until 2021-22
- Conduit Modernization is deferred until 2021-22

W-1 Distribution System

Distribution System Water Main Renewal

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	1,201	1,360	934	1,013	1,093	5,601
Water Debt	2,265	1,853	1,445	1,539	1,636	8,738
	3,466	3,213	2,379	2,552	2,729	14,339

Holly System

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	142	146	151	156	595
	0	142	146	151	156	595

Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	578	596	615	635	656	3,080
	578	596	615	635	656	3,080

Lead Service Replacement

Replace lead, lead lined, and galvanized water services to remove any possible sources lead contamination.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	500	1,000	1,500	1,500	1,500	6,000
Water Debt	1,532	2,565	3,099	3,136	3,172	13,504
	2,032	3,565	4,599	4,636	4,672	19,504

Water Meter Replacement Program

Replacement and modernization of water meters.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	842	869	897	750	3,358
	0	842	869	897	750	3,358

Water Security

Securing Water facilities by facility upgrade and access control.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	91	94	97	100	103	485
	91	94	97	100	103	485

W-2 Water Supply Structures

Cobbs Hill Fence Rehabilitation

Project involves recoating the wrought iron Cobbs Hill Reservoir fence that surrounds the perimeter of the reservoir. We anticipate the need to remove the fence and relocate individual sections to an off-site location for sandblasting, cleaning and repainting.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	60	0	0	0	60
Water Debt	0	0	1,000	0	0	1,000
	0	60	1,000	0	0	1,060

Cobbs Hill Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Debt	0	2,000	17,000	0	0	19,000
	0	2,000	17,000	0	0	19,000

Conduit Modernization

Modernization of City's water supply system.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Debt	0	930	8,127	0	0	9,057
	0	930	8,127	0	0	9,057

Conduit Valve & Vault Rehabilitation

Funding to support the replacement of valves and vaults.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	133	137	142	146	558
	0	133	137	142	146	558

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 improvement is included as is the installation of sidewalks.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	500	500	500	516	2,016
	0	500	500	500	516	2,016

Filtration Plant Small Equipment Replacement

Annual allocation for small equipment

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	100	103	107	110	113	533
	100	103	107	110	113	533

Highland Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Debt	1,400	10,700	0	0	0	12,100
	1,400	10,700	0	0	0	12,100

Holly Station Related Renovations

Periodic upgrades to the station's equipment

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	0	0	0	100	100
	0	0	0	0	100	100

Laboratory and SCADA Equipment

Equipment, supplies and agreements in conformance with accreditation standards

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	52	53	55	57	59	276
	52	53	55	57	59	276

Reservoir Facilities

Annual allocation for upkeep of three Reservoirs and Gatehouse Facilities

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	52	53	55	57	59	276
	52	53	55	57	59	276

Upland Bridge Rehabilitation

Improvements to the bridges at Hemlock and Canadice

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	0	400	0	0	400
	0	0	400	0	0	400

Upland Structures

Improvements to the sites, structures and systems.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	231	239	246	254	262	1,232
	231	239	246	254	262	1,232

Summary of Funding by Program: Water System

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
W-1 Distribution System						
Water Cash Capital	2,370	4,034	4,161	4,296	4,258	19,119
Water Debt	3,797	4,418	4,544	4,675	4,808	22,242
	6,167	8,452	8,705	8,971	9,066	41,361
W-2 Water Supply Structures						
Water Cash Capital	435	1,141	1,500	1,120	1,255	5,451
Water Debt	1,400	13,630	26,127	0	0	41,157
	1,835	14,771	27,627	1,120	1,255	46,608

WATER SYSTEM TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Water Cash Capital	2,805	5,175	5,661	5,416	5,513	24,570
Water Debt	5,197	18,048	30,671	4,675	4,808	63,399
	8,002	23,223	36,332	10,091	10,321	87,969

PUBLIC SAFETY

The Public Safety category contains projects that improve the ability of Fire, Police and Emergency Communications Departments to carry out their mission of protecting the public. Equipment replacement is a major component of this category.

New Projects

P-5 Technology

- ❑ Monroe County Emergency Communications Upgrade is added in 2020-21

Project Changes

P-6 Fire Cars, Vans, Utility Vehicles

- ❑ Vehicle replacement funding is deferred until 2021-22 due to economic impacts

P-1 Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	1,136	1,788	1,254	2,046	1,571	7,795
	1,136	1,788	1,254	2,046	1,571	7,795

P-3 Small Equipment

Animal Services Equipment

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Animal Control Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Fire Communications Equipment

Routine replacement of parts and equipment for fire communications and alerting systems

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	30	173	178	183	189	753
	30	173	178	183	189	753

Firehouse Equipment

Improvement to facilities.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	50	100	100	100	100	450
	50	100	100	100	100	450

Police Equipment

Police small and SWAT equipment also including body armor, surveillance equipment.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	170	400	445	445	445	1,905
	170	400	445	445	445	1,905

Police Patrol Rifles

Police rifles

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	8	8	8	8	8	40
	8	8	8	8	8	40

Police Tasers

Five year replacement cycle

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	81	81	81	81	81	405
	81	81	81	81	81	405

SCBA Replacement

Firefighter self contained breathing apparatus replacement and parts

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	250	100	100	100	100	650
	250	100	100	100	100	650

Small Equipment - RFD

Scheduled replacement and new purchase of fire suppression equipment

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	250	437	450	463	477	2,077
	250	437	450	463	477	2,077

Small Equipment Detectors - RFD

Scheduled replacement and new purchase of smoke and CO detectors.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
CDBG	55	55	55	55	55	275
	55	55	55	55	55	275

Turnout Gear

An allocation for the provision of fire-fighting personal protection equipment

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	825	1,000	1,100	1,200	1,300	5,425
	825	1,000	1,100	1,200	1,300	5,425

P-5 Technology

Monroe County Emergency Communications Upgrade

Replacement of the RFD First Responders communications equipment and systems, including station infrastructure, apparatus and vehicle communications.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	2,500	0	0	0	0	2,500
	2,500	0	0	0	0	2,500

P-6 Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	290	215	165	105	775
	0	290	215	165	105	775

P-7 Police Motor Equipment

Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	2,575	2,575	2,575	2,575	10,300
General Debt	1,300	0	0	0	0	1,300
	1,300	2,575	2,575	2,575	2,575	11,600

Summary of Funding by Program: Public Safety

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
P-1	**Apparatus**						
	General Debt	1,136	1,788	1,254	2,046	1,571	7,795
		1,136	1,788	1,254	2,046	1,571	7,795
P-3	**Small Equipment**						
	Animal Control Cash Capital	15	15	15	15	15	75
	CDBG	55	55	55	55	55	275
	General Cash Capital	1,664	2,299	2,462	2,580	2,700	11,705
		1,734	2,369	2,532	2,650	2,770	12,055
P-5	**Technology**						
	General Debt	2,500	0	0	0	0	2,500
		2,500	0	0	0	0	2,500
P-6	**Fire Motor Equipment**						
	General Cash Capital	0	290	215	165	105	775
		0	290	215	165	105	775
P-7	**Police Motor Equipment**						
	General Cash Capital	0	2,575	2,575	2,575	2,575	10,300
	General Debt	1,300	0	0	0	0	1,300
		1,300	2,575	2,575	2,575	2,575	11,600

PUBLIC SAFETY TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Animal Control Cash Capital	15	15	15	15	15	75
CDBG	55	55	55	55	55	275
General Cash Capital	1,664	5,164	5,252	5,320	5,380	22,780
General Debt	4,936	1,788	1,254	2,046	1,571	11,595
	6,670	7,022	6,576	7,436	7,021	34,725

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

- ❑ Maplewood Trail Improvements is deferred until 2021-22

S-4 Rehabilitation

- ❑ Spray Park Rehabilitation is added in 2020-21
- ❑ Parcel V design funds are added in 2021-22

S-7 Bicycle Enhancements

- ❑ Bicycle Enhancements is added in 2021-22
- ❑ Elmwood Avenue/Collegetown Cycle Track Eastern Extension is added in 2020-21

Project Changes

S-4 Rehabilitation

- ❑ Play Apparatus funding shifts to CDBG for 2020-21

S-1 Trail System

CSX Corridor Acquisition

JOSANA Corridor and Senece Corridor - acquiring CSX inactive rail corridor for trail purposes. Request in support of Recreational Trail Program

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
New York State	250	0	0	0	0	250
	250	0	0	0	0	250

El Camino Trail Connection

Design of the trailhead and access improvements to link the N. Clinton Avenue Corridor to the El Camino Trail

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	80	0	0	0	80
General Debt	0	0	420	0	0	420
	0	80	420	0	0	500

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	220	215	220	225	880
	0	220	215	220	225	880

Josana Trail

Construction of the first phase of the Josana Rails to Trails Feasibility study

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	375	0	0	0	375
General Debt	0	0	3,500	0	0	3,500
	0	375	3,500	0	0	3,875

Maplewood Park Trail Improvements

Trail improvements to enhance user safety and universal accessibility.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	150	0	0	0	150
General Debt	0	0	1,500	0	0	1,500
	0	150	1,500	0	0	1,650

S-2 Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	50	130	300	177	190	847
	50	130	300	177	190	847

Forestry Tree Program

Planting and upkeep of City trees.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	400	750	938	963	989	4,040
	400	750	938	963	989	4,040

S-4 Recreation

DRYS General Rehabilitation

Rehabilitation, renovation and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	100	550	575	600	600	2,425
	100	550	575	600	600	2,425

Fitness Court

Purchase and install second fitness court in west-side park

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	185	0	0	0	185
	0	185	0	0	0	185

Genesee River Waterfront - East Side Main To Andrews

Waterfront revitalization from Main Street to Andrews as a part of the ROC the Riverway Initiative

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	2,650	0	0	0	2,650
	0	2,650	0	0	0	2,650

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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	400	0	0	400
General Debt	0	0	0	3,600	0	3,600
	0	0	400	3,600	0	4,000

Martin Luther King Jr. Memorial Park Phase IV

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main entrance, the amphitheater, the lawn and the berm area.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	400	0	0	0	400
General Debt	0	0	2,000	0	0	2,000
	0	400	2,000	0	0	2,400

Martin Luther King Jr. Memorial Park Playground Renovation

Upgrades to the playground and water spray elements in conjuction with Phase IV

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	250	1,500	0	0	1,750
	0	250	1,500	0	0	1,750

Parcel 5 Public Space

Public Space improvements and design funds

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	2,000	0	0	0	2,000
General Debt	0	0	18,000	0	0	18,000
New York State	0	0	1,000	0	0	1,000
	0	2,000	19,000	0	0	21,000

Park Shelters

Shelters

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	750	0	0	0	750
	0	750	0	0	0	750

Play Apparatus

Rehabilitation, renovation and replacement of recreation and parks facilities play apparatus.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
CDBG	1,000	0	0	0	0	1,000
General Cash Capital	0	1,550	1,350	1,850	850	5,600
	1,000	1,550	1,350	1,850	850	6,600

Pulaski Park

In-house design and construction of park improvements including park walkways, lighting, user amenities, and landscape enhancements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	1,250	0	0	1,250
	0	0	1,250	0	0	1,250

ROC City Skate Park Phase 2

Design,construction, and RPR of Phase 2 area of the skate park

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	300	0	0	0	300
General Debt	0	0	2,000	0	0	2,000
	0	300	2,000	0	0	2,300

Security Enhancements

Phase 3 Security Enhancements at R-Centers and recreation facilities; improvements in future years

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	52	53	55	210
	0	50	52	53	55	210

Spray Park Rehabilitation

Rehabilitation and renovation of existing spray park features

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	75	500	335	370	510	1,790
	75	500	335	370	510	1,790

Statue & Monument Improvement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	103	106	109	113	431
	0	103	106	109	113	431

Tennis/Basketball Replacement

Reconstruction and improvements to tennis and basketball courts throughout the City.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	103	106	109	113	431
	0	103	106	109	113	431

Wadsworth Square

In-house design and construction of park improvements including park walkways, lighting, user amenities, and landscape enhancements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	250	0	0	250
	0	0	250	0	0	250

S-5 Public Market

Public Market Pavement Restoration

Restoration of historical pavers and rehabilitation of other paved surfaces at the site

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Public Market Cash Capital	0	200	2,250	0	0	2,450
	0	200	2,250	0	0	2,450

Public Market Standard Allocation

Routine improvements, replacement and renovation of facilities, systems, and structures.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Public Market Cash Capital	25	54	55	56	58	248
	25	54	55	56	58	248

S-6 Cemeteries

Cemeteries - Facilities

Standard allocation for the general upkeep of cemetery buildings.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Cemetery Cash Capital	0	50	50	50	50	200
	0	50	50	50	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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Cemetery Cash Capital	0	160	170	180	190	700
	0	160	170	180	190	700

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Cemetery Cash Capital	0	390	400	410	0	1,200
	0	390	400	410	0	1,200

Cemetery Development

Allocation for the design and construction of new interment space.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Cemetery Cash Capital	0	500	600	600	0	1,700
	0	500	600	600	0	1,700

Mount Hope Cemetery

Fencing Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Cemetery Cash Capital	0	618	574	0	0	1,192
	0	618	574	0	0	1,192

S-7 Bicycle Enhancement

Bicycle Enhancements Phase 2

Complete the Priority Bicycle Boulevard network

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	213	0	0	0	0	213
General Debt	0	1,130	0	0	0	1,130
New York State	213	0	0	0	0	213
Water Cash Capital	45	0	0	0	0	45
	471	1,130	0	0	0	1,601

Elmwood Avenue/ Collegetown Cycle Track Eastern Extension (South Ave to Highland Crossing Trail)

Complete the final section of the Elmwood Avenue / Collegetown Cycle Track

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	80	420	0	0	0	500
	80	420	0	0	0	500

Summary of Funding by Program: Parks and Open Space

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
S-1	**Trail System**						
	General Cash Capital	0	825	215	220	225	1,485
	General Debt	0	0	5,420	0	0	5,420
	New York State	250	0	0	0	0	250
		250	825	5,635	220	225	7,155
S-2	**Urban Forest**						
	General Cash Capital	450	880	1,238	1,140	1,179	4,887
		450	880	1,238	1,140	1,179	4,887
S-4	**Recreation**						
	CDBG	1,000	0	0	0	0	1,000
	General Cash Capital	175	6,741	5,924	3,091	2,241	18,172
	General Debt	0	2,650	22,000	3,600	0	28,250
	New York State	0	0	1,000	0	0	1,000
		1,175	9,391	28,924	6,691	2,241	48,422
S-5	**Public Market**						
	Public Market Cash Capital	25	254	2,305	56	58	2,698
		25	254	2,305	56	58	2,698
S-6	**Cemeteries**						
	Cemetery Cash Capital	0	1,718	1,794	1,240	240	4,992
		0	1,718	1,794	1,240	240	4,992

Summary of Funding by Program: Parks and Open Space

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
S-7 Bicycle Enhancement						
General Cash Capital	213	0	0	0	0	213
General Debt	80	1,550	0	0	0	1,630
New York State	213	0	0	0	0	213
Water Cash Capital	45	0	0	0	0	45
	551	1,550	0	0	0	2,101

PARKS AND OPEN SPACE TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
CDBG	1,000	0	0	0	0	1,000
Cemetery Cash Capital	0	1,718	1,794	1,240	240	4,992
General Cash Capital	838	8,446	7,377	4,451	3,645	24,757
General Debt	80	4,200	27,420	3,600	0	35,300
New York State	463	0	1,000	0	0	1,463
Public Market Cash Capital	25	254	2,305	56	58	2,698
Water Cash Capital	45	0	0	0	0	45
	2,451	14,618	39,896	9,347	3,943	70,255

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.

Project Changes

E-3 Neighborhood Development

- ❑ Project Phoenix is delayed until 2021-22

E-4 Land Acquisition

- ❑ Acquisition and Economic Development is deferred until 2021-22
- ❑ Demolition funding shifts completely to CDBG for 2020-21

E-7 Housing

- ❑ Affordable Housing Acquisition and Support is deferred to 2021-22
- ❑ Home Ownership Program is deferred to 2021-22
- ❑ Home Rochester is deferred to 2021-22

E-2 Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	66	68	70	0	204
	0	66	68	70	0	204

E-3 Neighborhood Development

Bull's Head

Land acquisition and commercial development.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	2,500	2,300	500	500	5,800
General Debt	1,371	400	1,500	0	0	3,271
	1,371	2,900	3,800	500	500	9,071

Project Phoenix

Rehab assistance in partnership with workforce development program and Land Bank

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

E-4 Land Acquisition

Acquisition/Economic Development

Purchase land/sites for development or other purposes

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	500	1,000	1,000	1,000	3,500
	0	500	1,000	1,000	1,000	3,500

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
CDBG	1,800	1,400	1,400	1,400	1,400	7,400
General Cash Capital	0	750	750	750	750	3,000
	1,800	2,150	2,150	2,150	2,150	10,400

E-6 Environmental Compliance and Remediation

Former Piehler Pontiac Site

NYSDEC Brownfield Cleanup: Lake Avenue

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	300	0	0	0	0	300
	300	0	0	0	0	300

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, environmental compliance, energy & sustainability projects, storm water permit and inspection services, waste management, asbestos project oversight, laboratory analytical testing, federal and state grant matches.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	400	628	641	623	628	2,920
General Debt	900	0	0	0	0	900
	1,300	628	641	623	628	3,820

Investigation and Remediation - Andrews Street

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	160	0	0	0	160
	0	160	0	0	0	160

Investigation and Remediation - Emerson Street Landfill

Barrier wall cost and annual ground water monitoring

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	1,000	0	0	0	0	1,000
	1,000	0	0	0	0	1,000

Investigation and Remediation - Site Management Periodic Review Reports

Compliance report required by the NYSDEC for contaminated sites which have undergone environmental cleanup and received a Certificate of Completion from the NYSDEC.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	100	0	100	0	100	300
	100	0	100	0	100	300

Investigation and Remediation - Vacuum Oil Refinery Site

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	1,500	0	0	0	1,500
	0	1,500	0	0	0	1,500

Tax Delinquent Environmental Review

Screening and ranking assessment

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	60	60	60	60	60	300
	60	60	60	60	60	300

Vacuum Oil BOA Flint Street (Exchange Street to East End)

Extension & Landscaping.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	1,400	0	0	0	1,400
Monroe County Traffic	15	105	0	0	0	120
Water Cash Capital	10	105	0	0	0	115
Water Debt	0	50	0	0	0	50
	25	1,660	0	0	0	1,685

E-7 Housing

Affordable Housing Acquisition and Support

Support and development of affordable housing, city-wide.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	300	300	300	300	1,200
	0	300	300	300	300	1,200

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	450	450	450	450	1,800
	0	450	450	450	450	1,800

Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	285	285	285	285	1,140
	0	285	285	285	285	1,140

Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	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

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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	250	250	0	0	500
	0	250	250	0	0	500

Summary of Funding by Program: Economic Development

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
E-2	**Downtown Enhancement District**						
	General Cash Capital	0	66	68	70	0	204
		0	66	68	70	0	204
E-3	**Neighborhood Development**						
	General Cash Capital	0	2,550	2,350	550	550	6,000
	General Debt	1,371	400	1,500	0	0	3,271
		1,371	2,950	3,850	550	550	9,271
E-4	**Land Acquisition**						
	CDBG	1,800	1,400	1,400	1,400	1,400	7,400
	General Cash Capital	0	1,250	1,750	1,750	1,750	6,500
		1,800	2,650	3,150	3,150	3,150	13,900
E-6	**Environmental Compliance and Remediation**						
	General Cash Capital	560	688	801	683	788	3,520
	General Debt	2,200	3,060	0	0	0	5,260
	Monroe County Traffic	15	105	0	0	0	120
	Water Cash Capital	10	105	0	0	0	115
	Water Debt	0	50	0	0	0	50
		2,785	4,008	801	683	788	9,065
E-7	**Housing**						
	General Cash Capital	500	2,035	2,035	2,035	2,035	8,640
		500	2,035	2,035	2,035	2,035	8,640
E-8	**Focused Investment**						
	General Cash Capital	0	250	250	0	0	500
		0	250	250	0	0	500

Summary of Funding by Program: Economic Development

	2020-21	2021-22	2022-23	2023-24	2024-25	Total

ECONOMIC DEVELOPMENT TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
CDBG	1,800	1,400	1,400	1,400	1,400	7,400
General Cash Capital	1,060	6,839	7,254	5,088	5,123	25,364
General Debt	3,571	3,460	1,500	0	0	8,531
Monroe County Traffic	15	105	0	0	0	120
Water Cash Capital	10	105	0	0	0	115
Water Debt	0	50	0	0	0	50
	6,456	11,959	10,154	6,488	6,523	41,580

ARTS AND CULTURE

The Arts and Culture category includes funds for cultural improvements to the City.

