

MORE JOBS

SAFER, MORE VIBRANT NEIGHBORHOODS

BETTER EDUCATIONAL OPPORTUNITIES



City of Rochester 2020-21

BUDGET

Blieve.



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.

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

BUDGET AT A GLANCE

| | Amended Budget <u>2019-20</u> | Approved Budget <u>2020-21</u> | 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 | <u>\$1,020.18</u> | <u>\$1,020.18</u> | <u>\$0.00</u> |
| Subtotal | \$2,430.80 | \$2,564.59 | \$133.79 |
| TYPICAL NON-HOMESTEAD BURDEN** | | | |
| Property Tax | \$11,253.99 | \$11,006.98 | -\$247.01 |
| Local Works Charge | <u>\$883.50</u> | <u>\$883.50</u> | <u>\$0.00</u> |
| Total | \$12,137.49 | \$11,890.48 | -\$247.01 |
| PROPERTY TAX RATES (PER \$1,000) | | | |
| Homestead | \$19.43 | \$17.57 | -\$1.86 |
| Non-Homestead | \$39.46 | \$35.83 | -\$3.63 |
| TYPICAL HOMESTEAD SERVICE CHARGES | | | |
| Water | \$393.58 | \$393.58 | \$0.00 |
| Refuse | \$391.00 | \$391.00 | \$0.00 |
| Local Works | <u>\$235.60</u> | <u>\$235.60</u> | <u>\$0.00</u> |
| | \$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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INTRODUCTION

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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

Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY

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

Property Tax Revenue The amount of money raised by the property tax. Due to 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.

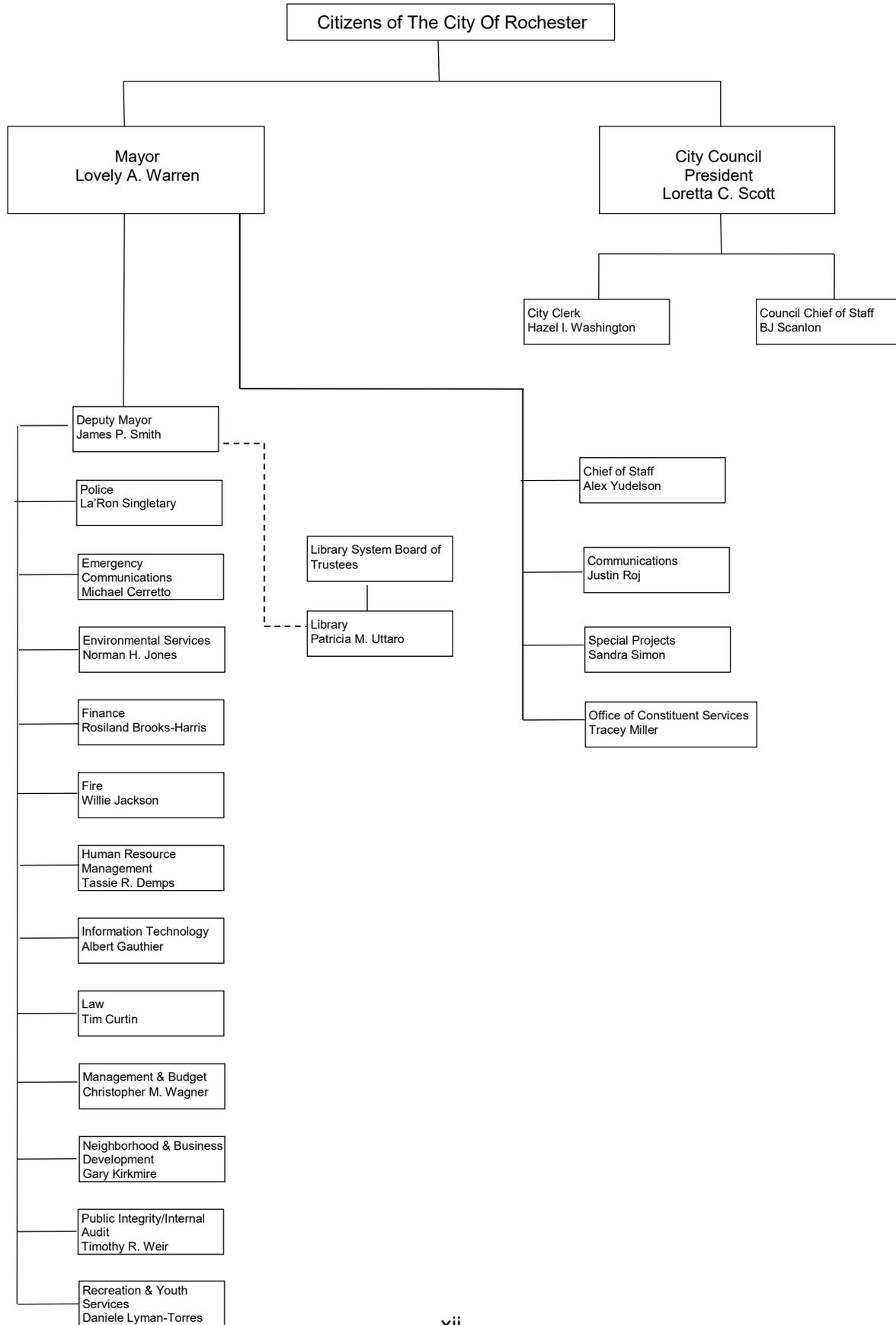
Serial Bonds A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

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



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)

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 <i>Rochester 2034</i> through City Code and procedures. |
| IMP-2 | Use <i>Rochester 2034</i> to inform City budgets and programming. |
| IMP-3 | Implement <i>Rochester 2034</i> 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. |



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 in 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

MORE JOBS

SAFER, MORE VIBRANT NEIGHBORHOODS

BETTER EDUCATIONAL OPPORTUNITIES



BUDGET

City of Rochester 2020-21

COMMUNITY INPUT OPPORTUNITIES

Your **OPINION** *Matters*

2020-21 Budget
FINAL REPORT • May 2020



“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.”

Lovely A. Warren

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.

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.”

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.



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.”

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

| 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% |

| 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% |



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.**

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.”

| 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% |



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.

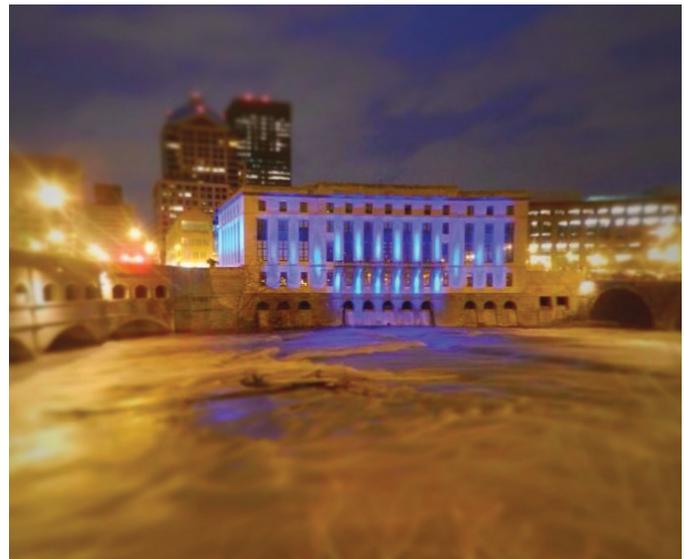
“In tough times as this we need essential services only until it levels off. Fire, Police, garbage, snow & education only.”

“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!"