New Projects

A-1 Public Art

- ❑ Charles Carrol Plaza Public Art is added to 2020-21
- ❑ Sister Cities Art is added to 2020-21

Project Changes

- ❑ Arts Installation and Enhancements is deferred to 2021-22

A-1 Public Art

Arts Installation and Enhancements

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	150	150	150	150	600
	0	150	150	150	150	600

Charles Carroll Plaza Public Art

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	300	0	0	0	0	300
	300	0	0	0	0	300

Roc the Riverway Public Art Small Installations

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	600	0	0	0	600
	0	600	0	0	0	600

RRCC Terrace Public Art

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	500	0	0	0	500
	0	500	0	0	0	500

Sister Cities Pedestrian Bridge Public Art

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	300	0	0	0	0	300
	300	0	0	0	0	300

Summary of Funding by Program: Arts and Culture

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
A-1 Public Art						
General Cash Capital	0	150	150	150	150	600
General Debt	600	1,100	0	0	0	1,700
ARTS AND CULTURE TOTALS	600	1,250	150	150	150	2,300

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

- ❑ Blue Cross Arena Building System Upgrades Phase 1 is added to 2020-21

F-3 Soccer Stadium

- ❑ Youth Sports Training Facility Renovation is added to 2020-21

F-5 Joseph A. Floreano Riverside Convention Center

- ❑ Rochester Riverside Convention Center is added to 2020-21

Project Changes

F-4 Port of Rochester

- ❑ Marina Facilities is deferred to 2020-21

F-1 Blue Cross Arena at Rochester War Memorial

Blue Cross Arena Building System Upgrades Phase 1: Bldg Management System Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
War Memorial Debt	1,700	0	0	0	0	1,700
	1,700	0	0	0	0	1,700

Blue Cross Arena Building System Upgrades Phase 2: Ice Plant Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
War Memorial Debt	0	1,400	0	0	0	1,400
	0	1,400	0	0	0	1,400

Facility Improvements

Capital reserve

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
War Memorial Cash Capital	0	0	0	250	250	500
War Memorial Cash Capital	50	200	200	200	200	850
	50	200	200	450	450	1,350

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
War Memorial Cash Capital	0	0	650	0	0	650
	0	0	650	0	0	650

F-2 High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	79	79	80	0	238
	0	79	79	80	0	238

F-3 Soccer Stadium

Youth Sports Training Facility

Standard allocation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

Youth Sports Training Facility Renovation

Structural and building improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	1,000	0	0	0	0	1,000
	1,000	0	0	0	0	1,000

F-4 Port of Rochester

Marina Facilities

Improvements, rehabilitation and renovation.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	15	15	15	0	45
	0	15	15	15	0	45

Port of Rochester Terminal Building

General improvements, rehabilitation/renovation at Port Terminal Building.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Port of Rochester Terminal Building Roof

Roof restoration and replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	266	0	0	0	266
	0	266	0	0	0	266

F-5 Joseph A. Floreano Riverside Convention Center

Building Envelope Improvements Phase II

Masonry, metal panel, concrete and related envelope improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	819	0	0	0	819
	0	819	0	0	0	819

Building Facilities Improvements

Improvements and renovation of the Convention Center.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	70	70	70	70	280
	0	70	70	70	70	280

Building Mechanical Upgrades

Boiler and hot water replacement; HVAC upgrades.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	0	1,172	0	1,172
	0	0	0	1,172	0	1,172

Emergency Generator Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	412	0	412
	0	0	0	412	0	412

Mechanical Phase 4

RRCC lighting controls, domestic hot water heating system

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	460	0	460
	0	0	0	460	0	460

RRCC North Terrace Addition and Riverwall Repairs

Addition along the riverside of the facility, expansion of the north terrace, and related riverwall repairs as a part of the ROC the Riverway Initiative

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	5,000	0	0	0	0	5,000
	5,000	0	0	0	0	5,000

Summary of Funding by Program: Public Facilities

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
F-1	**Blue Cross Arena at Rochester War Memorial**						
	War Memorial Cash Capital	50	200	850	450	450	2,000
	War Memorial Debt	1,700	1,400	0	0	0	3,100
		1,750	1,600	850	450	450	5,100
F-2	**High Falls District**						
	General Cash Capital	0	79	79	80	0	238
		0	79	79	80	0	238
F-3	**Soccer Stadium**						
	General Cash Capital	0	100	100	100	100	400
	General Debt	1,000	0	0	0	0	1,000
		1,000	100	100	100	100	1,400
F-4	**Port of Rochester**						
	General Cash Capital	0	331	65	65	50	511
		0	331	65	65	50	511
F-5	**Joseph A. Floreano Riverside Convention Center**						
	General Cash Capital	0	889	70	942	70	1,971
	General Debt	5,000	0	0	1,172	0	6,172
		5,000	889	70	2,114	70	8,143

Summary of Funding by Program: Public Facilities

PUBLIC FACILITIES TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
General Cash Capital	0	1,399	314	1,187	220	3,120
General Debt	6,000	0	0	1,172	0	7,172
War Memorial Cash Capital	50	200	850	450	450	2,000
War Memorial Debt	1,700	1,400	0	0	0	3,100
	7,750	2,999	1,164	2,809	670	15,392

MUNICIPAL FACILITIES

The Municipal Facilities category includes projects to preserve City-owned facilities and equipment.

New Projects

M-1 City Hall

- City Hall Mechanical Replacements Phase 1 is added to 2020-21
- City Clerk Public Service Counter is added 2020-21

M-4 Recreation and Parks Facilities

- Adams Street R-Center funding is added 2021-22

M-5 Water Facilities

- Hemlock Filtration Plant Geothermal HVAC Upgrade is added 2020-21

M-6 General Rehabilitation

- Parks Operations Center is added for 2020-21

M-8 Public Safety Facilities

- Police Section funding is added for 2020-21

Project Changes

M-4 Recreation and Parks Facilities

- Edgerton R-Center Improvements is deferred to 2020-21.

M-6 General Rehabilitation

- Arnett Branch Library is deferred to in 2021-22.
- Broad Street Tunnel is deferred to 2021-22.

M-8 Public Safety Facilities

- Broad & Allen Firehouse Upgrades is deferred to 2021-22.
- Goodman Firehouse is deferred to 2021-22

M-1 City Hall

City Hall Annual Allocation

Replacements of building systems and components.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	105	105	105	107	422
	0	105	105	105	107	422

City Hall Building Historic Window Replacement

Historic window replacement.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	583	638	700	747	2,668
	0	583	638	700	747	2,668

City Hall Mechanical Replacements

Replace evaporative condensing cooling towers and all related supporting MEP and structural infrastructure

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	865	0	0	0	0	865
	865	0	0	0	0	865

Public Service Counter

Improvement to City Clerk Public Service Counter

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	100	0	0	0	0	100
	100	0	0	0	0	100

M-2 Operations Center Complex

CVMF Building 100 Restroom

Renovations

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	0	99	99
Local Works Cash Capital	0	0	0	0	154	154
Refuse Cash Capital	0	0	0	0	154	154
	0	0	0	0	407	407

CVMF Building 200

Office restroom

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	111	0	111
Local Works Cash Capital	0	0	0	110	0	110
	0	0	0	221	0	221

CVMF Building 200 Redundant Network Frame Room

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	174	0	0	0	174
Local Works Cash Capital	0	90	0	0	0	90
Refuse Cash Capital	0	150	0	0	0	150
	0	414	0	0	0	414

CVMF Building 200 Rooftop Unit

Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	38	0	38
Local Works Cash Capital	0	0	0	55	0	55
Refuse Cash Capital	0	0	0	55	0	55
	0	0	0	148	0	148

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	214	0	0	214
Local Works Cash Capital	0	0	268	0	0	268
Refuse Cash Capital	0	0	268	0	0	268
	0	0	750	0	0	750

CVMF Complex Storm & Sanitary Sewer Improvements

System improvements throughout CVMF complex.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Local Works Cash Capital	240	0	0	0	0	240
Refuse Cash Capital	240	0	0	0	0	240
	480	0	0	0	0	480

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	5	5	5	5	20
Local Works Cash Capital	0	20	20	20	20	80
Refuse Cash Capital	0	20	20	20	20	80
Water Cash Capital	0	20	20	20	20	80
	0	65	65	65	65	260

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	111	116	120	124	471
Local Works Cash Capital	0	66	67	68	69	270
Refuse Cash Capital	65	66	67	68	69	335
	65	243	250	256	262	1,076

Westside Garage

Replacement.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Refuse Debt	0	6,830	0	0	0	6,830
	0	6,830	0	0	0	6,830

M-3 Library Facilities

Arnett Branch Library

Roof restoration/warranty extension

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	0	165	0	0	0	165
	0	165	0	0	0	165

B & L Library Heat Pump Replacement

Annual Allocation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	0	62	64	66	68	260
	0	62	64	66	68	260

Bausch & Lomb Library Heat Pump Replacement

Consolidated Replacement Project

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Debt	0	504	0	530	0	1,034
	0	504	0	530	0	1,034

Bausch & Lomb Library Outside Air Unit Replacement and Addition

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Debt	500	0	0	0	0	500
	500	0	0	0	0	500

Bausch & Lomb Roof Replacement

Roof replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	0	400	0	0	0	400
	0	400	0	0	0	400

Branch Facilities Annual Allocation

Standard allocation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	30	52	52	54	56	244
	30	52	52	54	56	244

Central Library Annual Allocation

Standard allocation.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	50	90	90	92	94	416
	50	90	90	92	94	416

Central Library Elevator Assessment

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	0	80	0	0	0	80
	0	80	0	0	0	80

Lincoln Branch Library

Renovation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	0	150	0	0	0	150
	0	150	0	0	0	150

Rundel Library Exterior Building Repairs Phase 2

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Debt	0	2,000	0	0	0	2,000
	0	2,000	0	0	0	2,000

Winton Branch Library

Various renovations

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	0	0	1,256	0	0	1,256
	0	0	1,256	0	0	1,256

M-4 Recreation and Parks Facilities

Adams Street R-Center

Building and site renovations with RCSD

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	160	0	0	0	160
	0	160	0	0	0	160

Carter Street R-Center

Interior upgrades.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	550	0	0	550
	0	0	550	0	0	550

Carter Street R-Center Gymnasium Roof

Roof replacement.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	269	0	0	269
	0	0	269	0	0	269

Carter Street R-Center Roof

Roof replacement.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	437	0	0	437
	0	0	437	0	0	437

Clinton-Baden R-Center

Building and site renovations with RCSD

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	180	0	0	180
	0	0	180	0	0	180

Danforth R-Center

Window replacements, gym stage lighting and ceiling replacement.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	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	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	3,500	0	0	0	3,500
	0	3,500	0	0	0	3,500

Flint Street R-Center

Building and site renovations with RCSD

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	0	120	120
	0	0	0	0	120	120

Flint Street R-Center Park Renovations

Park renovations

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	350	1,900	0	0	2,250
	0	350	1,900	0	0	2,250

Frederick Douglass R-Center

Building and site renovations with RCSD

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	150	0	0	0	0	150
	150	0	0	0	0	150

GVP Ice Rink Convection Heater

GVP Ice Rink Boiler and Convection Heater Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	0	292	292
	0	0	0	0	292	292

GVP Marina Building Roof

Replacement.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	185	0	185
	0	0	0	185	0	185

Lake Riley Lodge

Structural Remediation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	288	0	0	0	0	288
	288	0	0	0	0	288

Marketview Lodge

R-Center renovation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	141	0	141
	0	0	0	141	0	141

Norton Village Center

HVAC and electrical replacements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	473	0	473
	0	0	0	473	0	473

Roxie Ann Sinkler R-Center

Renovations and air conditioning

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	0	762	0	762
	0	0	0	762	0	762

Thomas P. Ryan R-Center Renovations

Building and site renovations with RCSD

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	66	0	66
	0	0	0	66	0	66

M-5 Water Facilities

Felix Street HVAC

HVAC & plumbing improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	38	0	0	0	0	38
	38	0	0	0	0	38

Hemlock Filtration Plant Geothermal HVAC Upgrade

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Debt	961	0	0	0	0	961
	961	0	0	0	0	961

Hemlock Operations Center

Hemlock Operations vehicle storage and office building upgrades

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	600	0	0	0	600
	0	600	0	0	0	600

Parking Lot Improvements

Sealing & striping of lots on a semi annual basis

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	0	42	0	0	42
	0	0	42	0	0	42

Water Bureau - Felix St. Building System Modernization

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	0	196	0	0	196
	0	0	196	0	0	196

M-6 General Rehabilitation

414 Andrews Street Various Improvements

Windows, Masonry, Interior Improvements

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	450	0	0	450
	0	0	450	0	0	450

ADA Upgrades for All Facilities

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	100	100	100	0	300
	0	100	100	100	0	300

Asbestos Management

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	90	90	90	90	360
	0	90	90	90	90	360

Chamber Building Annual Allocation

Annual Allocation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

General Rehabilitation

Renovation, rehabilitation and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	100	400	400	400	400	1,700
	100	400	400	400	400	1,700

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	48	48	50	50	196
	0	48	48	50	50	196

Large Parking Lot Program

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	200	295	0	0	495
	0	200	295	0	0	495

Parks Operations Center

Roof Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	649	0	0	0	0	649
	649	0	0	0	0	649

Roof Improvement Allocation

Annual allocation for roof improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	84	84	84	86	338
	0	84	84	84	86	338

M-7 Garages

Broad Street Tunnel

Underground parking

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parking Cash Capital	0	200	400	0	0	600
Parking Debt	0	0	0	4,900	0	4,900
	0	200	400	4,900	0	5,500

Garage Elevator Program

Comprehensive elevator rehabilitation program.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parking Debt	0	750	0	0	0	750
	0	750	0	0	0	750

Garage Improvement Program

Annual parking garage evaluation and improvement program.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parking Cash Capital	695	1,250	1,250	1,250	1,250	5,695
	695	1,250	1,250	1,250	1,250	5,695

Garage Revenue Control Equipment

Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parking Cash Capital	86	0	0	0	0	86
	86	0	0	0	0	86

South Avenue Garage Upgrades

Supplemental P/T and improvements, new revenue control.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parking Cash Capital	1,300	979	1,371	1,248	1,194	6,092
	1,300	979	1,371	1,248	1,194	6,092

Stone Street garage

Stone Street wing of South ave. garage

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parking Debt	0	699	611	632	845	2,787
	0	699	611	632	845	2,787

M-8 Public Safety Facilities

Animal Services Renovation or New Build

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	0	1,700	0	1,700
Private Funding	0	0	0	1,000	0	1,000
	0	0	0	2,700	0	2,700

Broad & Allen Firehouse

Kitchen Upgrades, exhaust hood, and fire suppression system installation.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	249	0	0	0	249
	0	249	0	0	0	249

Chestnut Firehouse

Skylight & window improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	310	0	0	310
	0	0	310	0	0	310

Chestnut Firehouse Protectives

Kitchen upgrades, exhaust hood and fire suppression installation.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	350	0	0	350
	0	0	350	0	0	350

Emergency Communications Facility

Phased facility improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	255	0	0	0	255
General Debt	0	0	0	896	0	896
	0	255	0	896	0	1,151

Emergency Communications Roof

Roof restoration.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	475	0	0	475
	0	0	475	0	0	475

Fire Facilities

General upkeep of buildings

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	20	50	50	50	50	220
	20	50	50	50	50	220

Goodman Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations, flooring, ceiling and painting.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	240	0	0	0	240
General Debt	0	0	1,172	0	0	1,172
	0	240	1,172	0	0	1,412

Monroe Avenue Firehouse

Masonry improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	172	0	0	0	172
	0	172	0	0	0	172

Police Facilities

Security improvements.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	35	35	35	35	140
	0	35	35	35	35	140

Police Section Offices

Construction of RPD Goodman Section Office and SE NSC, RPD Lake Section Office and NW NSC, and RPD Genesee Section Office

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	10,000	21,000	0	0	0	31,000
	10,000	21,000	0	0	0	31,000

Public Safety Building Canopy Roof

Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	150	0	150
	0	0	0	150	0	150

Public Safety Building Generator

Construction.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	2,450	0	0	0	2,450
	0	2,450	0	0	0	2,450

Public Safety Building Lobby Floor

Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	266	0	0	0	266
	0	266	0	0	0	266

Public Safety Building Standard Allocation

Improvements and replacements of building systems and components.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	75	155	155	155	155	695
	75	155	155	155	155	695

University Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Debt	0	0	1,378	0	0	1,378
	0	0	1,378	0	0	1,378

Summary of Funding by Program: Municipal Facilities

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
M-1	**City Hall**						
	General Cash Capital	100	105	105	105	107	522
	General Debt	865	583	638	700	747	3,533
		965	688	743	805	854	4,055
M-2	**Operations Center Complex**						
	General Cash Capital	0	116	335	274	228	953
	General Debt	0	174	0	0	0	174
	Local Works Cash Capital	240	176	355	253	243	1,267
	Refuse Cash Capital	305	236	355	143	243	1,282
	Refuse Debt	0	6,830	0	0	0	6,830
	Water Cash Capital	0	20	20	20	20	80
		545	7,552	1,065	690	734	10,586
M-3	**Library Facilities**						
	Library Cash Capital	80	999	1,462	212	218	2,971
	Library Debt	500	2,504	0	530	0	3,534
		580	3,503	1,462	742	218	6,505
M-4	**Recreation and Parks Facilities**						
	General Cash Capital	150	160	1,436	1,522	412	3,680
	General Cash Capital	0	350	1,900	0	0	2,250
	General Debt	288	3,500	0	762	0	4,550
		438	3,850	1,900	2,284	412	6,800
M-5	**Water Facilities**						
	Water Cash Capital	38	600	238	0	0	876
	Water Debt	961	0	0	0	0	961
		999	600	238	0	0	1,837

Summary of Funding by Program: Municipal Facilities

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
M-6	**General Rehabilitation**						
	General Cash Capital	100	1,022	1,117	824	726	3,789
	General Debt	649	0	450	0	0	1,099
		749	1,022	1,567	824	726	4,888
M-7	**Garages**						
	Parking Cash Capital	2,081	2,429	3,021	2,498	2,444	12,473
	Parking Debt	0	1,449	611	5,532	845	8,437
		2,081	3,878	3,632	8,030	3,289	20,910
M-8	**Public Safety Facilities**						
	General Cash Capital	95	1,422	590	390	240	2,737
	General Debt	10,000	23,450	3,335	2,596	0	39,381
	Private Funding	0	0	0	1,000	0	1,000
		10,095	24,872	3,925	3,986	240	43,118

Summary of Funding by Program: Municipal Facilities

	2020-21	2021-22	2022-23	2023-24	2024-25	Total

MUNICIPAL FACILITIES TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
General Cash Capital	445	3,175	5,483	3,115	1,713	13,931
General Debt	11,802	27,707	4,423	4,058	747	48,737
Library Cash Capital	80	999	1,462	212	218	2,971
Library Debt	500	2,504	0	530	0	3,534
Local Works Cash Capital	240	176	355	253	243	1,267
Parking Cash Capital	2,081	2,429	3,021	2,498	2,444	12,473
Parking Debt	0	1,449	611	5,532	845	8,437
Private Funding	0	0	0	1,000	0	1,000
Refuse Cash Capital	305	236	355	143	243	1,282
Refuse Debt	0	6,830	0	0	0	6,830
Water Cash Capital	38	620	258	20	20	956
Water Debt	961	0	0	0	0	961
	16,452	46,125	15,968	17,361	6,473	102,379

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-3 Technology

- ❑ Mobile Device Management is added in 2020-21
- ❑ Property Information Application Rebuild is added in 2020-21
- ❑ PSB and U of R Data Centers Modernization is added in 2020-21

B-97 Security and Surveillance

- ❑ Police Body Worn Cameras – Hydra System is added in 2020-21

Project Changes

B-3 Technology

- ❑ Land Management funding is deferred until 2021-22

B-96 Network Telecommunications and Security

- ❑ Data Center Expansion is deferred until 2021-22
- ❑ Network Assessment Deliverables is deferred until 2021-22

B-97 Security and Surveillance

- ❑ Camera Network Upgrade is deferred until 2021-22
- ❑ Network Assessment Deliverables is deferred until 2021-22

B-1 Office Equipment

Branch Libraries Equipment

Routine replacement of office and public furnishings.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	20	20	22	22	24	108
	20	20	22	22	24	108

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	10	10	10	10	40
	0	10	10	10	10	40

Environmental Services - Operations

Routine replacement of office furnishings.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	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 - Water

Routine replacement of office furnishings.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	0	20	21	22	22	85
	0	20	21	22	22	85

Recreation and Youth Services

Routine replacement of office furnishings.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	21	21	22	23	87
	0	21	21	22	23	87

Recruitment and civil service tracking (NEOGOV)

Recruitment and civil service tracking solution

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

B-2 Small Equipment

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Cemetery Cash Capital	0	45	45	45	0	135
	0	45	45	45	0	135

Emergency Communications

Standard allocation for replacement of equipment.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	20	35	35	35	35	160
	20	35	35	35	35	160

Environmental Services

Standard allocation for replacement of equipment.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	65	66	67	68	266
Local Works Cash Capital	10	22	22	23	23	100
Refuse Cash Capital	253	260	266	272	278	1,329
Water Cash Capital	62	64	66	68	70	330
	325	411	420	430	439	2,025

Recreation and Youth Services

Standard allocation for replacement of equipment.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	36	37	38	39	150
	0	36	37	38	39	150

B-3 Technology

Application Upgrades

Business application upgrades

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	75	75	75	75	300
	0	75	75	75	75	300

Branch Libraries Technology

Provision for cyclical replacement of branch IT equipment including computers, servers, large equipment, network/telephony and public use devices.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	50	50	45	10	10	165
	50	50	45	10	10	165

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	14	15	15	16	16	76
	14	15	15	16	16	76

Digital Interior Signage/Displays at R-Center foyers

Digital signage/electronic signage allows R-Centers to display flyers, updates, class schedules, center announcements, etc. Digital signage using LCD/LED screens are on trend with community and recreation center promotion tools around the country.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	30	0	0	0	30
	0	30	0	0	0	30

Future Technology Initiatives and Planning

Staff augmentation for IT roadmap and support/upgrade projects.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	150	150	150	150	600
General Cash Capital	0	150	150	150	150	600
	0	300	300	300	300	1,200

Land Management

Scope, purchase, and implement land management solution

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	1,000	1,500	500	0	3,000
	0	1,000	1,500	500	0	3,000

Property Information Application Rebuild

The City's Property Information Application is one of the City's most important mechanisms for communicating with the public. The majority of the users are external, but the application is also widely used by City staff. The application was originally released in 2014. The application framework is no longer supported by the vendor, and uses older web technology which needs to be updated.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	110	0	0	0	0	110
	110	0	0	0	0	110

PSB and U of R Data Centers modernization

Replace hardware in PSB and U of R Data Centers

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	100	100	0	0	0	200
	100	100	0	0	0	200

Street Pavement Management System

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	99	101	103	105	108	516
	99	101	103	105	108	516

Upland PC's

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	5	5	5	5	5	25
	5	5	5	5	5	25

B-4 PSI

IT Roadmap/Legacy Replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	250	700	700	0	1,650
	0	250	700	700	0	1,650

Website Revitalization Implementation

New content management system and site design

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	0	0	0	50
	0	50	0	0	0	50

B-5 Business Equipment

Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	5	5	5	5	20
	0	5	5	5	5	20

B-94 Client Technology Solution Support

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	150	450	450	450	450	1,950
	150	450	450	450	450	1,950

Printer Consolidation

Replace printers 5 years or older with allowance for new demand

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	150	200	250	100	700
	0	150	200	250	100	700

Refresh wireless capabilities

Upgrade the Cisco Wireless Controllers and replace 50 Acess Points each year for 3 years

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

B-96 Network Telecommunications & Security

Data Center Expansion

Software and hardware to expand capacity and support technology changes. Storage replacement required in FY20.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	200	200	200	200	800
	0	200	200	200	200	800

Disaster Recovery

Add capacity for more applications in the DR site.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	50	200	50	50	50	400
	50	200	50	50	50	400

Information Security

Classify, protect, manage risk to City information.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	50	200	200	200	200	850
	50	200	200	200	200	850

Mobile Device Management

Selection and implementation of MDM solution to support Land Management and DRYS mobile check-ins

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	25	25	25	25	25	125
	25	25	25	25	25	125

Network Expansion/Refresh

Telecom hardware to expand capacity and support technology changes.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	200	200	200	200	800
	0	200	200	200	200	800

Telephony Expansion

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

B-97 Security & Surveillance

Access control into Genetec

Migration of Access Control from C-Cure to Genetec where warranted.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	10	0	0	0	10
	0	10	0	0	0	10

Body Camera Infrastructure

Expand video storage.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	25	50	50	50	50	225
	25	50	50	50	50	225

Camera Network Upgrade

Currently there are over 800 cameras serving 90 City facilities. Over 50% of those cameras are greater than 5 years old. Additionally, there are over 40 facilities with no surveiliance and a potential demand of over 120 cameras. We need to plan for the anticipated demand for over 570 new cameras within the next 5 years and 400 replaced cameras beyond 5 years.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	430	430	430	0	1,290
	0	430	430	430	0	1,290

City Facilities Security Camera Improvements

Annual Allocation

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	500	500	0	0	1,000
	0	500	500	0	0	1,000

IT Lab development

Develop a functional lab environment where we can fully test new technologies before implementation.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	25	0	0	0	25
	0	25	0	0	0	25

Network Assessment Deliverables

Assessment and design of modernization for network

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Police Body Worn Cameras

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	296	140	140	140	140	856
	296	140	140	140	140	856

Police Body Worn Cameras - Hydra System

Hydra System

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	120	0	0	0	0	120
	120	0	0	0	0	120

Video Surveillance

Blue light cameras - overt cameras used to monitor different locations throughout the City

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	50	50	50	0	150
	0	50	50	50	0	150

Video Surveillance Camera Network

Back-end support for the blue light camera system

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	50	500	200	200	200	1,150
	50	500	200	200	200	1,150

Summary of Funding by Program: Business Equipment

		2020-21	2021-22	2022-23	2023-24	2024-25	Total
B-1	**PSI**						
	General Cash Capital	0	50	50	50	50	200
	General Cash Capital	0	31	31	32	33	127
	Library Cash Capital	20	20	22	22	24	108
	Local Works Cash Capital	0	5	5	5	5	20
	Refuse Cash Capital	0	5	5	5	5	20
	Water Cash Capital	0	20	21	22	22	85
		20	81	84	104	106	360
B-2	**Small Equipment**						
	Cemetery Cash Capital	0	45	45	45	0	135
	General Cash Capital	20	136	138	140	142	576
	Local Works Cash Capital	10	22	22	23	23	100
	Refuse Cash Capital	253	260	266	272	278	1,329
	Water Cash Capital	62	64	66	68	70	330
		345	527	537	548	513	2,470
B-3	**Technology**						
	General Cash Capital	309	1,606	1,978	980	483	5,356
	Library Cash Capital	50	50	45	10	10	165
	Water Cash Capital	19	20	20	21	21	101
		378	1,676	2,043	1,011	514	5,622
B-4	**PSI**						
	General Cash Capital	0	300	700	700	0	1,700
		0	300	700	700	0	1,700

Summary of Funding by Program: Business Equipment

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
B-5 Business Equipment						
General Cash Capital	0	5	5	5	5	20
	0	5	5	5	5	20
B-94 Client Technology Solution Support						
General Cash Capital	150	650	700	750	600	2,850
	150	650	700	750	600	2,850
B-96 Network Telecommunications & Security						
General Cash Capital	125	875	725	725	725	3,175
	125	875	725	725	725	3,175
B-97 Technology						
General Cash Capital	0	25	0	0	0	25
General Cash Capital	491	1,730	1,420	920	440	5,001
	0	1,730	1,420	0	0	5,001

BUSINESS EQUIPMENT TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Cemetery Cash Capital	0	45	45	45	0	135
General Cash Capital	1,095	5,408	5,747	4,302	2,478	19,030
Library Cash Capital	70	70	67	32	34	273
Local Works Cash Capital	10	27	27	28	28	120
Refuse Cash Capital	253	265	271	277	283	1,349
Water Cash Capital	81	104	107	111	113	516
	1,509	5,919	6,264	4,795	2,936	21,423

NON-PUBLIC SAFETY FLEET

The Non-Public Safety Fleet category provides for the replacement of the City's vehicles.

Project Changes

N-1 Motor Equipment

- DES Operations Fleet is reduced for 2020-21

N-1 Motor Equipment

Department of Recreation and Youth Services

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	70	65	39	40	214
	0	70	65	39	40	214

DES Architecture and Engineering

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	24	25	0	27	76
	0	24	25	0	27	76

DES Buildings & Parks

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	1,155	936	564	558	3,213
	0	1,155	936	564	558	3,213

DES Cemeteries

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Cemetery Cash Capital	0	150	184	104	134	572
	0	150	184	104	134	572

DES Commissioner

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	36	36	0	58	130
	0	36	36	0	58	130

DES Equipment Services

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	83	0	31	134	248
	0	83	0	31	134	248

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	160	1,008	737	1,403	1,069	4,377
Local Works Cash Capital	266	674	1,592	2,610	2,770	7,912
	426	1,682	2,329	4,013	3,839	12,289

DES War Memorial

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
War Memorial Cash Capit	0	0	0	0	90	90
	0	0	0	0	90	90

DES Water

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Water Cash Capital	891	524	404	370	103	2,292
	891	524	404	370	103	2,292

Human Resources

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	0	30	30
	0	0	0	0	30	30

Information Technology

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
General Cash Capital	0	0	0	0	25	25
	0	0	0	0	25	25

Library

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Library Cash Capital	0	0	0	0	30	30
	0	0	0	0	30	30

Parking

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Parking Cash Capital	68	30	46	34	35	213
	68	30	46	34	35	213

Public Market

Fleet replacement

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Public Market Cash Capit	40	0	0	18	53	111
	40	0	0	18	53	111

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

Funding Source	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Refuse Cash Capital	382	480	697	1,064	2,130	4,753
	382	480	697	1,064	2,130	4,753

Summary of Funding by Program: Non Public Safety Fleet

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
N-1 Motor Equipment						
Cemetery Cash Capital	0	150	184	104	134	572
General Cash Capital	160	2,376	1,799	2,037	1,941	8,313
Library Cash Capital	0	0	0	0	30	30
Local Works Cash Capital	266	674	1,592	2,610	2,770	7,912
Parking Cash Capital	68	30	46	34	35	213
Public Market Cash Capital	40	0	0	18	53	111
Refuse Cash Capital	382	480	697	1,064	2,130	4,753
War Memorial Cash Capital	0	0	0	0	90	90
Water Cash Capital	891	524	404	370	103	2,292
	1,807	4,234	4,722	6,237	7,286	24,286

NON PUBLIC SAFETY FLEET TOTALS

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Cemetery Cash Capital	0	150	184	104	134	572
General Cash Capital	160	2,376	1,799	2,037	1,941	8,313
Library Cash Capital	0	0	0	0	30	30
Local Works Cash Capital	266	674	1,592	2,610	2,770	7,912
Parking Cash Capital	68	30	46	34	35	213
Public Market Cash Capital	40	0	0	18	53	111
Refuse Cash Capital	382	480	697	1,064	2,130	4,753
War Memorial Cash Capital	0	0	0	0	90	90
Water Cash Capital	891	524	404	370	103	2,292
	1,807	4,234	4,722	6,237	7,286	24,286

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 hours 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 departmental Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a personnel summary 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 unfilled at any 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:

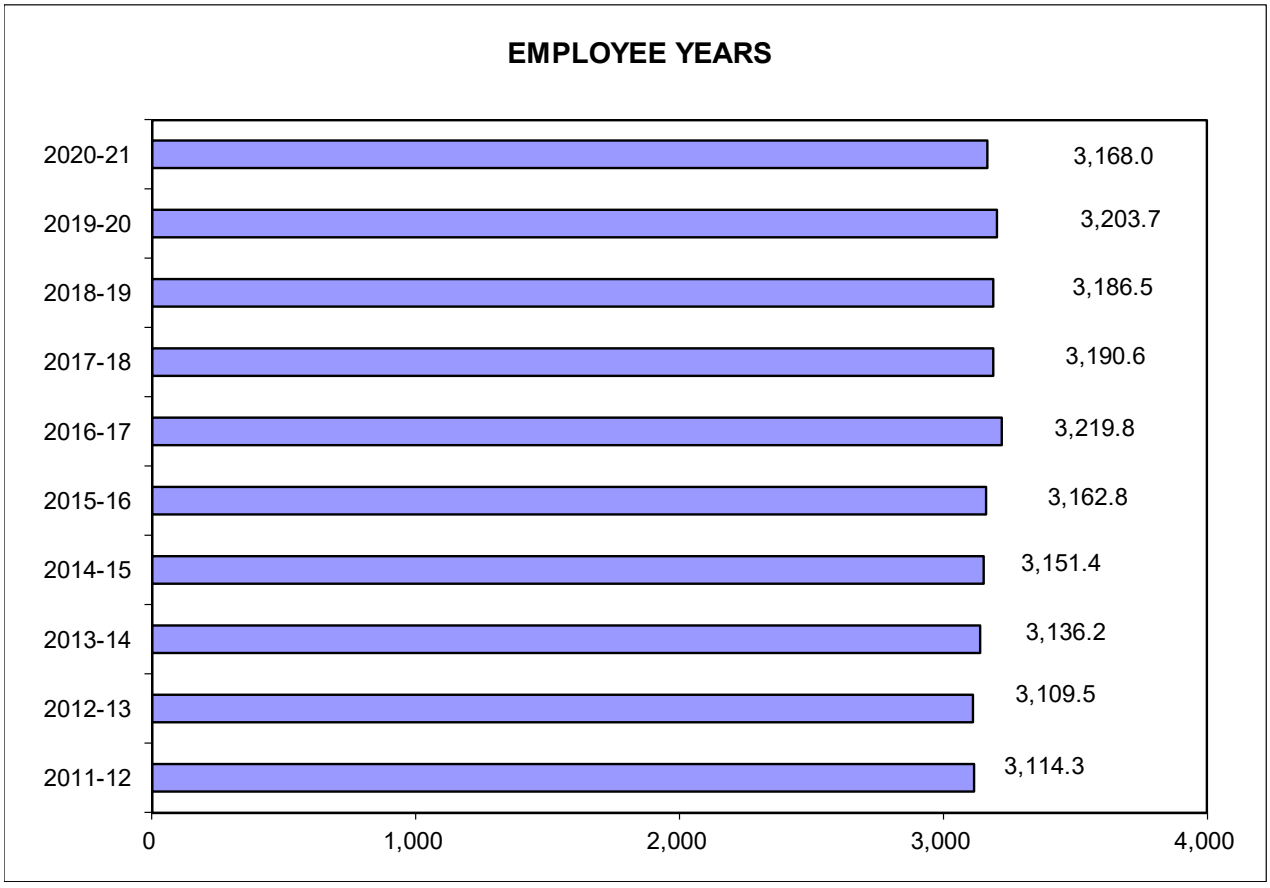
Title	Activities	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	0.9
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2017-18	Budget 2018-19	Budget 2019-20	Budget 2020-21
City Council and Clerk	23.2	23.1	26.4	28.2
Administration				
Mayor's Office	28.0	30.2	44.4	43.6
Office of Management & Budget	8.7	8.5	8.8	8.0
Human Resource Management	30.8	30.9	29.8	32.6
Communications	18.9	19.5	20.0	20.0
Law	21.5	21.5	21.5	19.5
	107.9	110.6	124.5	123.7
Information Technology	54.8	55.4	41.4	38.0
Finance				
Director's Office	4.0	4.0	4.0	5.0
Accounting	17.2	16.2	16.1	12.0
Treasury	18.5	19.4	18.9	17.9
Assessment	13.4	13.4	14.9	12.2
Parking Violations & Adjudication	38.7	37.7	36.0	36.0
Purchasing	11.9	11.8	11.4	11.5
Traffic Violations Agency	0.0	10.6	10.3	8.5
	103.7	113.1	111.6	103.1
Neighborhood & Business Development				
Commissioner	12.6	12.6	14.6	8.1
Business & Housing Development	29.3	29.0	29.0	30.1
Neighborhood Preservation	17.1	18.1	18.1	20.4
Buildings & Zoning	78.4	77.9	79.9	80.4
	137.4	137.6	141.6	139.0
Environmental Services				
Commissioner	55.7	54.7	55.4	58.5
Architecture & Engineering	56.5	56.5	59.0	57.7
Operations	253.1	254.1	257.0	266.5
Buildings & Parks	162.2	161.3	163.1	161.1
Equipment Services	66.9	65.9	65.9	66.2
Water	137.2	138.2	140.8	141.3
	731.6	730.7	741.2	751.3
Emergency Communications	228.1	226.7	231.1	231.1
Police	939.9	941.7	938.2	925.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2017-18	Budget 2018-19	Budget 2019-20	Budget 2020-21
Fire	520.8	521.5	518.8	515.7
Library				
Central Library	91.2	90.5	91.5	90.8
Community Library	42.2	42.3	42.8	40.5
	133.4	132.8	134.3	131.2
Recreation & Youth Services				
Office of the Commissioner	25.0	25.1	20.1	18.5
Recreation	162.5	154.9	147.6	133.6
Youth Services	22.3	13.3	26.9	29.6
	209.8	193.3	194.6	181.7
Total	3,190.6	3,186.5	3,203.7	3,168.0