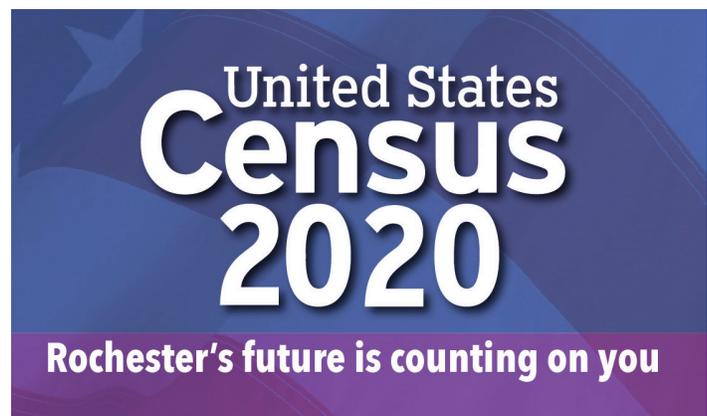
MAYOR'S PRIORITY AREA: 2020 CENSUS

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.”

Lovely A Warren

Mayor Lovely Warren
City of Rochester





For more information about Community Input, please contact:
Justin Roj, Director, Bureau of Communications and Special Events
justin.roj@cityofrochester.gov

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.

| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|--|---|---------------------------|--|
| Developmental Screening of Three-Year Olds | Supports the screening of 3-year-olds with the aim of identifying developmental delays and intervening where appropriate. | \$50,000 | In 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 | |
| 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 | Developing satisfactory social, physical, and academic skills in pre-K and kindergarten sets a crucial foundation for future success. In 2019 18% of RCD third graders met or exceeded the state standard on the NYS Grade 3 English exam. (Source: ACT Rochester, Children's Institute) |
| 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.

| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|--|--|---------------------------|---|
| Community Libraries and Other City Tax Support | Total City funds for community libraries, exclusive of specific programs listed elsewhere. | \$6,200,345 | 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. |

| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|--|---|---------------------------|--|
| Comprehensive Adolescent Pregnancy Prevention | A collaboration of community service agencies working together to reduce teen pregnancies and reduce STD/HIV rates among youth within the City of Rochester. | \$616,816 | Adolescent pregnancy can be detrimental to both mother and child. Pregnancy can prevent young women from further education and self-sufficiency, and puts the child at a greater risk of low birth rate or infant mortality. In 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 | | \$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 | |

| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|----------------------------------|---|---------------------------|---|
| 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. |
| Youth Bureau Funded Programming | OCFS funding passed through Monroe County to the City for youth development. | \$54,000 | 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 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 Language 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.

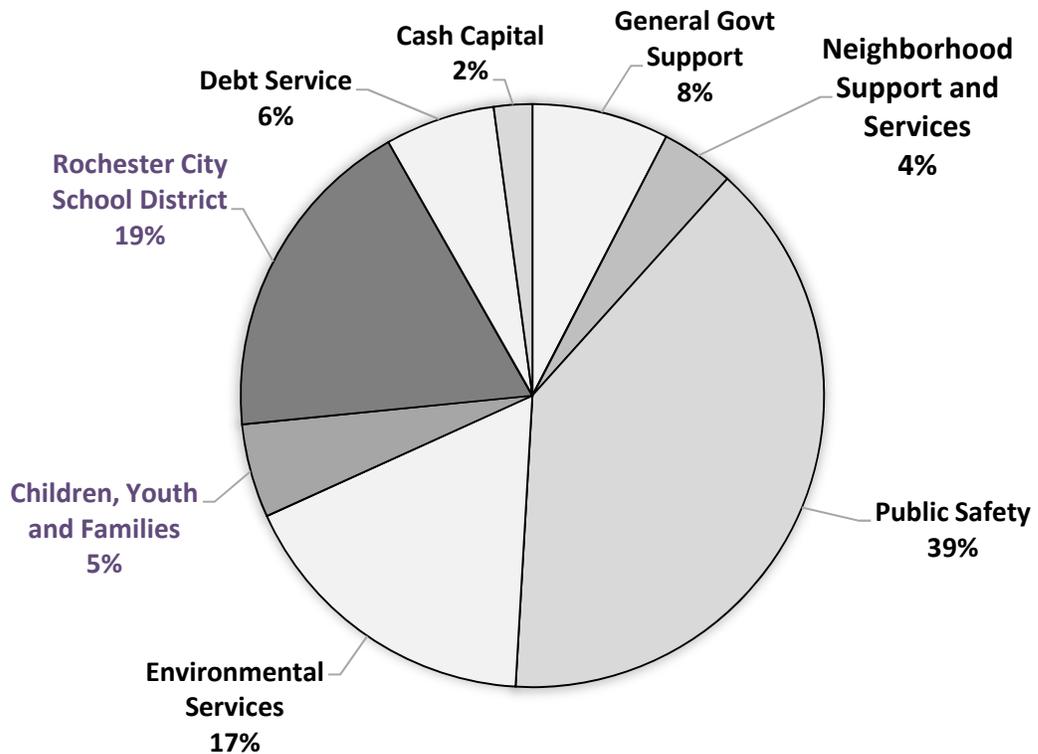
| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|----------------------------|--|---------------------------|--|
| RCSD Maintenance of Effort | A state-required annual payment from the City to the RCSD. | \$119,100,000 | A solid academic foundation is vital to a child's success in school and life. Meeting key milestones throughout their academic career is a good indicator that children are on the right track to academic success and post-secondary achievement. |
| Teen Empowerment | Empowers youth and adults as agents of individual, institutional, and social change | \$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. |

| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|--|---|---|--|
| 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 | | | |
| <i>Financial self-sufficiency in the 21st Century global economy demands education beyond high school, whether it is a 2-year or 4-year college degree or a technical certification.</i> | | | |
| 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 |

| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|---|--|---------------------------|--|
| Additional Items in Support of Mayor's Priorities | | | |
| <i>This section includes programs that do not fall directly in the four ROC the Future categories, but align with the Mayor's priorities: Safer and More Vibrant Neighborhoods, More Jobs, Better Schools and Educational Opportunities, and Innovation and Efficiency.</i> | | | |
| 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. |

| <u>City Program</u> | <u>Description</u> | <u>2020-21 Allocation</u> | <u>Why This is Important</u> |
|---------------------------------|--|---------------------------|--|
| 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 opportunities 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



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

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| | <p>citizens/community members, and employees. The team is responsible for coordinating work across departments, eliminating redundancies, and creating cohesion, including strategies below.</p> <ul style="list-style-type: none"> 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 | | | <ul style="list-style-type: none"> 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) <ul style="list-style-type: none"> a. % of employees attending quarterly/monthly events b. % policies implemented & consistent enforcement 6) <ul style="list-style-type: none"> 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) | |
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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 | Accountability | Performance Measure | Progress report |
|---|--|--|--|---|--|
| <p>Internalized Racial Superiority</p> <ul style="list-style-type: none"> - 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 <p>Internalized Racial Inferiority</p> | <ol style="list-style-type: none"> 1. Establishment of the WNY-PISAB Network <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> a. Emotional Emancipation Circles | <p>ongoing. Begins Summer 2020</p> | <p>REJI, City Council, Community, The REAL Core team, Budget change Team</p> | <p>1-3</p> <ol style="list-style-type: none"> 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 <p>4.</p> <ol style="list-style-type: none"> a. # of people participating | <p>National Day of Racial Healing report out, budget book</p> |

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| <ul style="list-style-type: none"> - 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/hopelessness | <ul style="list-style-type: none"> b. Kairos blanket trainings with Native American community 5. Community is able to tell their stories in their own words <ul style="list-style-type: none"> 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 | | | <ul style="list-style-type: none"> b. 80% or greater satisfaction in survey response c. % of individuals who go onto other trainings & participate in Council meetings etc 5. <ul style="list-style-type: none"> a. # stories told b. % of stories highlighted by media c. # number of people attending events | |
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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 |
|----------|---|---|---|---|--|
| | <ol style="list-style-type: none"> 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. | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. % of decisions made using tool b. % of businesses signing statement disaggregated by industry type, race etc. 2,4,5,6. <ol style="list-style-type: none"> a. % of POC business able to recover from COVID-19 b. increase of dollars going into marginalized neighborhoods | <p>NDROH, quarterly reports, monthly dashboard updates</p> |