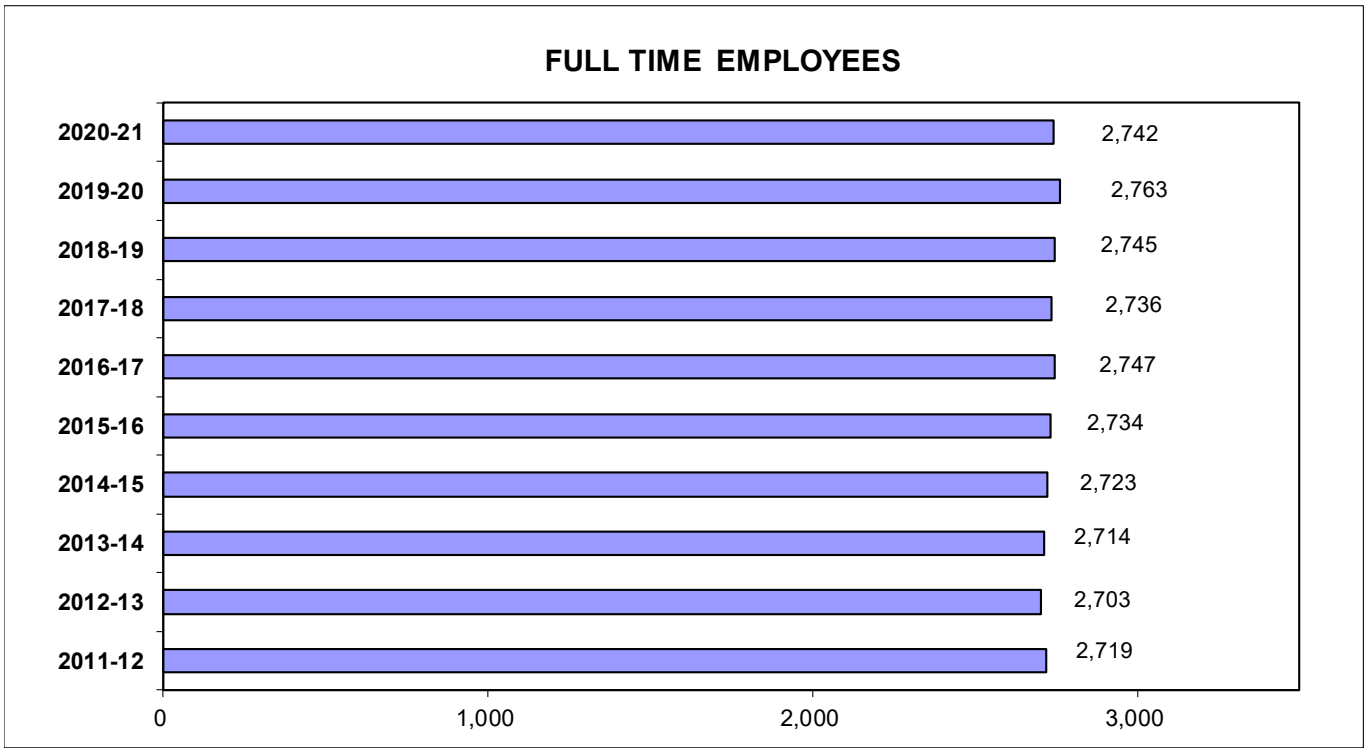


PERSONNEL SUMMARY
PERSONNEL RESOURCES

Full Time Employees	Budget 2017-18	Budget 2018-19	Budget 2019-20	Budget 2020-21
City Council and Clerk	12.0	12.0	16.0	16.0
Administration				
Mayor's Office	25.0	27.0	42.0	41.0
Office of Management & Budget	8.0	8.0	8.0	8.0
Human Resource Management	28.0	28.0	27.0	30.0
Communications	16.0	17.0	18.0	17.0
Law	21.0	21.0	21.0	19.0
	98.0	101.0	116.0	115.0
Information Technology	55.0	55.0	40.0	40.0
Finance				
Director's Office	4.0	4.0	4.0	5.0
Accounting	17.0	16.0	16.0	12.0
Treasury	18.0	18.0	18.0	17.0
Assessment	12.0	12.0	13.0	12.0
Parking Violations & Adjudication	33.0	32.0	31.0	32.0
Purchasing	11.0	11.0	11.0	11.0
Traffic Violations Agency	0.0	9.0	9.0	8.0
	95.0	102.0	102.0	97.0
Neighborhood & Business Development				
Commissioner	12.0	12.0	14.0	7.0
Business & Housing Development	28.0	28.0	28.0	30.0
Neighborhood Preservation	13.0	14.0	14.0	14.0
Buildings & Zoning	74.0	74.0	76.0	77.0
	127.0	128.0	132.0	128.0
Environmental Services				
Commissioner	36.0	35.0	37.0	41.0
Architecture & Engineering	56.0	56.0	58.0	56.0
Operations	195.3	198.0	198.0	199.0
Buildings & Parks	125.7	121.0	122.0	120.0
Equipment Services	61.0	60.0	60.0	60.0
Water	123.0	124.0	125.0	128.0
	597.0	594.0	600.0	604.0
Emergency Communications	214.0	214.0	213.0	213.0
Police	851.0	852.0	850.0	846.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Full Time Employees	Budget 2017-18	Budget 2018-19	Budget 2019-20	Budget 2020-21
Fire	502.0	502.0	504.0	504.0
Library				
Central Library	74.2	74.0	75.5	74.8
Community Library	20.8	23.0	24.5	22.3
	95.0	97.0	100.0	97.0
Recreation & Youth Services				
Office of the Commissioner	13.6	18.6	18.0	17.0
Recreation	58.4	58.4	51.5	47.5
Youth Services	18.0	11.0	20.5	17.5
	90.0	88.0	90.0	82.0
Total	2,736.0	2,745.0	2,763.0	2,742.0



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 estimated fringe benefits by Department:

Employee Benefit Distribution

Department	Amount
Council and Clerk	1,079,200
Administration	6,009,500
Information and Technology	2,066,100
Finance	3,962,300
Neighborhood and Business Developme	5,967,200
Environmental Services	28,717,300
Emergency Communications	8,052,200
Police	51,886,700
Fire	29,964,500
Library	4,243,300
Recreation and Youth Services	4,966,200
	146,914,500

Portions of the City's workforce are represented by the following labor organizations:

- American Federation of State, County and Municipal Employees, Local 1635 and 1635P, Full and Part Time Units
- Rochester Police Locust Club, Inc.
- International Association of Firefighters, Local 1071, Uniformed and Non-Uniformed Units
- International Union of Operating Engineers, Local 832-S
- Civil Service Employees Association, Rochester Public Library Part Time Employees Unit, Local 828

In accordance with collective bargaining agreements, employees in the following positions are granted full release time from their regularly scheduled work, with full pay and benefits to perform union duties. These positions and associated salary and benefits are reflected in the appropriate departmental and Undistributed Expenses budgets, and are presented here for informational purposes only.

	Salary plus benefits 2020-21
AFSCME Local 1635	
Department of Environmental Services	
● Environmental Services Operator I	$91,400
● Environmental Services Operator I	$91,400
● Environmental Services Operator I	$91,400
● Secretary	$75,700
Rochester Police Locust Club, Inc.	
Police Department	
● Police Investigator	$151,200
● Police Sergeant	$151,400
International Association of Firefighters, Local 1071	
Fire Department	
● Lieutenant	$153,100
Total	$805,600

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization	Agreement Dates
AFSCME Local 1635 Full Time	July 1, 2017 to June 30, 2022
AFSCME Local 1635 Part Time	July 1, 2015 to June 30, 2020
Rochester Police Locust Club, Inc.	July 1, 2016 to June 30, 2019
International Association of Firefighters, Local 1071, Uniformed	July 1, 2016 to June 30, 2021
International Association of Firefighters, Local 1071, Non-Uniformed	July 1, 2017 to June 30, 2022
International Union of Operating Engineers, Local 832-S	July 1, 2019 to June 30, 2023
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2017 to June 30, 2021

July 1, 2020

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, 2020, all positions set forth in this Budget to be in existence for the fiscal year 2020-21 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, 2020, which are not set forth in this Budget shall be abolished effective July 1, 2020 except for positions otherwise prescribed by law.

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

Management Salaried Personnel
Effective July 1, 2020

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	56,289	57,498	58,735	59,997	61,287	62,605	63,952	65,327	66,730	68,167	69,631	71,127	72,658	74,220
23	58,734	59,996	61,288	62,604	63,952	65,327	66,730	68,167	69,630	71,127	72,658	74,219	75,814	77,445
24	61,286	62,603	63,950	65,326	66,729	68,164	69,629	71,126	72,656	74,218	75,813	77,444	79,108	80,808
25	63,952	65,327	66,731	68,167	69,631	71,129	72,658	74,220	75,815	77,447	79,110	80,810	82,550	84,323
26	66,732	68,169	69,632	71,130	72,661	74,221	75,816	77,448	79,111	80,812	82,551	84,325	86,140	87,990
27	69,630	71,127	72,657	74,219	75,814	77,445	79,109	80,808	82,546	84,321	86,137	87,987	89,878	91,810
28	72,491	74,049	75,640	77,267	78,929	80,626	82,358	84,130	85,938	87,786	89,673	91,602	93,570	95,582
29	75,444	77,064	78,722	80,414	82,143	83,909	85,714	87,557	89,439	91,362	93,327	95,333	97,381	99,474
30	78,703	80,394	82,123	83,890	85,693	87,536	89,417	91,340	93,305	95,310	97,359	99,453	101,591	103,775
31	81,925	83,688	85,487	87,324	89,201	91,120	93,079	95,080	97,124	99,211	101,345	103,524	105,751	108,024
32	85,289	87,122	88,995	90,906	92,862	94,859	96,900	98,981	101,110	103,283	105,504	107,772	110,089	112,456
33	88,795	90,705	92,656	94,647	96,682	98,760	100,883	103,053	105,269	107,532	109,844	112,205	114,617	117,084
34	92,458	94,447	96,476	98,552	100,670	102,834	105,044	107,306	109,610	111,966	114,375	116,833	119,346	121,912
35	96,274	98,344	100,457	102,617	104,822	107,077	109,380	111,731	114,134	116,587	119,093	121,654	124,270	126,941
36	109,637	111,993	114,402	116,863	119,375	121,941	124,562	127,241	129,977	132,772	135,627	138,543	141,522	
86	123,450	126,534	129,698	132,941	136,264	137,538	141,663							
87	126,534	129,698	132,941	136,264	138,743	142,905								
88	108,719	110,932	113,195	115,507	117,864	120,271	122,720	125,228	127,784	130,396	133,052	137,044	141,157	145,391
96	123,450	126,534	129,698	132,941	138,304	137,538	141,663							
97	126,534	129,698	132,941	136,264	138,743	142,905								
98	108,719	110,932	113,195	115,507	117,864	120,271	122,720	125,228	127,784	130,396	133,052	137,044	141,157	145,391
197	127,636	130,825	134,096	137,448	139,950	144,148								

Non-Management Salaried Personnel (AFSCME)
Effective July 1, 2020

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	30,008	30,937	31,892	32,906	33,921	34,790	35,496	36,142	36,957
2	30,772	31,723	32,704	33,746	34,790	35,496	36,142	36,957	37,877
3	31,393	32,363	33,363	34,436	35,496	36,142	36,957	37,877	38,856
4	31,963	32,951	33,970	35,059	36,142	36,957	37,877	38,856	39,721
5	32,681	33,694	34,735	35,844	36,957	37,877	38,856	39,721	40,805
6	33,499	34,535	35,603	36,742	37,877	38,856	39,721	40,805	41,829
7	34,373	35,436	36,530	37,690	38,856	39,721	40,805	41,829	42,971
8	35,129	36,216	37,337	38,529	39,721	40,805	41,829	42,971	44,213
9	36,095	37,212	38,362	39,582	40,805	41,829	42,971	44,213	45,569
10	36,997	38,141	39,322	40,579	41,829	42,971	44,213	45,569	46,982
11	38,005	39,179	40,391	41,681	42,971	44,213	45,569	46,982	48,445
12	39,110	40,320	41,566	42,886	44,213	45,569	46,982	48,445	50,131
13	40,309	41,556	42,840	44,205	45,569	46,982	48,445	50,131	51,640
14	41,559	42,844	44,167	45,569	46,982	48,445	50,131	51,640	53,379
15	42,852	44,177	45,544	46,997	48,445	50,131	51,640	53,379	55,002
16	44,333	45,704	47,118	48,624	50,131	51,640	53,379	55,002	56,905
17	45,675	47,088	48,544	50,090	51,640	53,379	55,002	56,905	59,183
18	47,210	48,667	50,174	51,776	53,379	55,002	56,905	59,183	61,615
19	48,644	50,147	51,696	53,353	55,002	56,905	59,183	61,615	64,107
20	50,331	51,885	53,489	55,198	56,905	59,183	61,615	64,107	66,717
21	52,339	53,958	55,627	57,403	59,183	61,615	64,107	66,717	69,484
110	32,314	40,391	41,681	42,971	44,213	45,569	46,982	48,445	49,897
150	36,434	45,544	46,997	48,445	50,131	51,640	53,379	55,002	56,655
170	38,837	48,544	50,090	51,640	53,379	55,002	56,905	59,183	60,961
180	40,138	50,174	51,776	53,379	55,002	56,905	59,183	61,615	63,465
190	41,357	51,696	53,353	55,002	56,905	59,183	61,615	64,107	66,028
200	42,792	53,489	55,198	56,905	59,183	61,615	64,107	66,717	68,715
210	53,958	55,627	57,403	59,183	61,615	64,107	66,717	69,483	71,567

PERSONNEL SUMMARY
SALARY SCHEDULES

Non-Management Salaried Personnel (Confidential)
Effective July 1, 2020

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1C	29,420	30,330	31,267	32,261	33,256	34,108	34,800	35,433	36,232
2C	30,169	31,101	32,063	33,084	34,108	34,800	35,433	36,232	37,134
3C	30,777	31,728	32,709	33,761	34,800	35,433	36,232	37,134	38,094
4C	31,336	32,305	33,304	34,372	35,433	36,232	37,134	38,094	38,942
5C	32,040	33,033	34,054	35,141	36,232	37,134	38,094	38,942	40,005
6C	32,842	33,858	34,905	36,022	37,134	38,094	38,942	40,005	41,009
7C	33,699	34,741	35,814	36,951	38,094	38,942	40,005	41,009	42,128
8C	34,440	35,506	36,605	37,774	38,942	40,005	41,009	42,128	43,346
9C	35,387	36,482	37,610	38,806	40,005	41,009	42,128	43,346	44,675
10C	36,272	37,393	38,551	39,783	41,009	42,128	43,346	44,675	46,061
11C	37,260	38,411	39,599	40,864	42,128	43,346	44,675	46,061	47,495
12C	38,343	39,529	40,751	42,045	43,346	44,675	46,061	47,495	49,148
13C	39,519	40,741	42,000	43,338	44,675	46,061	47,495	49,148	50,627
14C	40,744	42,004	43,301	44,675	46,061	47,495	49,148	50,627	52,332
15C	42,012	43,311	44,651	46,075	47,495	49,148	50,627	52,332	53,924
16C	43,464	44,808	46,194	47,671	49,148	50,627	52,332	53,924	55,789
17C	44,779	46,165	47,592	49,108	50,627	52,332	53,924	55,789	58,023
18C	46,284	47,713	49,190	50,761	52,332	53,924	55,789	58,023	60,407
19C	47,690	49,164	50,682	52,307	53,924	55,789	58,023	60,407	62,850
20C	49,344	50,868	52,440	54,116	55,789	58,023	60,407	62,850	65,409
21C	51,313	52,900	54,536	56,277	58,023	60,407	62,850	65,409	68,122

Weekly and Hourly Personnel
Effective July 1, 2020

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	17.39	17.92	18.48	19.11	19.69	20.11	20.57	21.14	21.70
41	17.96	18.52	19.09	19.69	20.28	20.75	21.52	21.75	22.53
42	18.63	19.20	19.80	20.46	21.15	21.70	22.20	22.95	23.51
51	15.19	15.66	16.13	16.58	17.05	17.40	17.72	17.97	18.29
52	15.39	15.88	16.36	16.89	17.40	17.72	17.97	18.29	18.73
53	15.61	16.09	16.59	17.15	17.72	17.97	18.29	18.73	19.15
54	15.91	16.41	16.91	17.43	17.97	18.29	18.73	19.15	19.57
55	16.19	16.67	17.20	17.79	18.29	18.73	19.15	19.57	20.03
56	16.54	17.05	17.57	18.25	18.73	19.15	19.57	20.03	20.37
57	16.94	17.45	18.00	18.62	19.15	19.57	20.03	20.37	21.14
58	17.29	17.82	18.36	18.97	19.57	20.03	20.37	21.14	21.52
59	17.71	18.26	18.81	19.39	20.03	20.37	21.14	21.52	22.15
60	18.02	18.57	19.15	19.77	20.37	21.14	21.52	22.15	22.65
61	18.62	19.19	19.79	20.45	21.14	21.52	22.15	22.65	23.42
62	19.04	19.62	20.24	20.82	21.52	22.15	22.65	23.42	24.04
63	19.56	20.18	20.79	21.52	22.15	22.65	23.42	24.04	24.76
64	20.06	20.69	21.31	22.02	22.65	23.42	24.04	24.76	25.48
65	20.75	21.38	22.04	22.73	23.42	24.04	24.76	25.48	26.24
66	16.72	17.22	17.78	18.28	18.86	20.03			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	145.55	150.04	154.69					
69	175.85	181.29	186.88	198.81	210.70	222.65	229.27	235.89
70	187.03	192.80	198.60	205.30	211.55	218.86		
71	203.63	210.50	217.34	224.19	231.02	237.87		

PERSONNEL SUMMARY
SALARY SCHEDULES

Uniformed Police Personnel
Effective July 1, 2018

Bracket	Step 1	Step 2	Step 3	Step 4	Step 5
90	47,537	58,647	68,988	79,096	83,010
191			89,128	94,533	
92			89,643	95,048	
94			101,369	107,482	
95			114,382	121,281	

Uniformed Fire Personnel
Effective July 1, 2020

Bracket	Start	Step 1A	Step 1B	Step 2	Step 3	Step 4	FI-1	FI-2	FI-3
80	46,302	51,713	57,124	67,198	77,042	80,856	82,474	84,092	87,325
82					88,219	92,582			
84					99,754	104,690			
85					112,563	118,132			

Non-Uniformed Fire Personnel
Effective July 1, 2020

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	47,590	49,062	50,895	52,716	54,564	56,399	58,232	60,068	61,903	63,736
75	49,969	51,514	53,504	55,491	57,479	59,468	61,456	63,445	65,432	67,421
78	53,542	55,198	58,152	61,108	64,061	67,016	69,971	72,925	75,880	78,835

Operating Engineers
Effective July 1, 2020

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	Asst. HVAC Engineer Trainee	18.65	19.20	19.79	21.18	21.81
150	Asst. HVAC Engineer	27.39	28.21	29.10	31.17	32.12
151	HVAC Engineer	28.51	29.37	30.27	32.44	33.43
152	Lead HVAC Engineer	30.68	31.63	32.60	34.87	36.03
153	Supervising HVAC Engineer	33.05	34.08	35.10	37.57	38.80

Fixed Salary Rates

Effective July 1, 2020 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	46,507
Council Member*	36,507
Mayor*	152,143
Deputy Mayor	147,879
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 2020.

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 2018.