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 |
|---|---|---|---|--|---------------------------------|
| <p>Internalized Racial Superiority</p> <ul style="list-style-type: none"> - 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 <p>Internalized Racial Inferiority</p> <ul style="list-style-type: none"> - 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 | <p>1) Racial Equity Training</p> <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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. <p>2) Educate and train community on civic engagement</p> <ul style="list-style-type: none"> 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 | <p>1) Begin Fall of 2020</p> <p>c) Begin 2020</p> <p>2) Spring 2020</p> <p>3) Summer 2020</p> <p>4) Begin Summer 2020</p> | <p>Core team, NBD change team, SMT, City Council, Mayor, Community (neighborhood and business associations)</p> | <p>1)</p> <ul style="list-style-type: none"> 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 <p>2)</p> <ul style="list-style-type: none"> 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 | <p>NDROH, Quarterly reports</p> |

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|--|--|--|--|---|--|
| <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> 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) <p>3) Use of a Racial Equity Tool with policies or programs or decisions</p> <ul style="list-style-type: none"> a. Stay in place & recovery policies <ul style="list-style-type: none"> i. evictions ii. tenant association partnerships iii. increase internal resources to be proactive <p>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.”</p> <ul style="list-style-type: none"> 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) | | | <ul style="list-style-type: none"> going to marginalized neighborhoods d. decrease in race related complaints to code enforcement <p>3)</p> <ul style="list-style-type: none"> 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 <p>4)</p> <ul style="list-style-type: none"> a) % of policies developed that provide relevant guidance on collecting data on race/ethnicity of clients and customers b) % policies implemented | |
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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 | | | | | |
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| 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) 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 |
|---|---|---|--|--|--|
| <p>Time & Financial Resource Constraints</p> <p>Bureaucratic Organizational Culture</p> <p>Organizational Climate (Internal to City of Rochester)</p> <p>Social & Political Climate (External to City of Rochester)</p> | <p>1) Racial Equity Survey given on an annual basis to establish baseline and improvement in understanding of racial equity.</p> <p>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.</p> | <p>Biannually in September</p> <p>September 2020 – January 2021</p> | <p>REAL Core Team & REAL Finance team</p> <p>REAL Core Team, Finance Director & Bureau Heads</p> | <p>Percent of Finance employees who understand racial equity issues in the City of Rochester</p> <p>Percent of Finance Employees who believe advancing racial equity should be a priority of City government</p> <p>Percent of Finance employees who understand the City’s commitment to racial equity & current framework for creating change</p> <p>Percent of employees interested in being a part of achieving the City’s racial equity goals.</p> | <p>Training Attendance Logs</p> |

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 |
|---|--|-------------------------------|---|---|--|
| <p>Time & Financial Resource Constraints</p> <p>Bureaucratic Organizational Culture</p> <p>Organizational Climate (Internal to City of Rochester)</p> <p>Social & Political Climate (External to City of Rochester)</p> | 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 | 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 | Number of internal & external promotions by race, age & job category | 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. <ul style="list-style-type: none"> 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 | Racial disparity by position continues to decrease | Number of Piloted employee development plans |

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| | <ul style="list-style-type: none">• 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 |
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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 |
| <ul style="list-style-type: none"> • being present • acknowledgements • morale increase • showing up at roll call • check in at sections/ platoons • follow up <p>Time & Financial Resource Constraints</p> <p>Bureaucratic Organizational Culture</p> <p>Organizational Climate (Internal to City of Rochester)</p> <p>Social & Political Climate (External to City of Rochester)</p> | <p>1) Regularly attends roll call (4 shifts/day) on a rotating basis</p> <p>2) Ride along on all shifts/take part and not be isolated</p> <p>3) Set same standards for themselves as others</p> <p>4) Communicate when officers go through a situation/incident happens</p> <p>5) Hold people accountable equally; no favoritism</p> | <p>1) ongoing begin 2020</p> <p>2) Fall 2020</p> <p>3) Fall 2020</p> <p>4) Spring 2021</p> <p>5) Fall 2020</p> | <p>Mayor, Core Team, RPD Change Team, REAL Commission</p> | <p>1)</p> <ul style="list-style-type: none"> 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) <p>2) High scores on evaluations of supervisor b. #leadership attending ride alongs</p> <p>3) Evaluations of supervisors. All employees evaluated with follow up</p> <p>4) Leadership develops plan with union on long-term support for officers involved in critical incident</p> <p>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)</p> | <p>1. quarterly newsletter discussing updates and follow-up</p> <p>2. evaluations</p> <p>3. evaluations</p> <p>4. undefined</p> <p>5. rubric for quality & report</p> |

| 2. All RPD employees understand the values of equity, diversity and inclusion | | | | | |
|---|--|---|---|---|---------------------------------|
| Community Indicator/Barriers | Outcomes and Actions | Timeline | Accountability | Performance Measure | Progress report |
| <ul style="list-style-type: none"> long term improved community police relations increase in people wanting to take exam increased relationship with victim's assistance program & FACIT <p>Time & Financial Resource Constraints</p> <p>Bureaucratic Organizational Culture</p> <p>Organizational Climate (Internal to City of Rochester)</p> <p>Social & Political Climate (External to City of Rochester)</p> | <p>1) Leadership is trained in equity, diversity and inclusion</p> <p>a) Provide training on Implicit Bias, Cultural Intelligence and Emotional Intelligence</p> <p>b) Provide “train-the-trainer” model to continue to build internal expertise; all sectors/platoons will have cadre of trainers</p> <p>c) Provide introductory Racial Equity Training to all RPD employees</p> <p>2.) Academy has equity, diversity, and inclusion training</p> <p>3) Clear racial equity expectations for supervisors</p> | <p>1a) Q2 2021</p> <p>1b) Q4 2021 after new survey implemented</p> <p>1c) Q1 2021</p> <p>2) Q1 2020 after training of managers</p> <p>3) Q1 2020 after training of managers</p> | <p>Racial Equity Core Team twice annually reporting</p> <p>Human Resources and Workforce Equity Action Team through annual HR reporting</p> <p>Human Resources, Budget and Finance leads, department directors, Racial Equity Core Team member, and reporting annually</p> <p>Contracting Equity Action Team and department directors</p> | <p>1) % team’s actions sufficiently coordinate depts., % redundancies eliminated, % cohesion produced by their actions</p> <p>2) % workforce that reflect demographics of the community (by position)</p> <p>3) % managers trained and competent in using racial equity lens in hiring % POC hired by these managers (disaggregated by position)</p> <p>4) % job descriptions that incorporate racial equity (by position)</p> <p>5) % policies and practices changed, % POC hired (by position)</p> <p>% Contracting and procurement that goes to POC/immigrants</p> | <p>Quarterly reports, NDROH</p> |

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 |
| <ul style="list-style-type: none"> • Increase of community relations • Reflection of community demographics • City residence employed and invested in/by city department <p>Time & Financial Resource Constraints</p> <p>Bureaucratic Organizational</p> | <p>1) Employ full-time recruitment officer</p> <p>a. Write written justification with data in budget process</p> <p>2) Better utilize the CPPS/trainee program</p> <p>a. Conduct a historical review of the process and how it got to its current iteration</p> <p>b. Increase outreach/communication to and with schools and their administrations</p> <p>c. Increase buy-in with schools</p> <p>d. Utilize best practices from other successful organizations (e.g., the military) for increased recruitment</p> <p>e. Explore including the Charter Schools, BOCES, and similar programs into the CPPS/trainee program</p> <p>3) Develop a standardized recruitment model for each track</p> <p>a. Utilize best practices from other cities/fire departments</p> <p>b. Train recruitment officer on standard models</p> <p>c. Develop train-the-trainer model to build capability within the department</p> <p>d. Develop standard talking points for all RFD members to use</p> | <p>1) In process</p> <p>2) Begin Q4 2020</p> <p>a. Immediately (Q3 2020)</p> <p>b. Immediately (Q3 2020)</p> <p>c. Begin 2021</p> <p>d. Immediately (Q3 2020)</p> <p>3) Begin Q1 2020</p> <p>a. Q2 2020 begin collecting data and making contacts</p> <p>b. Pending approval</p> <p>c. Q2 2020</p> <p>d. Q2 2020</p> <p>4) In progress</p> <p>a. Ongoing with test</p> <p>b. Q2 2020</p> | <p>1) The Mayor, Workforce Planning Team, Core Team, HR, Budget</p> <p>2) RFD Senior Management, Training Chief, recruitment officer, CPPS and Trainee Officer, Core Team, HR</p> <p>3) RFD Senior Management, recruitment officer, Core Team, HR</p> <p>4) RFD Senior Management, recruitment</p> | <p>1) Full-time recruitment officer position created</p> <p>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</p> <p>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</p> | <p>Updates and analysis</p> |

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| <p>Culture</p> <p>Organizational Climate (Internal to City of Rochester)</p> <p>Social & Political Climate (External to City of Rochester)</p> | <p>4) Increase support for candidates during the recruitment process</p> <ol style="list-style-type: none"> a. Host workshops b. Identify resources for support c. Make available practice exams and study guides | <p>c. Ongoing with test</p> | <p>officer, Workforce Planning Team, Core Team, HR</p> | <p>4) Increase % of those passing the written and physical test compared to total number taking the test, as compared to historical information</p> | |
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| <p>2. Outcome Statement: To better define and organize the hiring process, which leads to the RFD reflecting the community we serve</p> | | | | | |
|---|---|--|--|---|-------------------------------|
| <p>Community Indicator</p> | <p>Outcomes and Actions</p> | <p>Timeline</p> | <p>Accountability</p> | <p>“Better off/Impact” Performance Measure that Identifies “Client/Customer”</p> | <p>Progress Report</p> |
| <ul style="list-style-type: none"> ● Increase of community relations ● Reflection of community demographics ● City residence | <p>1) Process map the hiring process</p> <ol style="list-style-type: none"> 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 | <p>1) By Q2 2020. Reviewed twice annually after completion</p> | <p>1) RFD Senior Management, Core Team, Workforce Planning Team, HR, Legal, Labor Orgs</p> | <p>1) Completion of the Map</p> | <p>Updates and analysis</p> |

| | | | | | |
|--|---|---|--|---|--|
| <p>employed and invested in/by city department</p> <p>Time & Financial Resource Constraints</p> <p>Bureaucratic Organizational Culture</p> <p>Organizational Climate (Internal to City of Rochester)</p> <p>Social & Political Climate (External to City of Rochester)</p> | <p>2) Develop clear requirements and dates with a timeline</p> <ul style="list-style-type: none"> a. Create a schedule with HR and RPD b. Clarify and standardize the requirements <p>3) Address the background check process</p> <ul style="list-style-type: none"> 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 <p>4) Increase the frequency of giving the test</p> <p>5) Increase support for candidates during the hiring process</p> <ul style="list-style-type: none"> a. Host workshops b. Identify resources for support c. Make available practice exams and study guides | <p>2) Completion for next test</p> <p>3) Immediately with new test held end of 2021</p> <ul style="list-style-type: none"> a. For next test b. Ongoing c. Q1 2020 d. In progress e. For next test <p>4) In progress for Q2 2021</p> <p>5) With delivery of background packets for current test</p> | <p>2) RFD Senior Management, recruitment officer, RPD, HR</p> <p>3) RFD, Senior Management, RPD, HR</p> <p>4) The Mayor, RFD Senior Management, Workforce Planning Team, HR</p> <p>5) RFD Senior Management, recruitment officer, Core Team, Workforce Planning Team, HR</p> | <p>2) Timeline and dates set</p> <p>3) a. Updated background packet that reflects RFD needs b. Equity training developed and completed c. Decrease the percentage of unfairly disqualified candidates</p> <p>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***</p> <p>5) Increase percentage of viable candidates for hiring</p> | |
|--|---|---|--|---|--|

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

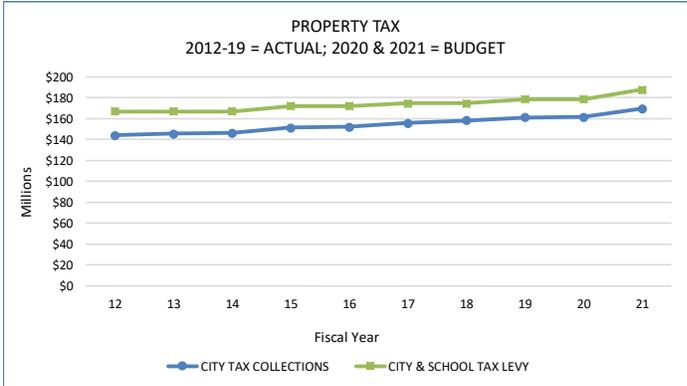
1-3

| | Amended 2019-20 | Approved 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% |

REVENUE SUMMARY REVENUE ESTIMATES

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 \$1,091,354,546 or 16.90% 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:

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|---------------------------------------|--------------------|--------------------|--------------------|
| Expenses | 555,708,100 | 529,659,100 | -26,049,000 |
| Non-Property Tax Revenue | <u>394,321,700</u> | <u>359,984,900</u> | <u>-34,336,800</u> |
| 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

REVENUE SUMMARY REVENUE ESTIMATES

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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 161,386,400 | 169,674,200 | 8,287,800 |

General Fund

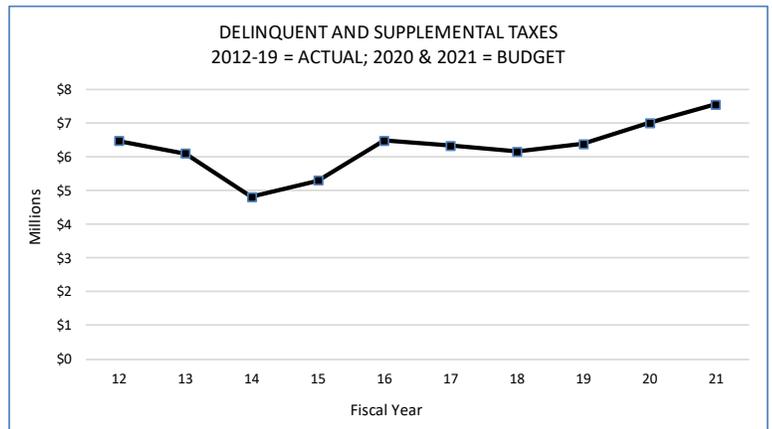
| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 150,100,100 | 159,227,900 | 9,127,800 |

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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 7,008,000 | 7,550,300 | 542,300 |

REVENUE SUMMARY REVENUE ESTIMATES

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.