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, 2020

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	23.20	23.92	24.71	25.47	25.98	26.50
Class 5 Truck Driver	N085	18.43	19.00	19.60	20.22	20.62	21.04
Cleaner Library	N015	15.69	16.19	16.71	17.24	17.58	17.91
Clerk II Library	N095	18.89	19.47	20.10	20.73	21.14	21.57
Clerk III with Typing Library	N075	17.99	18.54	19.12	19.72	20.13	20.52
Clerk Typist Library	N035	16.44	16.94	17.46	18.03	18.41	18.75
Digital Media Associate	N145	21.76	22.41	23.18	23.88	24.35	24.86
Duplicating Operator	N065	17.52	18.06	18.63	19.27	19.63	20.02
Graphic Assistant	N145	21.76	22.41	23.18	23.88	24.35	24.86
Historical Researcher	N185	24.05	24.80	25.57	26.37	27.19	28.03
Librarian I	N185	24.05	24.80	25.57	26.37	27.19	28.03
Librarian II	N195	25.46	26.26	27.09	27.95	28.51	29.08
Library Assistant	N145	21.76	22.41	23.18	23.88	24.35	24.86
Mail Room Clerk	N095	18.89	19.47	20.10	20.73	21.14	21.57
Maintenance Worker	N575	17.59	18.13	18.70	19.28	19.87	20.28
Materials Processor	N035	16.44	16.94	17.46	18.03	18.41	18.75
Retrieval Room Aide (7/1/20-12/30/20)	N304	12.04	12.41	12.80	13.21	13.49	13.78
Retrieval Room Aide (12/31/20 - 6/30/21)	N304	12.50	12.50	12.80	13.21	13.49	13.78
Security Guard Library	N015	15.69	16.19	16.71	17.24	17.58	17.91
Shipping Aide (7/1-12/30/20)	N402	12.04	12.41	12.80	13.21	13.49	13.78
Shipping Aide (12/31/20 - 6/30/21)	N402	12.50	12.50	12.80	13.21	13.49	13.78
Sr. Retrieval Room Aide	N305	15.68	16.18	16.65	17.21	17.54	17.88
Youth Services Assistant	N075	17.99	18.54	19.12	19.72	20.13	20.52
Youth Services Coordinator	N145	21.76	22.41	23.18	23.88	24.35	24.86

AFSCME PART TIME
Effective July 1, 2020

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E
Accountant	N717	24.60	25.37	26.14	26.98	27.82
Administrative Analyst	N720	27.11	27.95	28.81	29.73	30.65
Animal Care Tech	P702	14.50	14.95	15.42	15.91	16.40
Animal Care Tech II	P706	15.79	16.28	16.78	17.32	17.85
Auto Aide	P758	16.95	17.47	18.00	18.60	19.19
Cemetery Service Rep	N711	20.47	21.11	21.76	22.45	23.15
Cemetery Worker	P757	16.61	17.11	17.65	18.25	18.77
Cleaner	P701	14.14	14.59	15.03	15.51	15.99
Clerk II	N709	19.44	20.05	20.67	21.32	21.98
Clerk III/Typing	N707	18.52	19.09	19.68	20.30	20.93
Clerk Typist	N703	16.91	17.44	17.97	18.55	19.13
Code Enforcement Inspector	P761	18.25	18.81	19.40	20.05	20.73
Code Enforcement Officer	P721	24.66	25.44	26.21	27.06	27.90
Code Enforcement Officer Trainee	P718	22.25	22.94	23.65	24.40	25.16
Communications Aide	N716	23.88	24.61	25.39	26.19	27.01
Communications Research Assistant	N812	18.43	19.01	19.59	20.22	20.84
Counseling Specialist	N718	25.43	26.22	27.03	27.89	28.75
Dispatcher I /OEC	N715	17.17	21.46	22.15	22.84	23.63
Dispatcher II / OEC	N817	18.31	22.88	23.61	24.35	25.14
Grants Support Associate	N713	21.72	22.39	23.08	23.81	24.55
Ground Equipment Operator	P756	16.22	16.72	17.23	17.89	18.36
Maintenance Mechanic	P760	17.67	18.21	18.77	19.38	19.97
Microfilm Equipment Operator	N706	18.04	18.60	19.18	19.79	20.40
Office Automation Specialist	N717	24.60	25.37	26.14	26.98	27.82
Parking Enforcement Officer	P710	17.44	17.98	18.53	19.13	19.72
Parking Equipment Mechanic	P710	17.44	17.98	18.53	19.13	19.72
Police Evidence Tech	P716	23.88	24.61	25.39	26.19	27.01
Principal Engineering Technician	N718	25.43	26.22	27.03	27.89	28.75
Project Assistant	N712	21.07	21.73	22.39	23.09	23.82
Property Conservation Inspector	P718	22.25	22.94	23.65	24.40	25.16
Receptionist Typist	N706	18.04	18.60	19.18	19.79	20.40
Secretary	N711	20.47	21.11	21.76	22.45	23.15
Security Guard	P752	15.09	15.57	16.04	16.56	17.06
Service Representative	N812	18.43	19.01	19.59	20.22	20.84
Service Representative Bilingual	N812	18.43	19.01	19.59	20.22	20.84
Senior Maintainance Mechanic	P762	18.67	19.24	19.84	20.41	21.10
Senior Maintainance Mechanic Bldg	P765	20.34	20.96	21.61	22.28	22.96
Telecommunicator	N810	15.23	19.04	19.65	20.25	20.84
Veterinary Technician	P710	17.44	17.98	18.53	19.13	19.72
Vicitim Assistance Counselor	N714	22.39	23.08	23.79	24.55	25.31
Wage & Hour Investigator	N716	23.88	24.61	25.39	26.19	27.01
Water Quality Lab Tech	P720	23.72	24.46	25.21	26.02	26.82

PERSONNEL SUMMARY
SALARY SCHEDULES

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2020

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	170	24.60	25.37	26.14	26.98	27.82	
Administrative Analyst	200	27.11	27.95	28.80	29.73	30.65	35.93
Administrative Assistant	160	23.88	24.62	25.38	26.19	27.00	30.65
Administrative Secretary	130	21.72	22.39	23.07	23.82	24.55	27.82
Assistant Beach Manager	840	16.97	17.53	17.99			
Assistant Pool Manager	840	16.97	17.53	17.99			
Assistant Summer Program Coordinator	459	12.40					
Assistant Supervisor of Markets	417	17.66	18.25	18.77			
Auto Aide	058	16.95	17.47	18.00	18.60	19.19	19.64
Beach Lifeguard	826	12.38	12.84	13.37			
Beach Lifeguard Captain	836	15.93	16.39	16.93			
Beach Lifeguard Lieutenant	831	14.16	14.62	15.13			
Beach Manager	850	20.97					
Building Maintenance Helper	528	15.09	15.57	16.04	16.56	17.06	
Cemetery Crew Leader	455	14.07					
Cemetery Service Representative	110	20.47	21.11	21.76	22.45	23.15	26.09
Cemetery Worker	578	16.61	17.11	17.65	18.25	18.77	
Cleaner	018	14.14	14.59	15.03	15.51	15.99	
Clerical Aide	350	13.97					
Clerk II	090	19.44	20.05	20.67	21.32	21.98	24.55
Clerk III	070	18.52	19.09	19.68	20.30	20.93	23.15
Clerk Typist	030	16.91	17.44	17.97	18.55	19.13	
College Junior Intern	452	14.77	16.52				
Crew Chief Seasonal	360	17.74					
Day Camp Supervisor	460	16.63					
Dispatcher	648	19.67	20.28	20.89	21.59	22.21	24.98
Engineering Intern Seasonal	408	14.77	16.52				
Exam Proctor (7/1/20 - 12/30/20)	358	11.80	11.95	12.70			
Exam Proctor (12/31/20 - 6/30/21)	358	12.40	12.40	12.70			
Fire Protection Gear Repairer	298	36.27	37.05	37.84	38.66	39.49	40.34
Firefighter Trainee (7/1/20 - 12/30/20)	354	11.80					
Firefighter Trainee (12/31/20 - 6/30/21)	354	12.50					
Forestry Worker	618	18.25	18.81	19.40	20.05	20.73	
Graduate Intern	463	17.84					
Ground Equipment Operator	362	16.22					
Grounds Worker	451	12.26					
IT Intern	408	14.77	16.52				
Laborer (7/1/20 - 12/30/20)	456	11.80					
Laborer (12/31/20 - 6/30/21)	456	12.50					
Legislative Aide	160	23.88	24.62	25.38	26.19	27.00	30.65
Legislative Clerk	070	18.51	19.08	19.68	20.30	20.93	23.14
Library Page (7/1/20 - 12/30/20)	401	11.80	11.80	11.80	11.80		
Library Page (12/31/20 - 6/30/21)	401	12.50	12.50	12.50	12.50		
Lifeguard (7/1/20-12/30/20)	825	12.00	12.44	12.96			
Lifeguard (12/31/20-6/30/21)	825	12.50	12.50	12.96			
Lifeguard Captain	835	15.53	15.99	16.53			
Lifeguard Lieutenant	830	13.76	14.22	14.75			
Literacy Aide (7/1/20 - 12/30/20)	403	11.80	11.80	11.80			
Literacy Aide (12/31/20 - 6/30/21)	403	12.50	12.50	12.50			

Part time, Temporary, and Seasonal Personnel (continued)

Effective July 1, 2020

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Operations Worker	418	17.61	18.16	18.72	19.30	19.88	
Parks Operations Supervisor	198	19.49	24.37	25.14	25.93	26.83	31.12
Parks Operations Worker	418	17.61	18.16	18.72	19.30	19.88	
Pool Attendant	457	13.20					
Principal Engineering Technician	180	25.43	26.21	27.03	27.90	28.75	
Project Assistant Seasonal	120	21.07	21.73	22.39	23.09	23.82	
Public Safety Aide	445	21.03	21.65	22.27			
Recreation Assistant (7/1/20 - 12/30/20)	815	11.80					
Recreation Assistant (12/31/20 - 6/30/21)	815	12.50					
Recreation Leader	300	19.44	20.04	20.67	21.32	21.98	
Rink Aide (7/1/20 - 12/30/20)	448	11.80					
Rink Aide (12/31/20 - 6/30/21)	448	12.50					
Rink Manager	446	14.54					
School Traffic Officer (7/1/20-12/30/20)	459	12.40					
School Traffic Officer (12/31/20-6/30/21)	459	12.50					
School Traffic Officer II	458	14.44					
Secretary	110	20.47	21.11	21.76	22.45	23.15	
Security Guard	528	15.09	15.57	16.04	16.56	17.06	
Service Representative	128	18.43	19.01	19.59	20.22	20.84	
Service Representative Bilingual	128	18.43	19.01	19.59	20.22	20.84	
Sr. Maintenance Mechanic/Mason	065	20.34	20.96	21.61	22.28	22.96	
Sr. Operations Worker	062	18.67	19.24	19.84	20.41	21.10	21.72
Sr. Recreation Assistant	810	15.58					
Summer Program Clerk (7/1/20 - 12/30/20)	454	11.80					
Summer Program Clerk (12/31/21 - 6/30/21)	454	12.50					
Summer Program Coordinator	325	20.84					
Water Maintenance Worker	598	17.36	17.90	18.44			
Youth Worker (7/1/20 - 12/30/20)	400	11.80					
Youth Worker (12/31/20 - 6/30/21)	400	12.50					

Rochester City School District

Board of Education

President
Van Henri White

Vice President
Cynthia Elliott

Members
Ricardo Adams
Beatriz LeBron
Amy Maloy
Willa Powell
Natalie Sheppard

Deputy Superintendent of Schools
Lynda Quick

May 12, 2020

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

Rochester City Council
City Hall
30 Church Street
Rochester, NY 14614

Dear Mayor Warren, President Scott, Vice-President Lightfoot and Councilmembers:

On May 7, 2020, the Board of Education adopted a budget of $927,587,824 to fund the Rochester City School District for fiscal year 2020-21.

This has been one of the most challenging budget seasons for the Rochester City School District. The Board and District Administration have not only grappled with an unprecedented budget deficit, but also the Covid-19 pandemic, and the unforeseen departure of the Superintendent. In the last eleven months, the RCSD has closed a $152-million-dollar deficit. In the 2020 – 21 budget alone, the District has closed an $87-million-dollar deficit. Even with these challenges, based on State mandates, more changes may be required in the near future. This budget allows the District to fund our priorities and move closer to fiscal stability. It furthers our efforts to allocate resources more efficiently and effectively to better serve Rochester children. Additionally, the budget continues our commitment to a process that improves opportunities for our students, staff and families.

Specific changes supported in the budget include:

- Full-day Pre-Kindergarten for over 90 percent of four-year-olds next year, that includes a return of 215 seats to Community Based Organizations (CBOs) in response to community and Board input
- Provision of instructional coaches to support the rollout of the new Reading Program and Next Generation Learning Standards
- Efficiencies realized through school closures based on a reassessment of student enrollment and facilities usage, which will result in greater fiscal responsibility

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- Efficiencies of over $3 million were realized in Central Office Reductions
- Continued Special Education Services that will provide options available for students with disabilities, and respond to the suggestions by the Committee on Special Education (CSE)

Programs and priorities being funded reflect the recommendations of stakeholders across the District. This includes public participation and input via several public statements in-person, in writing, and via Zoom at various budgetary events, and through additional special meetings convened by the Board of Education. Our District is moving with a sense of urgency to improve student achievement, and to ensure that the values set forth in the Board priorities reflect the District's mission to provide all students equitable access to a high quality education and graduate students who are prepared to become productive members of society. We are committed to supporting cultural and linguistic diversity, deep student engagement, and the pursuit of lifelong learning.

We appreciate the City's support for our budget, and the many other ways in which we collaborate to serve Rochester children and families. It is our hope that by working together, we will ensure that every student succeeds to the best of his or her ability.

Sincerely,

Van Henri White
President, Board of Education

Lynda Quick
Deputy Superintendent of Schools

Rochester City School District
Board of Education

Van Henri White, President
Cynthia Elliott, Vice President
Ricardo Adams
Beatriz LeBron
Amy Maloy
Willa Powell
Natalie Sheppard

Marisol O. Ramos Lopez
District Clerk
(585) 262-8525
Marisol.Lopez@rcsdk12.org

Certified Resolution: Special Meeting: May 7, 2020

Resolution No. 2019-20: 878

An AMENDMENT to Resolution 878 was made by Vice President Elliott so as to ensure that the Department of Law reports to the General Counsel and that the General Counsel reports jointly to the Board and the Superintendent. Seconded by Commissioner LeBron. Amendment passes 7-0.

By Member of the Board Commissioner Maloy

Resolved, That the Board of Education of the Rochester City School District, pursuant to Section 2576 of New York State Education Law, hereby approves and adopts the Budget estimates for the 2020-21 fiscal year as follows:

General Fund Revenues:

$648,299,964	New York State
$119,100,000	City of Rochester
$ 2,100,000	Federal Medicaid
$ 11,178,000	Local
$ 0	Appropriated Fund Balance
$780,677,964	**Total General Fund**

Grants and Special Aid Fund Revenues:
$122,360,860

School Food Service Fund Revenues:
$ 24,549,000

$927,587,824 **Total Revenues**

Appropriations for All Funds:	
$316,175,784	Salary Compensation
$ 33,542,965	Other Compensation
$178,060,510	Employee Benefits
$189,631,130	Fixed Obligations
$ 82,238,315	Debt Service
$ 3,787,008	Cash Capital Outlays
$ 40,562,205	Facilities and Related
$ 3,088,178	Technology
$ 72,136,890	All Other Variable Expenses
$ 364,839	Contingency Fund
$ 8,000,000	Deficit Reduction Fund
$927,587,824	**Total Appropriations**

And be it further Resolved, to the extent any provision of a prior Resolution or Policy of the District is inconsistent with a provision of the said Budget estimates, said prior Resolution or Policy provision will be deemed suspended for the 2020-21 fiscal year;

And be it further Resolved, that the District Chief Financial Officer, in consultation with the Deputy Superintendent, is authorized and directed to prepare the necessary documentation to implement this Resolution.

Seconded by Member of the Board Commissioner Adams.

Roll Call Vote as amended:

President White	YES
Vice President Elliott	YES
Commissioner Adams	YES
Commissioner LeBron	NO
Commissioner Maloy	YES
Commissioner Powell	YES
Commissioner Sheppard	YES

Adopted 6-1, as amended with Commissioner LeBron dissenting.

I, Marisol O. Ramos-Lopez, 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 7th of May, 2020, 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 8th day of May, 2020.

Marisol O. Ramos-Lopez, District Clerk

Districtwide Budget Summary

- 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

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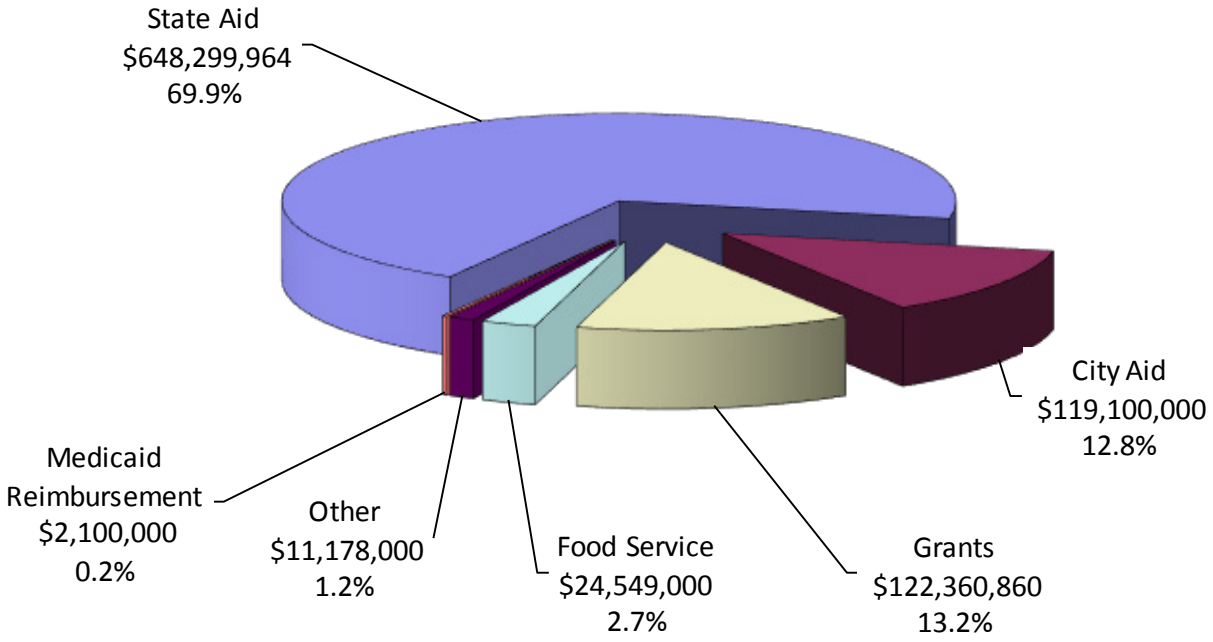
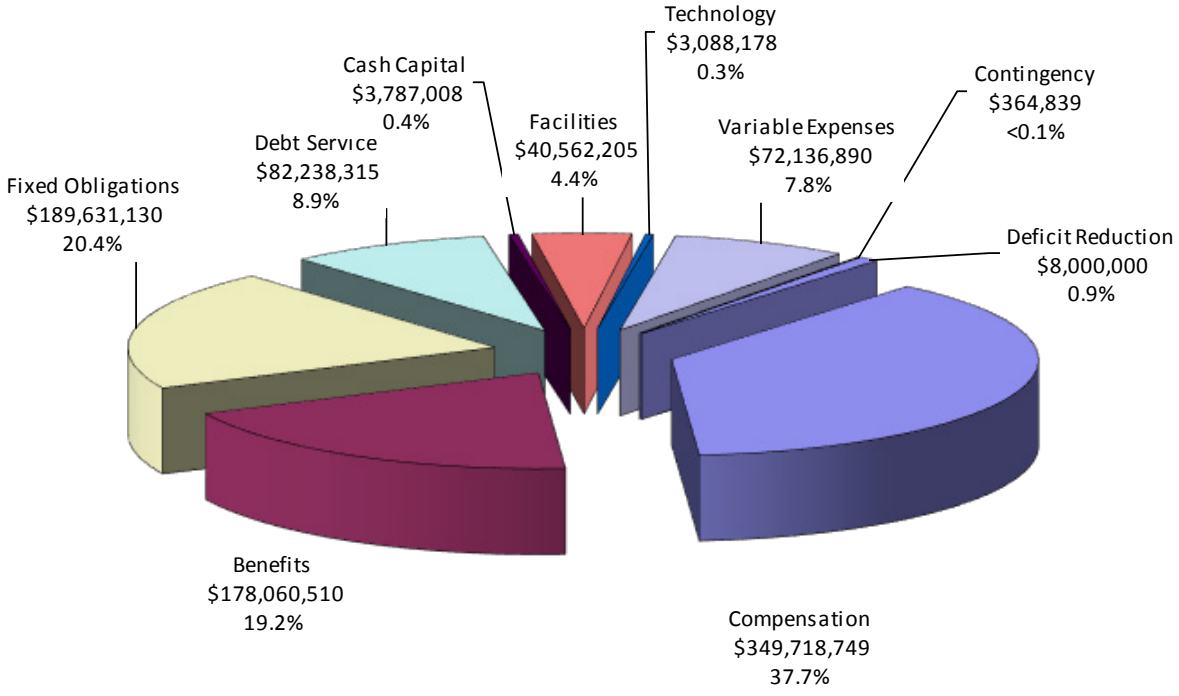
Revenue Summary - All Funds
$927,587,824