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

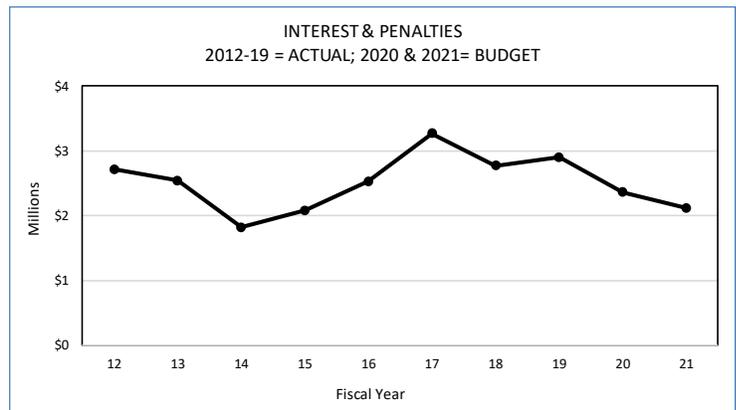
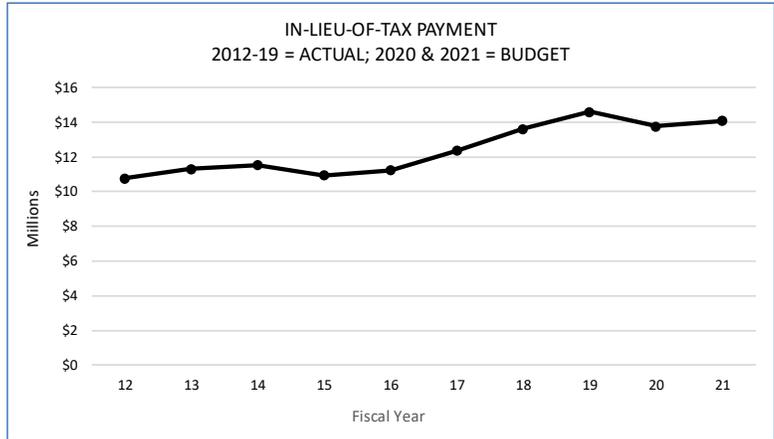
| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 13,756,200 | 14,071,700 | 315,500 |

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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 2,358,000 | 2,120,000 | -238,000 |

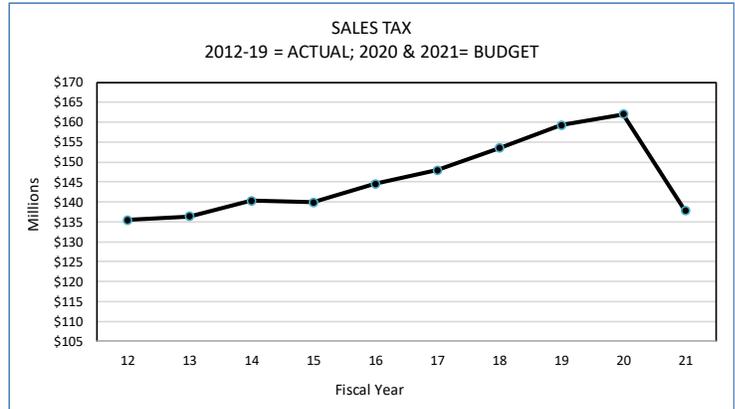


REVENUE SUMMARY REVENUE ESTIMATES

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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 161,992,000 | 137,693,200 | -24,298,800 |

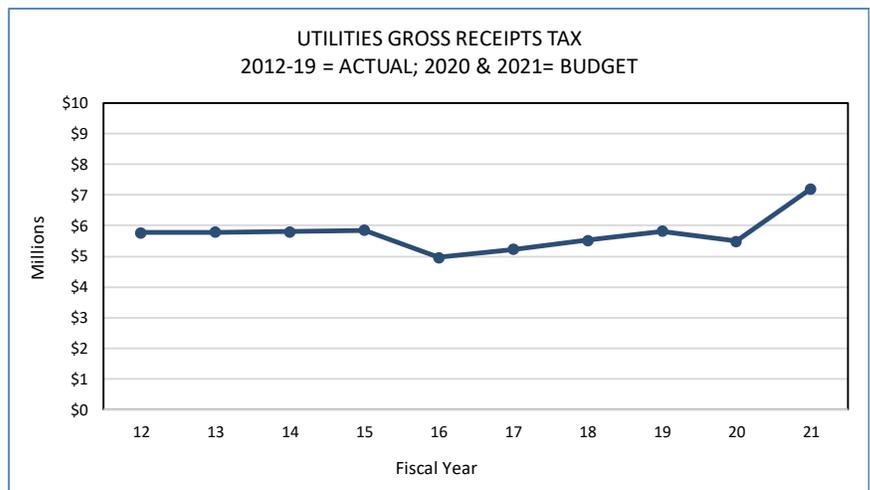
Utilities Gross Receipts Tax

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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 5,500,000 | 7,200,000 | 1,700,000 |

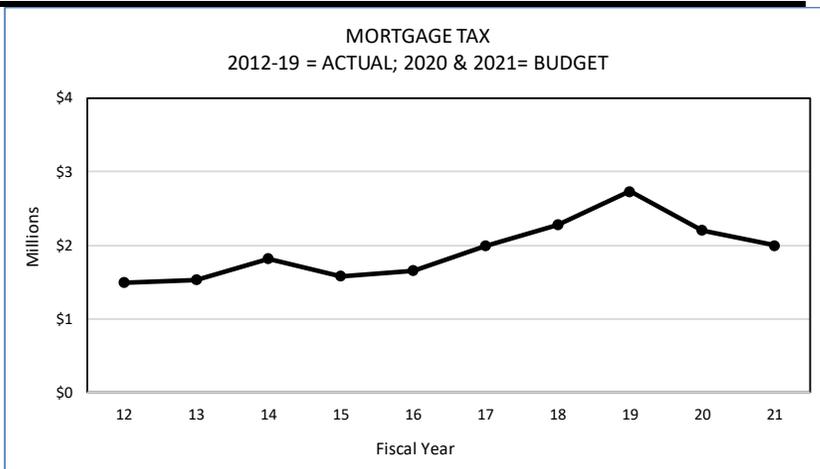
REVENUE SUMMARY REVENUE ESTIMATES

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.

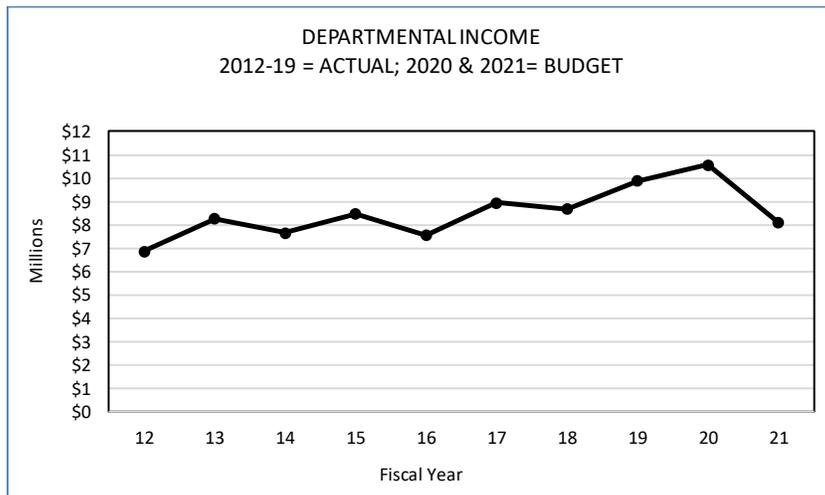


Year-to-Year Comparison

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 10,581,500 | 8,104,000 | -2,477,500 |

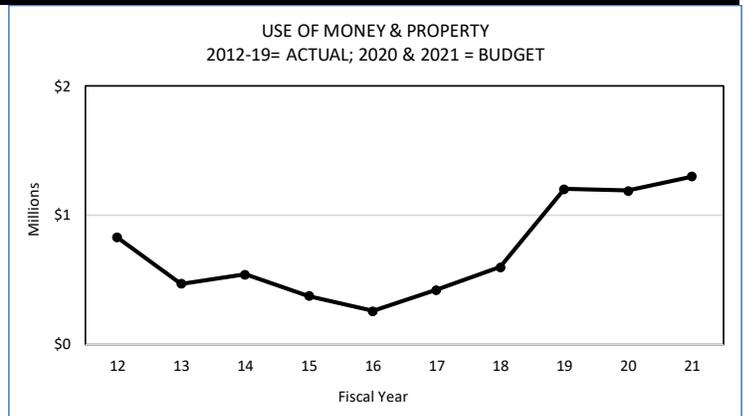
REVENUE SUMMARY REVENUE ESTIMATES

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

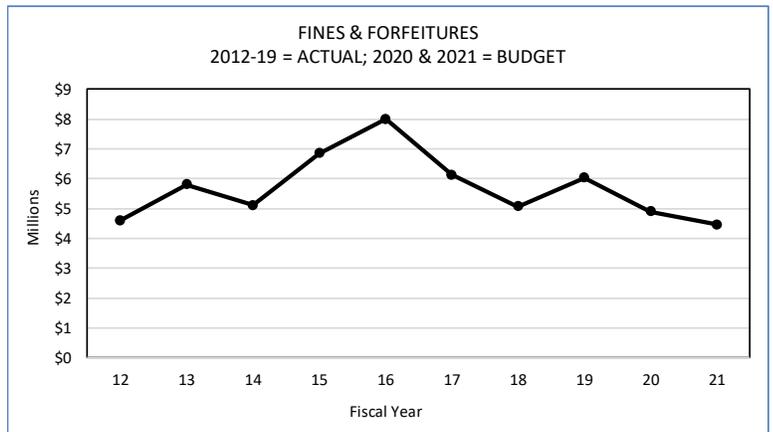
| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 1,191,800 | 1,299,800 | 108,000 |

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.



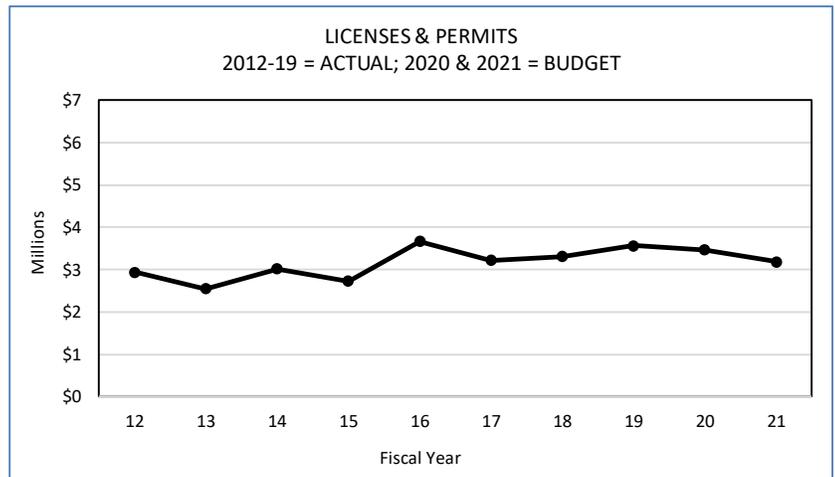
| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 4,889,000 | 4,452,100 | -436,900 |

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



REVENUE SUMMARY REVENUE ESTIMATES

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

Year-to-Year Comparison

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 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

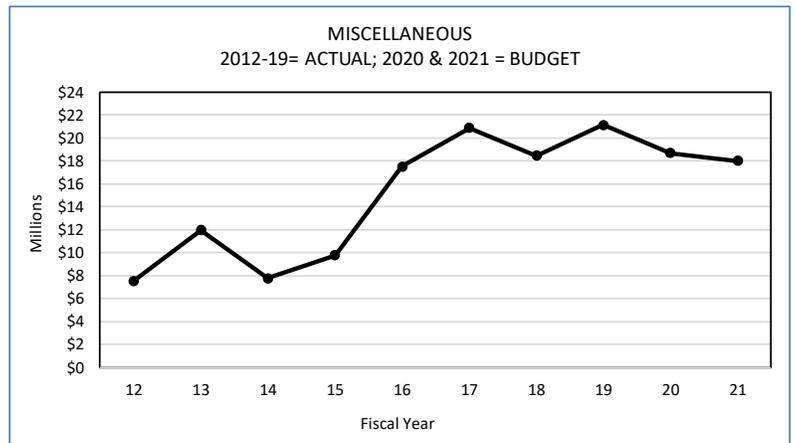
| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 2,331,500 | 2,326,500 | -5,000 |

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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 18,666,100 | 18,003,000 | -663,100 |

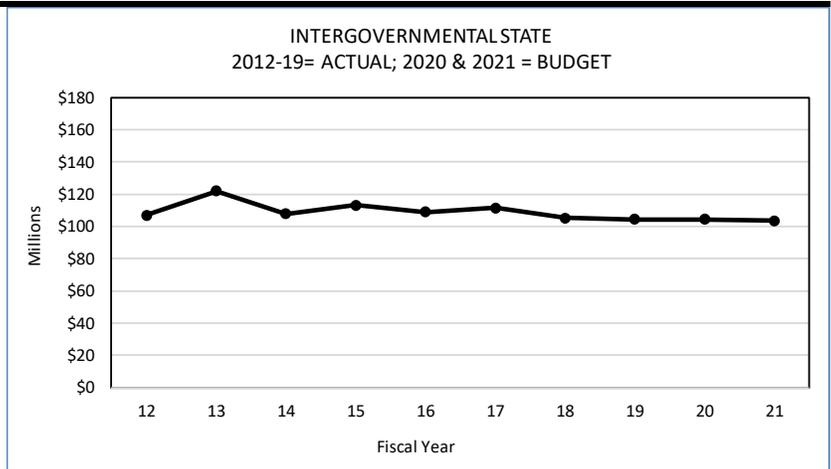
Intergovernmental – New York State
Revenues received from New York State constitute this category. There are four types of aid: general purpose, categorical, miscellaneous, and New York State Tax Relief (STAR).

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

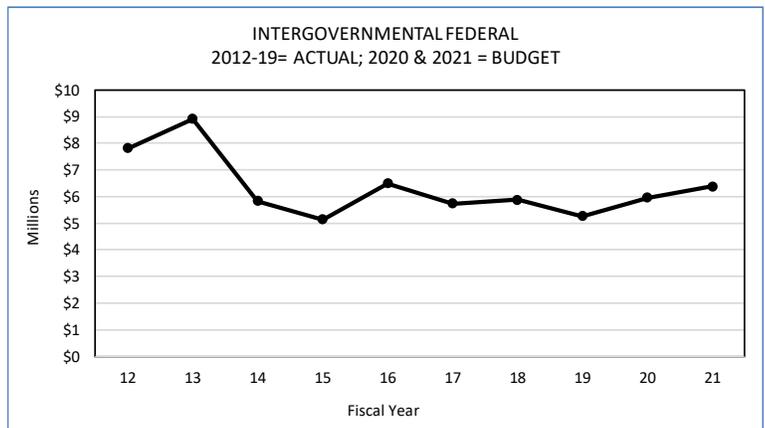
| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 104,482,100 | 103,453,600 | -1,028,500 |

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



REVENUE SUMMARY REVENUE ESTIMATES

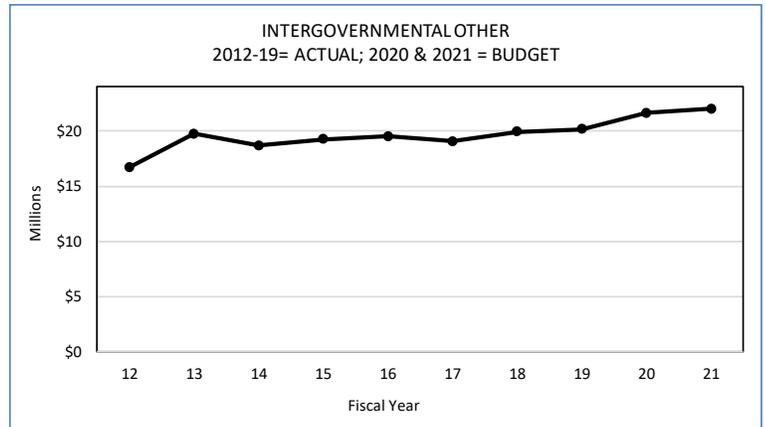
Control Program revenue does not recur \$45,400. Net reduction of \$47,300 for Program to Prepare Communities for Complex Coordinated Terrorist Attacks Program. One-time grant from US Marshal's Service does not recur \$25,000. Summer lunch program decreases by \$15,800 corresponding with planned expense.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

Year-to-Year Comparison

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 21,657,700 | 22,011,300 | 353,600 |

Interfund Revenues & Transfers

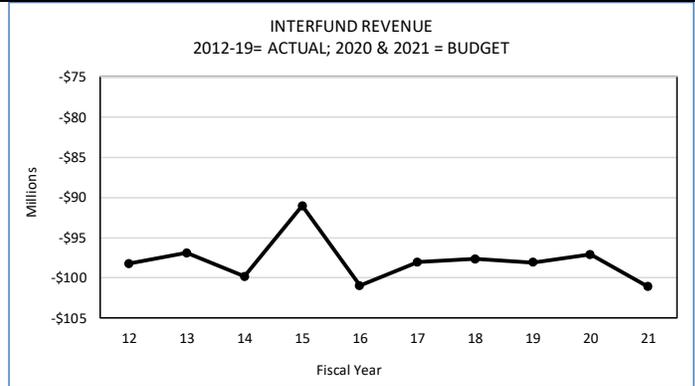
Interfund transfers consist of three categories:

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.