Expenditure Summary - All Funds
$927,587,824



Revenue Summary (All Funds)

	2018-2019 Actual	2019-2020 Adopted	2019-2020 Amended	2020-2021 Proposed	$ Variance Increase / (Decrease)
GENERAL FUND					
State Aid					
Foundation Aid	$439,837,705	$447,476,873	$447,461,596	$447,461,596	$ -
Special Services Aid	10,905,263	10,567,650	10,669,274	10,759,062	89,788
Special Education - Public High Cost Aid	8,671,459	9,135,889	9,135,889	8,854,209	(281,680)
Special Education - Private Excess Cost Aid	8,608,754	10,022,267	10,022,267	9,296,251	(726,016)
Transportation Aid	68,900,311	72,307,139	69,053,604	72,220,932	3,167,328
Computer Hardware Aid	534,199	688,882	606,165	628,791	22,626
Textbook Aid	2,014,344	1,980,748	1,986,558	1,942,812	(43,746)
Software Aid	499,029	495,170	495,524	445,340	(50,184)
Library Aid	208,206	215,373	206,743	185,806	(20,937)
Charter School Transitional Aid	13,210,428	10,741,940	10,676,256	5,094,180	(5,582,076)
Charter School Supplemental Basic Tuition Aid	5,630,000	6,058,000	6,001,000	6,245,000	244,000
Total - Recurring State Aid	**559,019,698**	**569,689,931**	**566,314,876**	**563,133,979**	**(3,424,897)**
Building Aid					
Building Aid	57,587,228	77,578,431	75,270,588	84,742,971	9,472,383
Total - Building Aid	**57,587,228**	**77,578,431**	**75,270,588**	**84,742,971**	**9,472,383**
Other State Revenues					
Ch 47, 66, 721 Tuition - Alternative Residential	762,988	580,000	580,000	300,000	(280,000)
Chapter 348 Tuition - Nonresident Homeless	236,611	500,000	500,000	300,000	(200,000)
NYS Legislative Appropriation	1,225,000	1,200,000	1,700,000	1,200,000	(500,000)
Incarcerated Youth Aid	923,321	2,000,000	1,300,000	1,000,000	(300,000)
Total - Other State Revenues	**3,147,920**	**4,280,000**	**4,080,000**	**2,800,000**	**(1,280,000)**
State Aid Adjustments					
Prior Year Aid - $20M Spin Up Loan Payment	(666,667)	(666,667)	(666,667)	(666,667)	-
2019-20 $35M Spin Up Loan Payment	-	-	-	(1,166,667)	(1,166,667)
Local Share Deduction for Certain Students	**(679,763)**	**(543,653)**	**(543,653)**	**(543,653)**	**-**
Total - Prior Year State Aid Adjustments	(1,346,430)	(1,210,320)	(1,210,320)	(2,376,986)	(1,166,667)
Total - New York State Revenue	**618,408,416**	**650,338,042**	**644,455,144**	**648,299,964**	**3,844,819**
City of Rochester Aid					
City of Rochester Aid	119,100,000	119,100,000	119,100,000	119,100,000	-
Total - City Revenue	**119,100,000**	**119,100,000**	**119,100,000**	**119,100,000**	**-**
Federal - Medicaid					
Federal - Medicaid	2,900,756	2,100,000	2,100,000	2,100,000	-
Total - Federal Medicaid Revenue	**2,900,756**	**2,100,000**	**2,100,000**	**2,100,000**	**-**

	2018-2019 Actual	2019-2020 Adopted	2019-2020 Amended	2020-2021 Proposed	$ Variance Increase / (Decrease)
Other Local Revenue					
Nonresident Tuition	1,277,268	1,067,926	1,067,926	1,300,000	232,074
Health Services Revenue	1,136,492	1,750,740	1,750,740	1,100,000	(650,740)
Rental and Use of Buildings	72,643	275,000	275,000	100,000	(175,000)
Curriculum Based Programs	60,045	35,000	35,000	70,000	35,000
Sale of Obsolete Equipment	85,258	75,000	75,000	85,000	10,000
Stop Loss Reimbursement for Self-insurance	2,954,789	850,000	2,350,000	2,165,000	(185,000)
Recycling Revenue	62,663	-	-	60,000	60,000
Prior Years Refunds	3,273,522	200,000	200,000	1,000,000	800,000
Student and Other Fees	33,061	60,000	60,000	30,000	(30,000)
E-Rate Revenue	517,079	968,285	468,285	500,000	31,715
Earnings - General Fund Investments	365,057	75,000	75,000	200,000	125,000
Premiums on Obligations	-	-	736,000	500,000	(236,000)
Miscellaneous Revenue	749,846	340,568	340,568	700,000	359,432
Indirect Costs	3,306,045	3,067,868	3,067,868	3,368,000	300,132
Earnings - Capital Fund Premium and Interest	3,964,700	-	-	-	-
RJSCB QSCB Subsidies & Capitalized Interest [1]	9,682,596	2,268,386	5,806,191	-	(5,806,191)
Total Other Local Revenue	**27,541,063**	**11,033,773**	**16,307,578**	**11,178,000**	**(5,129,578)**
Appropriated Fund Balance for General Fund	-	8,000,000	-	-	-
TOTAL GENERAL FUND REVENUE	**767,950,235**	**790,571,815**	**781,962,722**	**780,677,964**	**(1,284,759)**
GRANT & SPECIAL AID FUNDS					
State Sources					
Universal Pre-Kindergarten	20,591,102	34,823,720	35,192,334	36,188,959	996,625
Other State Source Grants	44,275,832	25,641,619	25,555,675	22,285,004	(3,270,671)
Total - State Grant Sources	**64,866,934**	**60,465,339**	**60,748,009**	**58,473,963**	**(2,274,046)**
Federal Sources					
Formula (Recurring)	39,976,144	42,348,960	51,127,049	50,727,233	(399,816)
One-Time Grants (Competitive) [2]	7,678,493	6,606,655	7,494,610	5,726,848	(1,767,762)
Total - Federal Sources	**47,654,637**	**48,955,615**	**58,621,659**	**56,454,081**	**(2,167,578)**
Other Local Sources	3,932,025	6,606,306	8,165,269	7,432,816	(732,453)
TOTAL GRANT & SPECIAL AID FUND REVENUE	**116,453,596**	**116,027,260**	**127,534,937**	**122,360,860**	**(5,174,077)**

	2018-2019 Actual	2018-2019 Adopted	2019-2020 Amended	2020-2021 Proposed	$ Variance Increase / (Decrease)
SCHOOL FOOD SERVICE FUND					
NYS Free & Reduced Price Reimbursement	525,013	600,000	600,000	544,000	(56,000)
Federal Free & Reduced Price Reimbursement	19,414,970	20,905,000	20,905,000	21,220,000	315,000
Federal Surplus Food Revenue	1,408,898	1,100,000	1,100,000	1,360,000	260,000
Summer Food Service Revenue	684,143	850,000	850,000	350,000	(500,000)
Other Cafeteria Sales	117,866	100,000	100,000	10,000	(90,000)
Miscellaneous Revenue	278,706	100,000	100,000	20,000	(80,000)
Prior Year Refunds	482,881	-	-	-	-
Fresh Fruit & Vegetable Program	976,858	1,045,000	1,045,000	1,045,000	-
TOTAL SCHOOL FOOD SERVICE FUND REVENUE	**23,889,336**	**24,700,000**	**24,700,000**	**24,549,000**	**(151,000)**
GRAND TOTAL REVENUE - ALL FUNDS	**$908,293,167**	**$931,299,075**	**$934,197,659**	**$927,587,824**	**$(6,609,836)**

(1) Federal QSCB subsidies and capitalized interest revenue will be recorded in the Debt Service Fund in 2020-21. The interfund transfer for Debt Service that is budgeted as a General Fund expenditure represents the net amount needed to make bond payments after accounting for these projected revenues.

(2) Title I 1003 Basic was a 'One-Time Grant (Competitive)' in the 2019-20 Original Budget but changed to 'Formula (Recurring)' for all other reporting.

GENERAL FUND REVENUE SUMMARY ANALYSIS

NEW YORK STATE AID	2020-21 Proposed Budget
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.	$447,461,596
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.	$10,759,062
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.	$8,854,209
SPECIAL EDUCATION – PRIVATE EXCESS COST AID Excess Cost Aid is provided for students with disabilities placed in private special education settings such as Mary Cariola Children's Center. This aid is based upon approved costs, attendance and level of service.	$9,296,251
TRANSPORTATION AID This aid provides up to 90% of the district has approved transportation expenses. Non-allowable expenses include: the transportation of non-handicapped pupils who live 1 1/2 miles or less from the school attended, and transportation for extra activities such as field trips, athletic trips, etc.	$72,220,932
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.	$628,791
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.	$2,573,958
CHARTER SCHOOL TRANSITIONAL AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.	$5,094,180
CHARTER SCHOOL SUPPLEMENTAL BASIC TUITION AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.	$6,245,000
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.	$84,742,971

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	$2,800,000
STATE AID ADJUSTMENTS This category represents adjustments for prior year aid monies owed to the district (including the $35M accelerated payment provided by the State in 2019-20, 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.	-$2,376,986

CITY AND FEDERAL REVENUE	2020-21 Proposed Budget
CITY OF ROCHESTER AID The City of Rochester funding includes the State funded STAR program.	$119,100,000
FEDERAL 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.	$2,100,000

OTHER LOCAL REVENUES	2020-21 Proposed Budget
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.	$1,300,000
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.	$1,100,000
RENTAL AND USE OF BUILDINGS This represents the fees charged to various groups for the use of buildings in accordance with district policy.	$100,000
CURRICULUM BASED PROGRAMS Revenue generated by student curriculum programs such as the Work Experience Program.	$70,000
SALES OF OBSOLETE EQUIPMENT This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.	$85,000

STOP LOSS REIMBURSEMENT FOR SELF INSURANCE 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.	$2,165,000
RECYCLING REVENUE The District receives revenue from the recycling of scrap materials.	$60,000
PRIOR YEARS REFUND This revenue accounts for refund of prior year expenditures.	$1,000,000
STUDENT AND OTHER FEES This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.	$30,000
E-RATE REVENUE Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.	$500,000
EARNINGS - GENERAL FUND INVESTMENTS This revenue from investments is earned by the district's cash management program.	$200,000
PREMIUMS ON OBLIGATIONS This revenue represents the premium on a revenue anticipation note (RAN) to support cash flow needs.	$500,000
MISCELLANEOUS REVENUE This represents revenues that do not fit in any other categories and are non-recurring.	$700,000
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.	$3,368,000
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. *Note: Beginning in 2020-21, this $4.5 million in projected revenue will be recorded in the Debt Service Fund instead of in the General Fund. This is offset by the reduction in the transfer from the General Fund for debt service expenditures.*	$0
APPROPRIATIONS FROM FUND BALANCE An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.	$0
GRAND TOTAL GENERAL FUND REVENUE	**$780,677,964**

GRANT REVENUE- ALPHABETICAL LISTING

Source	All Grants	2019-2020 Amended Budget	2020-2021 Budget	$ Change Inc/(Dec)
Federal	21st Century Comm Learn #9 #22	$1,200,000	$1,200,000	$ -
State	Certified Nurse Asst Prog	100,000	100,000	-
Local	CFC Career Pathways	100,000	100,000	-
Federal	Disconnected Youth	133,457	-	(133,457)
State	Early College HS Cohort 4	150,000	-	(150,000)
State	East High Optics	460,000	-	(460,000)
State	Employment Prep Ed (EPE)	3,483,232	3,483,232	-
State	Encompass: Resource For Learning	58,000	35,060	(22,940)
State	Extend Day/Violence Prev Elementary	350,000	350,000	-
State	Extend Day/Violence Prevention Secondary	350,000	350,000	-
State	Extended Learning Time	3,445,570	-	(3,445,570)
Local	Greater Roch Health District	366,694	170,634	(196,060)
Local	Hometown Grant	10,000	-	(10,000)
Federal	IDEA Preschool Serv & Sec 619	755,189	505,950	(249,239)
Federal	IDEA Support Serv & Sec 611	9,753,396	9,676,283	(77,113)
Federal	Impact Aid	10,000	10,000	-
State	Learning Technology District	200,000	200,000	-
State	MCDHS Admin Specialist	58,000	63,630	5,630
Federal	McKinney-Vento Homeless Youth	125,000	125,000	-
State	Mentor Teacher/Internship Prog	65,000	65,000	-
Federal	Model P20 Principal Pipeline Partnership	336,867	-	(336,867)
Local	Monroe County Careers	1,477,995	-	(1,477,995)
State	My Brothers Keeper Challenge	-	1,322,900	1,322,900
State	My Brothers Keeper FCEP	104,877	-	(104,877)
Federal	OTDA Making A Connection (MAC)	110,797	110,797	-
Federal	Perkins IV Adult Career & Tech	90,934	90,935	1
Federal	Perkins IV Secondary	525,000	525,000	-
State	Pre-K EPK4	368,614	-	(368,614)
State	Pre-K Universal	34,823,720	36,188,959	1,365,239
Local	Pre-School CPSE	819,500	1,105,000	285,500
Local	Pre-School ESY	110,000	140,000	30,000
Local	Pre-School Evaluations	843,100	758,250	(84,850)
Local	Pre-School Integrated Handicap	1,341,416	1,384,694	43,278
Local	Pre-School Related Services	1,380,430	1,852,220	471,790
Local	Pre-School S.E.I.T.	396,800	394,920	(1,880)
Local	Pre-School Special Class	1,199,539	1,423,320	223,781
Local	Primary Comet Admin #68	15,000	7,500	(7,500)
Local	Primary Project	96,278	96,278	-
Federal	PTECH - Pathways To Technology	453,533	453,533	-
State	Raise the Age	-	64,084	64,084
Federal	Refugee Social Svc Proj (RSSP)	287,019	-	(287,019)
Federal	Refugee Social Svc Proj (RSSP2)	528,831	528,831	-

State	School For Deaf Tuition	2,663,500	2,701,000	37,500
State	School Health Services	6,292,529	6,292,529	-
State	School Library Automation	9,346	9,346	-
State	School Library Automation Rollover	4,273	-	(4,273)
State	School Library Operations	93,461	93,461	-
State	School Library Operations Rollover	908	-	(908)
State	School Library Supp Rollover	9,848	-	(9,848)
State	School Library Supplemental	47,038	47,038	-
Federal	SIG #10	500,000	500,000	-
Federal	SIG #19	500,000	500,000	-
Federal	SIG #41	500,000	500,000	-
Federal	SIG #44	250,000	-	(250,000)
Federal	SIG #8	250,000	-	(250,000)
Federal	SIG IATHS	500,000	500,000	-
Federal	SIG NE	250,000	-	(250,000)
Local	Ski Club #20 Willmott Foundation	6,430	-	(6,430)
State	Smart Scholars Cohort 2 ECHS	112,369	-	(112,369)
State	Smart Scholars Cohort 3 ECHS	190,000	-	(190,000)
State	Summer Special Ed Prog (ESY)	6,100,000	5,900,000	(200,000)
State	Supportive Schools Grant (SSG)	100,000	100,000	-
State	Teacher Centers Rochester	206,224	206,224	-
State	Teachers of Tomorrow	901,500	901,500	-
Federal	Title I 1003 Basic New Funds	3,950,000	3,800,000	(150,000)
Federal	Title I 1003 Targeted Support	2,700,000	2,700,000	-
Federal	Title I Part A	27,136,804	27,850,000	713,196
Federal	Title I Part D	548,080	460,000	(88,080)
Federal	Title IIA High Quality Teach & Prin	3,335,544	2,900,000	(435,544)
Federal	Title III ELLs	648,448	600,000	(48,448)
Federal	Title IV Student Support Academic Enrichment	1,764,588	1,700,000	(64,588)
Local	Unite & Write Monroe	2,087	-	(2,087)
Federal	WIOA - Title II - Adult Basic Ed & Literacy Svcs	429,616	469,878	40,262
Federal	WIOA - Title II - IELCE	300,000	-	(300,000)
Federal	WIOA - Title II - Incarcerated	250,000	249,279	(721)
Federal	WIOA Literacy Zone - East	124,639	124,772	133
Federal	WIOA Literacy Zone - North	124,639	124,279	(360)
Federal	WIOA Literacy Zone - South	124,639	124,772	133
Federal	WIOA Literacy Zone - West	124,639	124,772	133
	Total All Grants	**$127,534,937**	**$122,360,860**	**$(5,174,077)**

GRANT REVENUE - BY FUNDING SOURCE (STATE)

State Grants	2019-2020 Amended Budget	2020-2021 Budget	$ Change Inc/(Dec)
Certified Nurse Asst Prog	$100,000	$100,000	$ -
Early College HS Cohort 4	150,000	-	(150,000)
East High Optics	460,000	-	(460,000)
Employment Prep Ed (EPE)	3,483,232	3,483,232	-
Encompass: Resource For Learning	58,000	35,060	(22,940)
Extend Day/Violence Prev Elementary	350,000	350,000	-
Extend Day/Violence Prevention Secondary	350,000	350,000	-
Extended Learning Time	3,445,570	-	(3,445,570)
Learning Technology District	200,000	200,000	-
MC STSJP	58,000	63,630	5,630
Mentor Teacher/Internship Prog	65,000	65,000	-
My Brothers Keeper Challenge	-	1,322,900	1,322,900
My Brothers Keeper FCEP	104,877	-	(104,877)
Pre-K EPK4	368,614	-	(368,614)
Pre-K Universal	34,823,720	36,188,959	1,365,239
Raise the Age	-	64,084	64,084
School For Deaf Tuition	2,663,500	2,701,000	37,500
School Health Services	6,292,529	6,292,529	-
School Library Automation	9,346	9,346	-
School Library Automation Rollover	4,273	-	(4,273)
School Library Operations	93,461	93,461	-
School Library Operations Rollover	908	-	(908)
School Library Supp Rollover	9,848	-	(9,848)
School Library Supplemental	47,038	47,038	-
Smart Scholars Cohort 2 ECHS	112,369	-	(112,369)
Smart Scholars Cohort 3 ECHS	190,000	-	(190,000)
Summer Special Ed Prog (ESY)	6,100,000	5,900,000	(200,000)
Supportive Schools Grant (SSG)	100,000	100,000	-
Teacher Centers Rochester	206,224	206,224	-
Teachers of Tomorrow	901,500	901,500	-
Total State Grants	**$60,748,009**	**$58,473,963**	**$(2,274,046)**

GRANT REVENUE - BY FUNDING SOURCE (FEDERAL)