REVENUE SUMMARY REVENUE ESTIMATES

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.

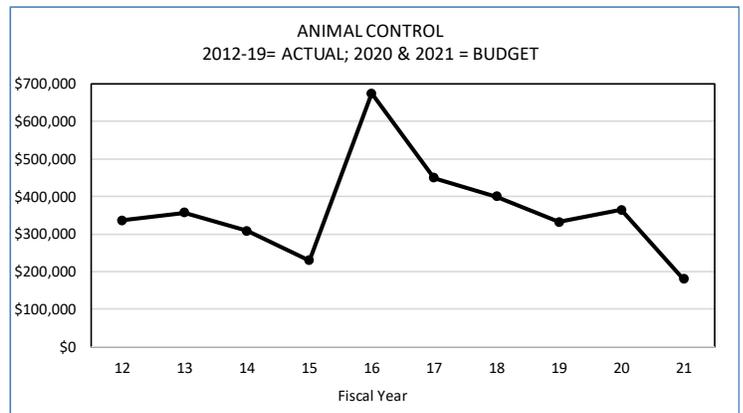


Year-to-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--|----------------|----------------|---------------|
| | -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.

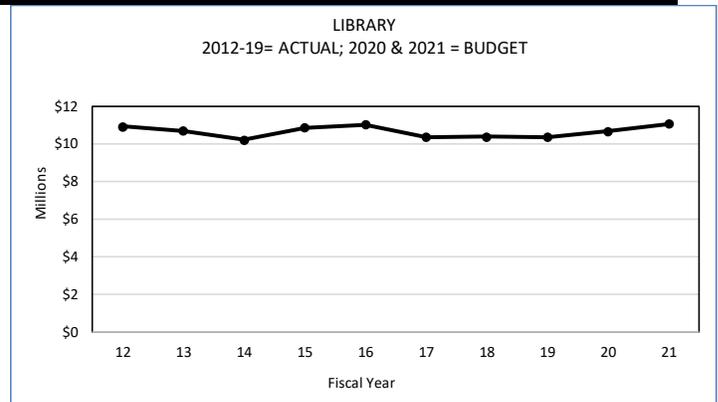
Year-to-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|-------------------|------------------|------------------|----------------|
| 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 |

REVENUE SUMMARY REVENUE ESTIMATES

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

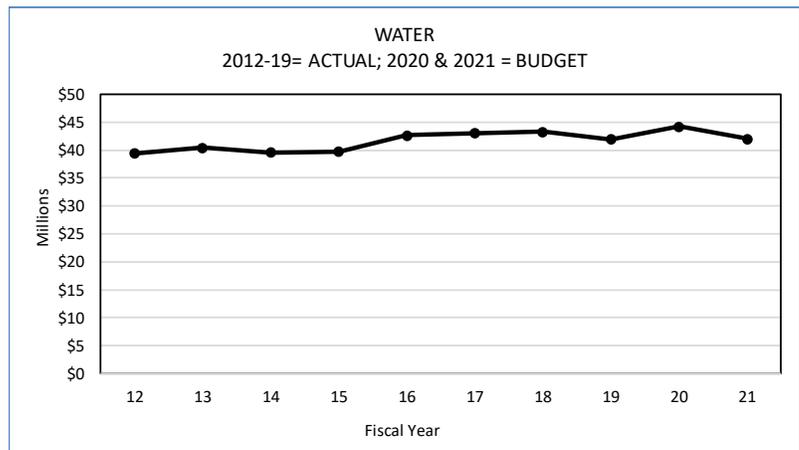
One-time appropriation of fund balance is budgeted \$300,000. Increased support from the County for the Central Library is budgeted \$103,000. Literacy aide program funded by Rochester City School District is not renewed \$39,300. Rippey Charitable Trust supports additional services in Branch libraries \$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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|-------------------|------------------|------------------|-----------------|
| Operating Revenue | 10,656,900 | 11,046,600 | 389,700 |
| Property Tax | <u>6,281,200</u> | <u>6,002,800</u> | <u>-278,400</u> |
| 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.

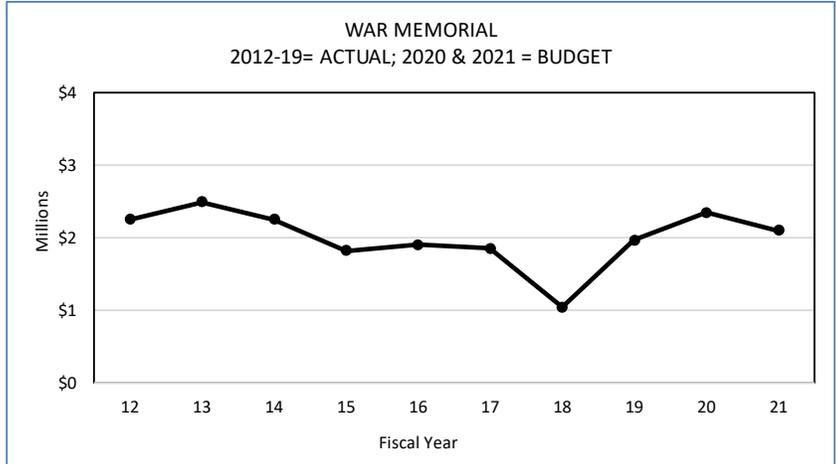
Year-to-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--|----------------|----------------|---------------|
| | 44,275,200 | 42,004,100 | -2,271,100 |

REVENUE SUMMARY REVENUE ESTIMATES

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

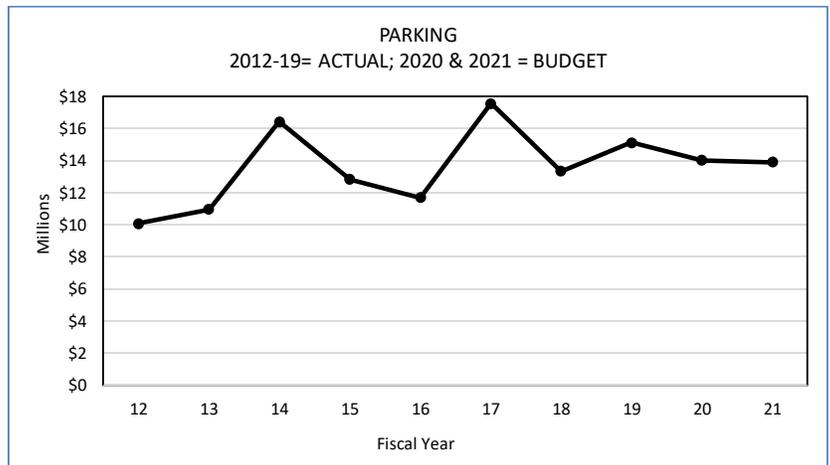
Ticket surcharges expected to decline \$225,000 as a result of pandemic causing event cancellations or postponements. Utility reimbursements from operator decline based on actual expense \$24,000. Transfer from Premium & Interest to offset interest expense on debt service increases \$5,500. Property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

Year-to-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|-------------------|----------------|----------------|-----------------|
| Operating Revenue | 2,340,400 | 2,096,900 | -243,500 |
| Property Tax | <u>352,500</u> | <u>199,300</u> | <u>-153,200</u> |
| 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.