Federal Grants	2019-2020 Amended Budget	2020-2021 Budget	$ Change Inc/(Dec)
21st Century Comm Learn #9 #22	$1,200,000	$1,200,000	$ -
Disconnected Youth	133,457	-	(133,457)
IDEA Preschool Serv & Sec 619	755,189	505,950	(249,239)
IDEA Support Serv & Sec 611	9,753,396	9,676,283	(77,113)
Impact Aid	10,000	10,000	-
McKinney-Vento Homeless Youth	125,000	125,000	-
Model P20 Principal Pipeline Partnership	336,867	-	(336,867)
OTDA Making A Connection (MAC)	110,797	110,797	-
Perkins IV Adult Career & Tech	90,934	90,935	1
Perkins IV Secondary	525,000	525,000	-
PTECH - Pathways To Technology	453,533	453,533	-
Refugee Social Svc Proj (RSSP)	287,019	-	(287,019)
Refugee Social Svc Proj (RSSP2)	528,831	528,831	-
SIG #10	500,000	500,000	-
SIG #19	500,000	500,000	-
SIG #41	500,000	500,000	-
SIG #44	250,000	-	(250,000)
SIG #8	250,000	-	(250,000)
SIG IATHS	500,000	500,000	-
SIG NE	250,000	-	(250,000)
Title I 1003 Basic New Funds	3,950,000	3,800,000	(150,000)
Title I 1003 Targeted Support	2,700,000	2,700,000	-
Title I Part A	27,136,804	27,850,000	713,196
Title I Part D	548,080	460,000	(88,080)
Title IIA High Quality Teach & Prin	3,335,544	2,900,000	(435,544)
Title III ELLs	648,448	600,000	(48,448)
Title IV Student Support Academic Enrichment	1,764,588	1,700,000	(64,588)
WIOA - Title II - Adult Basic Ed & Literacy Svcs	429,616	469,878	40,262
WIOA - Title II - IELCE	300,000	-	(300,000)
WIOA - Title II - Incarcerated	250,000	249,279	(721)
WIOA Literacy Zone - East	124,639	124,772	133
WIOA Literacy Zone - North	124,639	124,279	(360)
WIOA Literacy Zone - South	124,639	124,772	133
WIOA Literacy Zone - West	124,639	124,772	133
Total Federal Grants	**$58,621,659**	**$56,454,081**	**$(2,167,578)**

GRANT REVENUE - BY FUNDING SOURCE (LOCAL)

Local Grants	2019-2020 Amended Budget	2020-2021 Budget	$ Change Inc/(Dec)
CFC Career Pathways	$100,000	$100,000	$ -
Greater Roch Health District	366,694	170,634	(196,060)
Hometown Grant	10,000	-	(10,000)
Monroe County Careers	1,477,995	-	(1,477,995)
Pre-School CPSE	819,500	1,105,000	285,500
Pre-School ESY	110,000	140,000	30,000
Pre-School Evaluations	843,100	758,250	(84,850)
Pre-School Integrated Handicap	1,341,416	1,384,694	43,278
Pre-School Related Services	1,380,430	1,852,220	471,790
Pre-School S.E.I.T.	396,800	394,920	(1,880)
Pre-School Special Class	1,199,539	1,423,320	223,781
Primary Comet Admin #68	15,000	7,500	(7,500)
Primary Project	96,278	96,278	-
Ski Club #20 Willmott Foundation	6,430	-	(6,430)
Unite & Write Monroe	2,087	-	(2,087)
Total Local Grants	**$8,165,269**	**$7,432,816**	**$(732,453)**

GRANT DESCRIPTIONS

Grant Name	Description
21ST CENTURY COMMUNITY LEARNING CENTERS ***(Federal Funding)***	Funds from the 21st Century Community Learning Centers (21CCLC) grant are helping to provide diverse services to students and families at Schools #9 and #22. Students receive high quality academic instruction; families can access health, social, and career services; and communities can congregate and share resources to support children. Baden Street Settlement is the 21CCLC lead community partner and delivers support services to both students and families.
BOSCH COMMUNITY FUND / FUTURE CITY ***(Foundation Funding)***	The Bosch Community Fund supports delivery of the Future City Program in select elementary schools. Future City is a national engineering education program that increases students' motivation about STEM and builds 21st century skills. Students in grades 6-8 work together to design, test, retest, and build their solution to a citywide sustainability issue.
CATHOLIC FAMILY CENTER (CFC) / CAREER PATHWAYS III ***(Local Funding)***	Career Pathways III is a project operated through the Rochester Workforce Consortium, a partnership among the Catholic Family Center, OACES, and Career Start. Participants receive access to a broad array of services that move them along a pathway to high-value jobs in growing sectors of employment.
CERTIFIED NURSE ASSISTANT PROGRAM ***(State Funding)***	The Consolidated Funding Application supports the Certified Nurse Assistant program at OACES, including salaries and instructional materials and supplies.
EMPLOYMENT PREPARATION EDUCATION (EPE) ***(State Funding)***	Employment Preparation Education (EPE) State Aid is used to provide services for adults 21 years and older who have not received a high school diploma or its equivalent. EPE funding supports adult education programs including high school equivalency diploma preparation, career education, and ESOL (English for Speakers of Other Languages).
ENCOMPASS: RESOURCES FOR LEARNING /RIY-E2 ***(State Funding)***	EnCompass is one of several community partners that make up the network of providers for the Reinvesting in Youth - Educationally Enhanced (RIY-E2) program. RIY-E2 provides diverse supports to youth, ages 11-17, who are involved with law enforcement or the juvenile justice system. RIY-E2 prevents family court placements by fostering stability, building successful and positive relationships, promoting academic growth and success, and facilitating positive engagement with school and community. The cost of one Administrative Specialist/Social Worker who supports this work is shared between three grants, this EnCompass grant and two grants from MCDHS.
EXTENDED SCHOOL DAY / SCHOOL VIOLENCE PREVENTION ***(State Funding)***	RCSD's Extended School Day/School Violence Prevention (ESD/SVP) grants help to create schools that are safe and provide supportive learning environments where all students have access to the social-emotional supports needed to stay in school and graduate. RCSD has two ESD/SVP grants, one provides support to elementary schools, the other to secondary schools.
GREATER ROCHESTER HEALTH FOUNDATION ***(Local/Foundation Funding)***	The Greater Rochester Health Foundation awards grants to schools to help students develop healthy lifestyles through increased physical activity and good nutrition.
IMPACT AID ***(Federal Funding)***	Impact Aid provides financial assistance to help reimburse school districts for tax revenue lost from federally connected students. RCSD's Impact Aid award is calculated using the number of students who live in federally subsidized, low-rent housing properties.

INDIVIDUALS WITH DISABILITIES ACT (IDEA) • **Support Services (Section 611)** • **Preschool Services (Section 619)** ***(Federal Funding)***	The purpose of the Individuals with Disabilities Education Act (IDEA) is to provide Students With Disabilities a free, appropriate public education that prepares them for further education, employment, and independent living. These two grants provide funding to assist with the additional educational costs to the District for school-age children (Section 611) and pre-school children (Section 619).
LEARNING TECHNOLOGY GRANT ***(State Funding)***	The Learning Technology Grant supports RCSD's digital transformation efforts by training teachers and administrators in the effective use of classroom technology. Through a leveled, online professional learning series, teachers learn how to integrate technology into daily instruction and create personalized learning environments that capture student interest. Administrators learn how to lead educational technology initiatives at their schools.
MCKINNEY-VENTO HOMELESS CHILDREN & YOUTH ***(Federal Funding)***	These grant funds provided by the McKinney-Vento Act help RCSD address the challenges that homeless students encounter in enrolling, attending, and succeeding in school. Students who are experiencing homelessness receive the academic and social-emotional supports they need to help them meet the challenging academic performance standards NYSED has established for all students.
MENTOR TEACHER INTERNSHIP PROGRAM ***(State Funding)***	The Mentor Teacher Internship Program provides opportunities for beginning teachers to work with experienced mentors to enhance their teaching skills. These productive and satisfying mentoring experiences are designed to increase the likelihood of beginning teachers remaining in the teaching profession.
MONROE COUNTY / CAREERS PROGRAM ***(County Funding)***	The CAREERS program, a collaboration with the Monroe County Department of Human Services, prepares adult learners to meet workforce demands by offering training in various career fields. Students acquire new skills and have opportunities to earn industry-recognized credentials that can lead to employment and career advancement.
MONROE COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES (MCDHS) / ADMINISTRATIVE SPECIALIST **· RAISE THE AGE (RTA)** **· SUPERVISION AND TREATMENT SERVICES FOR JUVENILES PROGRAM (STSJP)** ***(Local/County Funding)***	An RCSD Administrative Specialist serves as the Education Liaison with the Monroe County Department of Human Services (MCDHS) and supports students who are involved with the juvenile justice system and/or placed in Monroe County facilities. This Administrative Specialist ensures supports are in place to encourage success when youth transfer back into RCSD schools. The focus of this work is to reduce truancy and other school-related technical violations of probation. The costs for this position are shared between these two grants from MCDHS and a grant from EnCompass.
MY BROTHER'S KEEPER CHALLENGE GRANT ***(State Funding)***	The My Brother's Keeper Challenge grant will help improve life outcomes for boys and young men of color. Grant activities will support male students at the Leadership Academy for Young Men and Edison Career and Technology High School and prepare them to graduate from high school ready for college and career.
OFFICE OF TEMPORARY AND DISABILITY ASSISTANCE (OTDA) / **MAKING A CONNECTION ACADEMY** ***(Federal Funding)***	RCSD's Making A Connection (MAC) Academy program serves refugees ages 16-24 who are not enrolled in school and provides them with the resources, education, and networks necessary to achieve self-confidence and self-sufficiency. The MAC Academy prepares participants for transition to secure and unsubsidized employment.

PATHWAYS TO TECHNOLOGY EARLY COLLEGE HIGH SCHOOL (P-TECH) ***(Federal Funding)***	The Pathways to Technology Early College High School (P-TECH) program on the Edison campus is a six-year program that combines high school, college, and career training. P-TECH Rochester allows students to earn an associate degree in Information and Network Technology from Monroe Community College at no cost to families, and students have opportunities for internships with major Rochester companies.
PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / ADULT PROGRAMS ***(Federal Funding)***	The Carl D. Perkins Career and Technical Education (CTE) Improvement Act provides grants to improve the quality of CTE. OACES uses its Perkins/Adult Program grant funds to support its Culinary CTE program. The Culinary Program is a full-day contextualized program that integrates a culinary skills curriculum with the critical reading, writing, and math skills that are required for a high school equivalency diploma. Students in the program apply their learning through the operation of a student-run café on the OACES campus.
PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / SECONDARY ***(Federal Funding)***	The Carl D. Perkins Career and Technical Education (CTE) Improvement Act provides grants to improve the quality of CTE. RCSD uses these funds to support CTE programs in grades 7-12 and integrates career and technical instruction with rigorous academics. Students are exposed to CTE at the middle school level, and high school programs link to postsecondary education to prepare students for high-skill, high-wage, high-demand occupations in current and emerging occupations.
PREKINDERGARTEN - UNIVERSAL ***(State Funding)***	Prekindergarten grants support full-day, prekindergarten programs for three- and four-year olds. These programs provide environments and experiences in socialization, early literacy, and motor skill development to all eligible children, including those with disabilities and children whose home language is other than English. Programs are delivered at RCSD sites and community-based organizations that are contracted and supervised by the District.
PRESCHOOL-AGE CHILDREN - SPECIAL EDUCATION REIMBURSEMENT • **ADMINISTRATION / CPSE** • **EXTENDED SCHOOL YEAR (ESY)** • **EVALUATIONS** • **INTEGRATED SERVICES** • **RELATED SERVICES** • **SEIT** • **SPECIAL CLASS** ***(County Funding)***	Monroe County reimburses RCSD for many special education services delivered to preschool children. Reimbursement is provided at the NYS/county rate for the following: • Administration and other costs for the Committee on Preschool Special Education (CPSE) • ESY summer programs for preschoolers with an IEP • Student evaluations to determine Special Education needs • Integrated special education services and classroom programs for preschool children with disabilities • Related services such as speech, occupational therapy, and physical therapy • Special Education Itinerant Teacher (SEIT) • Provision of Special Education classrooms (i.e., Special Class)
PRIMARY PROJECT **PRIMARY PROJECT (COMET) / WILSON FOUNDATION ACADEMY** ***(Local Funding)***	The Primary Project is a nationally recognized, evidence-based program that helps children in pre-kindergarten through third grade adjust to school and increase their chances for school success. Child-led play opportunities and positive relationships with trusted adults help children reduce negative behaviors, gain confidence, develop social skills, and focus on learning. RCSD has two grants that support the Primary Project. One grant supports delivery in multiple schools and the other provides support specifically for delivery at the Wilson Foundation Academy.

Refugee Social Services Program (RSSP2) ***(Federal Funding)***	The Rochester Refugee Social Services Program leverages ongoing services available in OACES and in the community to help refugees and their families achieve economic and social self-sufficiency as soon as possible after their arrival in the U.S. Services include employment preparation, transitional supports, job placement, and job retention.
SCHOOL FOR THE DEAF TUITION ***(State Funding)***	RCSD receives reimbursement for the cost of tuition for Students With Disabilities who attend the Rochester School for the Deaf.
SCHOOL HEALTH SERVICES ***(State Funding)***	The School Health Services grant provides funding for school nurses who deliver mandated health services such as first aid, emergency services, student screenings, medication delivery, immunization compliance, contagious disease management, and services to children with special health concerns.
SCHOOL IMPROVEMENT GRANT (SIG) **TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA)** **SECTION 1003(G)** ***(Federal Funding)***	School Improvement Grants (SIGs) under Title I, Section 1003(g) of ESSA provide financial assistance to the State's lowest achieving schools to raise student achievement and exit improvement status. Schools use funding to implement a whole-school change model and make significant gains in school-level achievement.
SCHOOL LIBRARY SYSTEMS AID • **Automation** • **Operating** • **Supplemental** ***(State Funding)***	NYS Formula Aid for School Library Systems facilitates sharing of library resources between public and non-public school libraries. This aid supports automation and database building activities, along with operating costs such as inter-library loan, book delivery, and services for students with special needs.
SUMMER SPECIAL EDUCATION PROGRAM / EXTENDED SCHOOL YEAR (ESY) ***(State Funding)***	Extended School Year (ESY) services support Students with Disabilities as required under the Individuals with Disabilities Education Act (IDEA). ESY helps students maintain the academic, social/behavioral, and communication skills they have learned through the summer. The State reimburses RCSD for 80% of ESY program costs; the remaining 20% of costs are funded locally.
SUPPORTIVE SCHOOLS GRANT ***(State Funding)***	The Supportive Schools Grant provides funding to build a healthy, supportive, and safe learning environment at the Northwest Junior High at Douglass to improve school climate.
TEACHER CENTERS ***(State Funding)***	This grant supports operation of the Rochester Teacher Center. The Center provides teachers with systematic, ongoing professional learning opportunities and helps them acquire knowledge about students, teaching and learning, and the kinds of educational systems that promote positive and effective practices.
TEACHERS OF TOMORROW ***(State Funding)***	The Teachers of Tomorrow program provides financial incentives to encourage teachers to come to RCSD and teach in a subject area that is experiencing a teacher shortage.
TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) • **Part A -** Improving the Academic Achievement of the Disadvantaged • **Part D -** Prevention and Intervention Programs for Children and Youth Who Are Neglected, Delinquent, or At-Risk ***(Federal Funding)***	The purpose of Title I of the Every Student Succeeds Act (ESSA) is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments." RCSD's Title I, Part A school-wide programs deliver services to all students, focusing on students with the greatest need. Title I, Part D provides supplemental educational and transitional services to neglected and delinquent students living in residential facilities.

TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) SCHOOL IMPROVEMENT GRANT SECTION 1003 BASIC ***(Federal Funding)***	The Section 1003 Basic grant provides funding for schools in accountability status (i.e., CSI and TSI schools) to plan and implement improvement activities that are included in their School Comprehensive Education Plans (SCEPs). Funding also supports Districtwide activities that address goals included in the District Comprehensive Improvement Plan (DCIP).
TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) SCHOOL IMPROVEMENT GRANT SECTION 1003 TARGETED SUPPORT ***(Federal Funding)***	The Section 1003 Targeted Support grant provides additional support to schools that have been in accountability status for multiple consecutive years. Funding is used to support activities that will help schools meet their annual, identified improvement targets.
TITLE II, PART A OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) **PREPARING, TRAINING, AND RECRUITING HIGH QUALITY TEACHERS & PRINCIPALS** ***(Federal Funding)***	The purpose of Title II of ESSA is to increase the number of highly qualified teachers in the classroom and highly qualified principals and assistant principals in schools. Grant activities focus on intensive, sustained, and high quality professional learning experiences along with the recruitment and retention of highly qualified teachers and school leaders.
TITLE III OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) **ENGLISH LANGUAGE LEARNERS** ***(Federal Funding)***	The purpose of Title III of ESSA is to ensure that students who are English Language Learners (ELLs) develop high levels of academic achievement and proficiency in the English language and to help them meet the same challenging State academic standards as all children are expected to meet.
TITLE IV OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) **STUDENT SUPPORT & ACADEMIC ENRICHMENT** ***(Federal Funding)***	The purpose of Title IV of ESSA is to improve students' academic achievement by 1) providing all students with access to a well-rounded education, 2) improving school conditions for student learning, and 3) improving the use of technology in order to improve the academic achievement and digital literacy of all students.
WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) **TITLE II / ADULT BASIC EDUCATION & LITERACY SERVICES** ***(Federal Funding)***	The WIOA Adult Education Literacy program at OACES supports instruction in adult basic education, English for Speakers of Other Languages, and adult secondary education leading to a NYS high school equivalency diploma. The program helps adults become literate and obtain the knowledge and skills necessary for employment, retention of employment, and self-sufficiency. The program also assists adults in obtaining the educational skills necessary to become full partners in the educational development of their children and complete their own secondary school education.
WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) **TITLE II / INCARCERATED** ***(Federal Funding)***	The WIOA Incarcerated Education program (also called the Corrections Education and Institutionalized Education program) provides academic services for basic education, special education, English literacy, and secondary school credit programs for individuals who are likely to leave the correctional institution within five years of participation.
WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) **TITLE II / LITERACY ZONES** • **North** • **South** • **East** • **West** ***(Federal Funding)***	Literacy Zones and their Family Welcome Centers provide or refer out-of-school youth and adults to a variety of coordinated services and benefits. These services support adult participants who are receiving literacy services, including instruction, through a WIOA Title II adult education program.

Expenditure Summary (All Funds)

	2018-2019 Actual	2019-2020 Adopted	2019-2020 Amended	2020-2021 Proposed	$ Variance Increase / (Decrease)
EXPENDITURES BY ACCOUNT					
Salary Compensation					
Teacher	$222,174,784	$218,648,796	$208,379,940	$203,495,501	$(4,884,440)
Civil Service	64,302,487	69,573,407	64,945,220	67,415,325	2,470,105
Administrator	32,994,367	28,726,897	31,526,148	26,777,308	(4,748,841)
Teaching Assistants	7,232,458	8,492,228	7,530,113	7,302,876	(227,237)
Paraprofessional	10,519,707	11,341,945	9,964,173	11,184,775	1,220,602
Sub Total Salary Compensation	**337,223,803**	**336,783,274**	**322,345,594**	**316,175,784**	**(6,169,810)**
Other Compensation					
Substitute Teacher	17,158,358	7,622,628	13,004,456	12,453,572	(550,884)
Hourly Teachers	19,256,334	14,911,039	16,181,353	13,705,306	(2,476,047)
Teachers In-Service	1,393,708	1,353,883	1,438,798	981,454	(457,344)
Overtime Civil Service	5,129,605	4,826,751	4,913,202	4,684,273	(228,929)
Civil Service Substitutes	2,093,510	1,502,702	1,601,289	1,718,360	117,071
Sub Total Other Compensation	**45,031,515**	**30,217,003**	**37,139,098**	**33,542,965**	**(3,596,133)**
Total Salary and Other Compensation	**382,255,318**	**367,000,277**	**359,484,692**	**349,718,749**	**(9,765,943)**
Employee Benefits					
Employee Benefits	134,202,270	128,716,806	133,291,503	136,370,770	3,079,267
State Employee Retirement	11,074,862	10,280,634	10,946,411	11,942,337	995,926
State Teachers Retirement	33,227,396	26,848,105	31,537,076	29,747,403	(1,789,672)
Employee Benefits	**178,504,528**	**165,845,545**	**175,774,989**	**178,060,510**	**2,285,520**
Total Sal., Other Comp., and Empl. Benefits	**560,759,846**	**532,845,822**	**535,259,681**	**527,779,259**	**(7,480,422)**
Fixed Obligations With Variability					
Special Education Tuition	22,847,542	20,842,988	20,558,276	21,407,151	848,875
Contract Transportation	70,290,120	69,211,769	71,033,149	70,051,893	(981,256)
Charter School Tuition	86,057,100	87,660,388	89,160,388	95,781,996	6,621,608
Health Service Other Districts	1,440,617	1,300,000	1,300,000	1,400,000	100,000
Insurance Non-Employee	836,391	955,578	952,578	990,090	37,512
Sub Total Fixed Obligations	**181,471,771**	**179,970,723**	**183,004,391**	**189,631,130**	**6,626,739**
Debt Service	**72,317,514**	**85,069,233**	**83,952,641**	**82,238,315**	**(1,714,326)**
Cash Capital Outlays					
Cash Capital Expense	10,000,000	10,000,000	-	-	-
Textbooks	2,227,467	2,130,578	2,024,706	2,988,700	963,994
Equipment Other than Buses	558,101	545,705	577,603	222,710	(354,893)
Equipment Buses	-	-	-	-	-
Computer Hardware - Instructional	285,098	326,107	295,091	331,752	36,661
Computer Hardware - Non-Instructional	68,821	78,925	45,790	24,908	(20,882)
Library Books	254,402	205,206	205,506	218,938	13,432
Sub Total Cash Capital Outlays	**13,393,889**	**13,286,521**	**3,148,696**	**3,787,008**	**638,312**

	2018-2019 Actual	2019-2020 Adopted	2019-2020 Amended	2020-2021 Proposed	$ Variance Increase / (Decrease)
Facilities and Related					
Utilities	8,931,058	9,961,522	9,965,322	10,471,208	505,886
Instructional Supplies	5,199,860	5,240,699	4,856,781	4,423,040	(433,741)
Equip Service Contr & Repair	3,829,790	4,547,140	4,609,281	4,302,757	(306,524)
Facilities Service Contracts	2,803,257	1,937,023	2,194,623	2,422,500	227,877
Rentals	4,499,373	4,525,518	4,419,348	3,725,874	(693,474)
Maintenance Repair Supplies	1,787,343	1,548,900	1,518,040	1,684,650	166,610
Postage and Print/Advertising	1,517,177	1,218,855	1,359,409	1,193,160	(166,249)
Auto Supplies	678,735	927,838	918,812	923,500	4,688
Supplies and Materials	11,425,989	10,315,553	10,513,178	10,367,895	(145,283)
Custodial Supplies	801,773	700,410	717,409	611,840	(105,569)
Office Supplies	464,939	483,575	461,798	435,781	(26,017)
Sub Total Facilities and Related	**41,939,292**	**41,407,033**	**41,534,001**	**40,562,205**	**(971,796)**
Technology					
Computer Software - Instructional	833,109	841,853	889,937	689,626	(200,311)
Computer Software - Non-Instructional	2,162,149	2,463,359	2,264,897	2,398,552	133,655
Subtotal Technology	**2,995,258**	**3,305,212**	**3,154,834**	**3,088,178**	**(66,656)**
All Other Variable Expenses					
Miscellaneous Services	2,401,182	2,374,251	2,589,468	2,894,275	304,807
Professional Technical Service	32,162,842	32,385,377	35,005,281	26,750,235	(8,255,046)
Agency Temporary Staff	6,170,033	3,451,659	5,625,037	5,752,440	127,403
Judgments and Claims	422,795	800,000	800,000	500,000	(300,000)
Grant Disallowances	(2,039,425)	120,000	156,076	120,000	(36,076)
Interfund Exp Pre-K Spec Ed	1,497,300	1,000,000	1,000,000	2,000,000	1,000,000
Departmental Credits	(1,822,050)	(1,507,641)	(1,566,825)	(1,500,000)	66,825
Indirect Costs Grants	3,306,045	3,062,341	3,525,964	3,250,069	(275,895)
Professional Development	1,727,785	1,925,329	1,902,161	1,299,566	(602,595)
BOCES Services	33,536,824	30,653,216	34,708,806	31,070,305	(3,638,501)
Subtotal of All Other Variable Expenses	**77,363,331**	**74,264,532**	**83,745,968**	**72,136,890**	**(11,609,078)**
Total Non Compensation	**389,481,054**	**397,303,254**	**398,540,531**	**391,443,726**	**(7,096,805)**
Contingency Fund	**-**	**1,150,000**	**397,447**	**364,839**	**(32,608)**
Deficit Reduction Fund	**-**	**-**	**-**	**8,000,000**	**8,000,000**
Grand Total	**$950,240,901**	**$931,299,075**	**$934,197,659**	**$927,587,824**	**$(6,609,835)**
Rochester City School District-RCSD	**$950,240,901**	**$931,299,075**	**$934,197,659**	**$927,587,824**	**$(6,609,835)**

Expenditure Summary (All Funds)

	2018-2019 Actual	2018-2019 Adopted	2019-2020 Amended	2020-2021 Proposed	$ Variance Increase / (Decrease)
POSITIONS BY ACCOUNT					
Compensation					
Teacher	3,758.35	3,585.53	3,438.59	3,121.91	(316.68)
Civil Service	1,556.14	1,530.10	1,469.35	1,462.40	(6.95)
Administrator	310.71	269.71	277.21	242.20	(35.01)
Teaching Assistants	329.40	307.00	300.60	254.00	(46.60)
Paraprofessional	557.60	520.60	479.60	482.00	2.40
Building Substitute Teachers	26.00	26.00	26.00	25.00	(1.00)
Employee Benefits	7.00	4.00	6.00	14.50	8.50
Subtotal	**6,545.20**	**6,242.94**	**5,997.35**	**5,602.01**	**(395.34)**
Cash Capital Positions (not included above)	12.30	13.55	13.55	13.80	0.25
Total with Cash Capital Positions	**6,557.50**	**6,256.49**	**6,010.90**	**5,615.81**	**(395.09)**

Explanation of Changes to the Budget

The 2020-21 Rochester City School District Budget decreased to $927.6 million from the 2019-20 Amended Budget of $934.2 million; this represents a decrease of -$6.6 million or -0.7%.

Revenue

The District revenue is comprised of:

- $648.3 million (69.9%) in State Aid.
- $122.4 million (13.2%) in Grants and Special Aid Fund revenue.
- $119.1 million (12.8%) in local revenue appropriated by the City of Rochester.
- $24.5 million (2.7%) in Food Service revenue.
- $11.2 million (1.2%) in other local revenue sources.
- $2.1 million (0.2%) in Medicaid reimbursements.

The net decrease in revenue is -$6.6 million. Year-to-year increases in revenue include $13.5 million:

- $3.2 million increase in Transportation Aid .
- $9.5 million in anticipated Building Aid based on construction project schedules.
- $0.7 million increase in other local revenue, not including qualified school construction bond subsidies and capitalized interest.

Year-to-year decreases in revenue include $9.4 million:

- -$5.6 million decrease in charter school transitional aid due to the leveling out of charter school enrollment growth.
- -$5.8 million in qualified school construction bond subsidies and capitalized interest will be recorded in the Debt Service Fund in 2020-21, not the General Fund. This represents a change in accounting practice, not a decrease in revenue.
- -$5.2 million decrease in grant revenues due to competitive and one-time grants ending.
- -$1.3 million decrease in other State revenues for specific populations and “bullet aid” legislative appropriations.
- -$1.2 million deduction from State Aid due to the repayment of the 2019-20 $35 million accelerated State Aid payment (“spin up” loan).
- -$1.0 million decrease in Excess Cost Aid for special education services.
- -$0.2 million decrease in Food Service revenue.
- No net change in Foundation Aid – New York State’s Pandemic Adjustment reduction to Foundation Aid of $29.1 million is offset by a restoration of funds provided through the Federal CARES Act.

Expenditures

The District expenditures are comprised of:

- $527.8 million (56.9%) in compensation and benefits, including salaries, extra pay, overtime, substitute teachers, health and dental insurance, and retirement system contributions.
- $189.6 million (20.4%) in fixed obligations, including tuition for charter school students and special education private placements, student transportation contracts, insurance, and reimbursable health services for other districts.
- $82.2 million (8.9%) in principal and interest payments on construction bonds.
- $72.1 million (7.8%) in variable expenses such as BOCES services for special education students and nursing, professional service contracts, temporary staff, and professional development.
- $40.6 million (4.4%) in facility and supply expenses, including utilities, leased space, service contracts, printing, and instructional supplies.

- $8.0 million (0.9%) set aside to restore unassigned fund balance.
- $3.8 million (0.4%) in cash capital outlays for durable goods such as equipment, computer hardware, and textbooks.
- $3.1 million (0.3%) in software.
- $0.4 million reserved for contingency expenses.

In total, the District expenditure budget will decrease by -$6.6 million, from $934.2 million to $927.6 million.

Spending categories with material budget increases include:

- $8.0 million set aside for fund balance restoration.
- Increase of $6.6 million (7.4%) in charter school tuition based on the projection of 6,707 charter school students (an increase of 462 due to recently opened schools adding grade levels), and a projected basic tuition rate of $13,575, with 5% additional costs assumed for special education tuition. The actual tuition rate will be determined by New York State before the start of the school year.
- Increase of $1.0 million in textbooks (47.6%) due to one-time costs associated with an ELA curriculum adoption.
- Increase of $1.0 million in the local share for Pre-school special education programs.

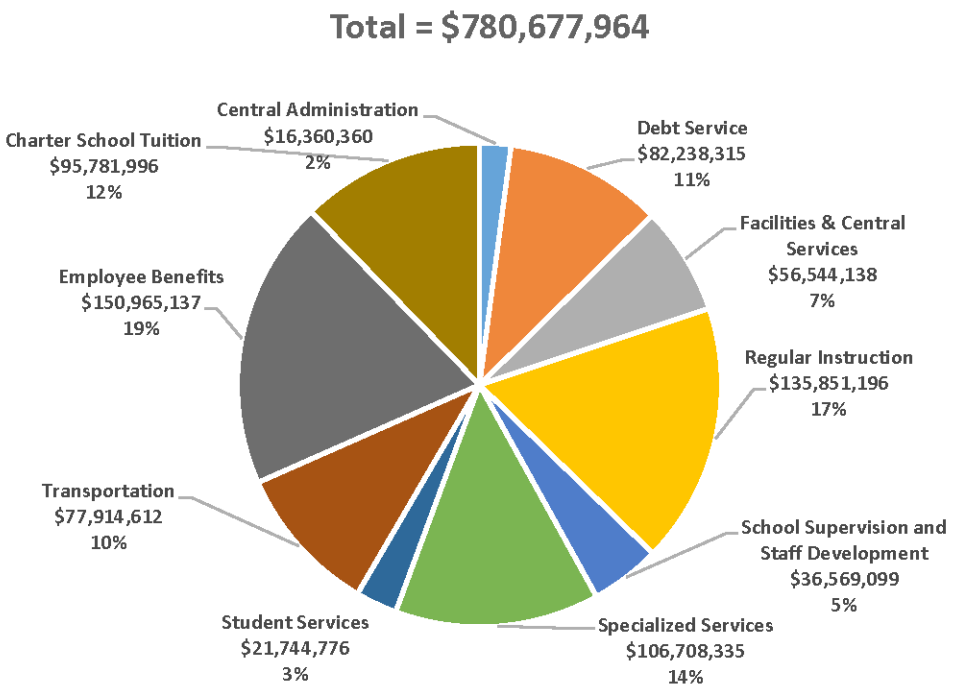
Spending areas with material budget decreases include:

- Reduction of -$7.5 million (-1.4%) for salaries, other compensation, and employee benefits due to the year-to-year reduction of 395 FTEs (budgeted positions).
- Reduction of -$8.3 million (-23.6%) in professional technical services, due to the expansion of in-district Pre-Kindergarten seats and the termination of non-essential contractual services.
- Reduction of -$3.6 million (-10.5%) in BOCES services due to the projected increase in in-district placement of special education students.
- Reduction of -$1.7 million (-2.0%) in debt service due to qualified school construction bond subsidies and capitalized interest will be recorded in the Debt Service Fund in 2020-21, not the General Fund. This represents a change in accounting practice, not a decrease in expenditures.
- Reduction of -$0.7 million (-15.7%) in rental costs due to the discontinuation of one lease.
- Reduction of -$0.6 million (-31.7%) in professional development.
- Reduction of -$0.8 million in supplies, software, and other non-personnel costs

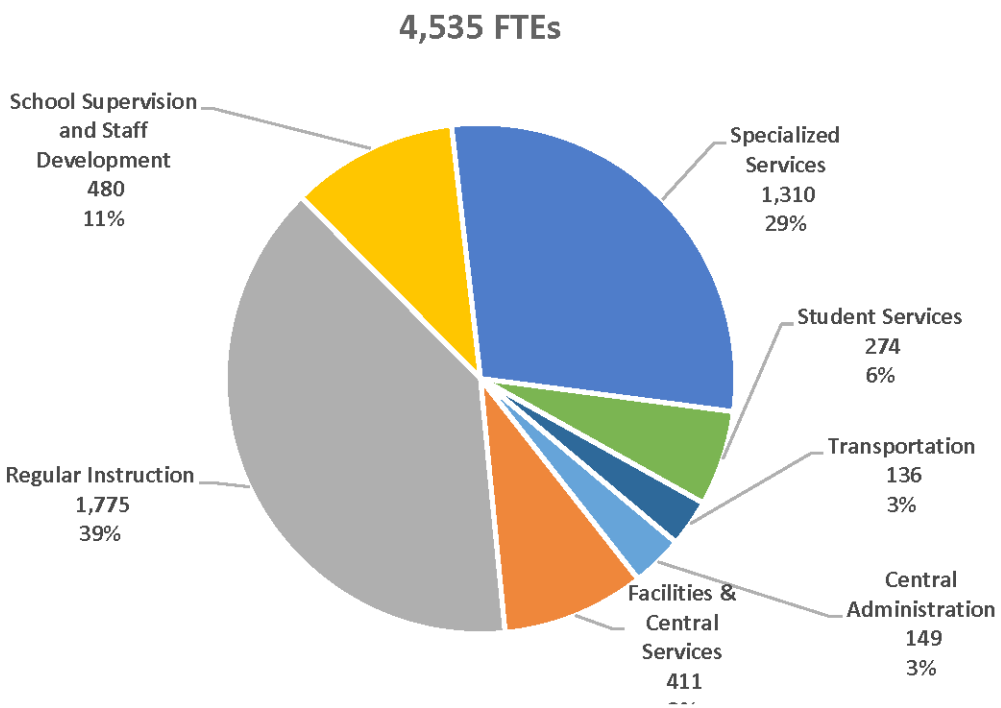
Total Expenditures (All Funds)

	2019-20 Amended	2020-21 Proposed	Increase / (Decrease)	Percent Increase / (Decrease)
Program				
Regular Instruction	$416,213,925	$407,840,810	$(8,373,115)	-2.0%
Special Schools Program	3,847,510	3,309,083	(538,427)	-14.0%
Student Support Services	31,342,088	31,265,498	(76,590)	-0.2%
In-Service Training	9,176,671	7,815,585	(1,361,086)	-14.8%
Athletic Programs	3,031,132	3,014,872	(16,260)	-0.5%
Transportation	80,346,268	79,678,010	(668,258)	-0.8%
Food Service	20,200,000	20,247,710	47,710	0.2%
Employee Benefits	138,878,821	143,313,410	4,434,589	3.2%
Total Program	**703,036,415**	**696,484,978**	**(6,551,437)**	**-0.9%**
Administrative				
Board of Education	694,544	567,982	(126,562)	-18.2%
Central Administration	1,471,078	955,119	(515,959)	-35.1%
Legal Services	1,423,974	1,345,944	(78,030)	-5.5%
Finance	4,868,785	4,783,148	(85,637)	-1.8%
Central Support	22,252,719	22,692,401	439,682	2.0%
School Supervision	41,431,735	37,469,353	(3,962,382)	-9.6%
Community Services	3,687,733	2,675,450	(1,012,283)	-27.5%
Employee Benefits	30,444,182	27,260,845	(3,183,337)	-10.5%
Total Administrative	**106,274,750**	**97,750,242**	**(8,524,508)**	**-8.0%**
Capital				
Operation/Maintenance of Plant	32,856,776	34,485,555	1,628,779	5.0%
Debt Service	83,952,641	82,238,315	(1,714,326)	-2.0%
Employee Benefits	8,077,077	8,628,734	551,657	6.8%
Total Capital	**124,886,494**	**125,352,604**	**466,110**	**0.4%**
Appropriation for Deficit Reduction	$ -	$8,000,000	8,000,000	NA
Total Expenditures	**$934,197,659**	**$927,587,824**	**$(6,609,835)**	**-0.7%**

2020-21 Proposed Budget – General Fund Expenditures by Function



2020-21 Proposed Budget – General Fund FTEs by Function



Financial Plan

The 2020-21 State Budget includes a provision that requires the RCSD Board of Education and Superintendent to develop a proposed five-year financial plan and a five-year academic improvement plan by November 1, 2020, in consultation with a monitor appointed by the Commissioner of Education. The financial plan must ensure that the annual operating expenses do not exceed annual revenues and that the major operating funds of the district be balanced in accordance with generally accepted accounting principles. As required by the legislation, a public hearing will be held to consider input from the community regarding the financial plan and the academic improvement plan. Both plans shall be submitted to and approved by the Commissioner of Education by January 15, 2021, including potential modifications from the Commissioner or the appointed monitor.

New York State educational funding, which accounts for 70% of revenue, is the primary factor determining revenue growth. As such, future revenue budget projections will be greatly influenced by the level of State Aid. Another important factor is grant funding. The District generally received a stable level of grant funding for Federal programs such as Title I and IDEA, and anticipates the loss of competitive grants in future years. Balancing the budget in future years 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.

Further details relating to the financial plan will be available later in the year in accordance with the process stipulated in the State Budget. For context, the District utilizes the following annual rates of increase and other assumptions to reflect historical trend analysis and contractual commitments:

Assumptions	**Projected 2021-22**	**Projected 2022-23**	**Projected 2023-24**
Revenues:			
State Aid Revenue - Foundation Aid Increase	2.00%	2.00%	2.00%
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%
Grant and Special Aid Fund Increase	0.00%	0.00%	0.00%
Food Services Revenue Increase	1.75%	1.75%	1.75%
Expenditures:			
Employee Salary Increases	3.40%	3.40%	3.40%
Health Insurance Increase	4.00%	4.00%	4.00%
Employee Retirement System % of Payroll	15.00%	15.00%	15.00%
Teachers Retirement System % of Payroll	10.00%	10.00%	10.00%
Other Benefits Increase	4.00%	4.00%	4.00%
Charter Schools Tuition Increase	Based on enrollment projection and tuition rate associated with operating expense rate of growth		
Transportation Contracts incl. impact of Charters	4.00%	4.00%	4.00%
Special Education Private Tuition Rate Increase	4.00%	4.00%	4.00%
Utilities	4.00%	4.00%	4.00%
BOCES Services (Special Ed and Nursing Services)	4.00%	4.00%	4.00%
Fund Balance Recovery	1% of General Fund expenditures required by Board Policy each year		
CPI	1.50%	1.50%	1.50%

BALANCING THE BUDGET

In prior years, the District's projections have anticipated a structural deficit situation over multiple 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 budget will be balanced each year through actions taken in the budget process and as part of the financial plan process described above.

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

Departmental activities and selected subject categories are presented here; for department and bureau references, see Table of Contents.

Department Abbreviations:

Admin.	-	Administration
Council/Clerk	-	City Council and Clerk
DES	-	Department of Environmental Services
ECD	-	Emergency Communications Department
DRYS	-	Department of Recreation & Youth Services
IT	-	Information Technology
NBD	-	Neighborhood & Business Development

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