REVENUE SUMMARY REVENUE ESTIMATES

Year-to-Year Comparison

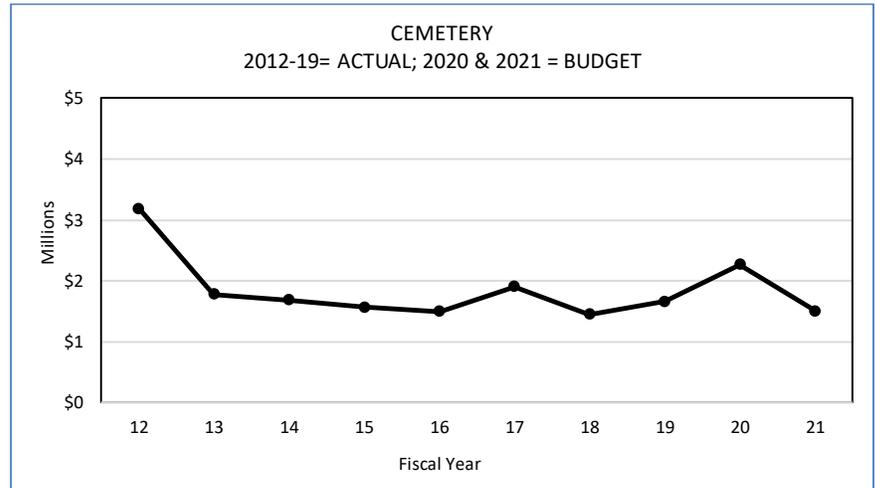
| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|-------------------|-------------------|-------------------|-----------------|
| Operating Revenue | 14,021,100 | 13,893,300 | -127,800 |
| Property Tax | <u>298,600</u> | <u>298,600</u> | <u>0</u> |
| Total | 14,319,700 | 14,191,900 | -127,800 |

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

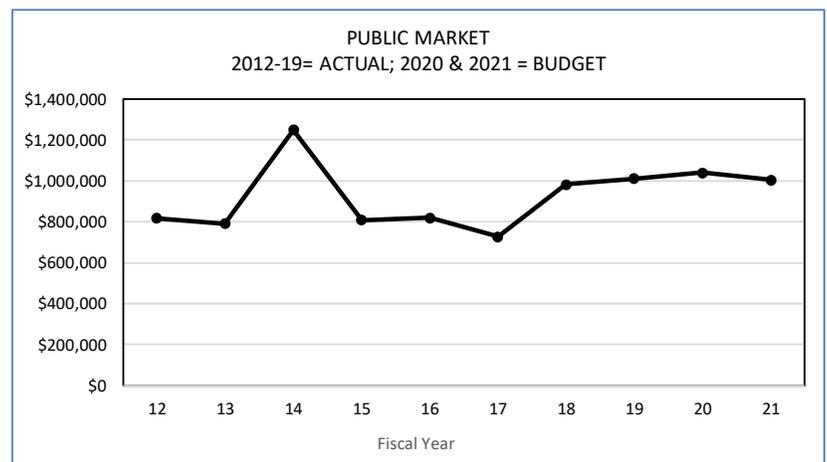
| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|-------------------|------------------|------------------|-------------------|
| Operating Revenue | 2,268,200 | 1,503,200 | -765,000 |
| Property Tax | <u>1,726,400</u> | <u>1,189,800</u> | <u>-536,600</u> |
| Total | 3,994,600 | 2,693,000 | -1,301,600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

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

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

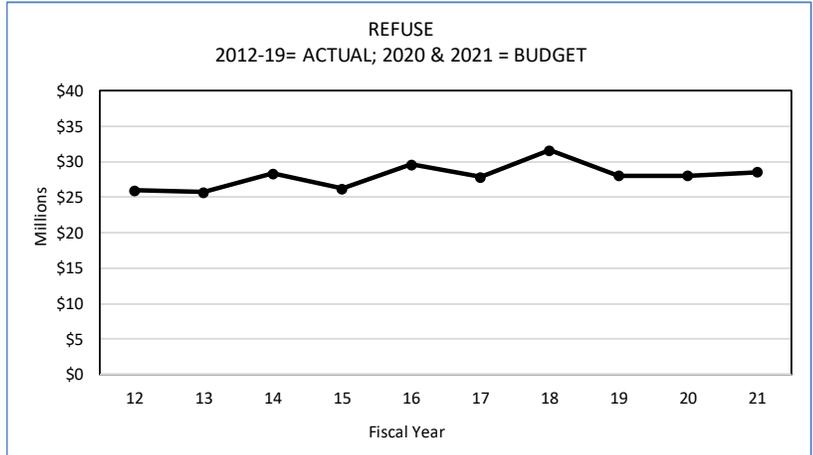
REVENUE SUMMARY REVENUE ESTIMATES

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

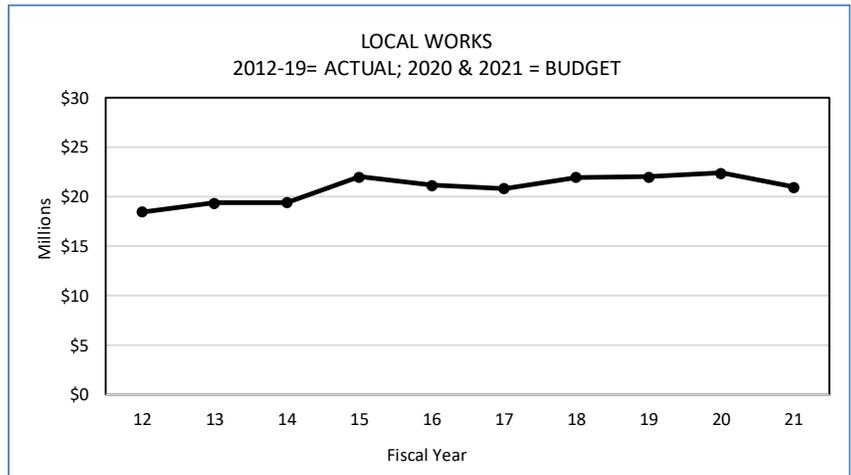
| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 28,018,900 | 28,533,900 | 515,000 |

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.



| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 22,394,500 | 20,988,100 | -1,406,400 |

Year-to-Year Comparison

**REVENUE SUMMARY
REVENUE ESTIMATES**

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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 | <u>339,450,578</u> | <u>332,200,000</u> | <u>342,914,300</u> | <u>329,863,100</u> |
| 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 | <u>9,884,108</u> | <u>8,892,000</u> | <u>10,581,500</u> | <u>8,104,000</u> |
| 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 | <u>1,201,636</u> | <u>955,100</u> | <u>1,191,800</u> | <u>1,299,800</u> |
| 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 | <u>6,021,800</u> | <u>3,949,700</u> | <u>4,889,000</u> | <u>4,452,100</u> |
| 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 | <u>3,567,144</u> | <u>3,320,700</u> | <u>3,464,900</u> | <u>3,190,000</u> |
| 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 | <u>1,693,584</u> | <u>2,701,200</u> | <u>2,331,500</u> | <u>2,326,500</u> |

REVENUE SUMMARY
REVENUE ESTIMATES

1-19

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Miscellaneous | | | | |
| General Fund Surplus | 5,670,000 | 5,700,000 | 5,700,000 | 5,800,000 |
| Apr. Of Fund Balance Capital Projects | 3,500,000 | 0 | 0 | 0 |
| Apr. Of Fund Balance Retirement Costs | 4,600,000 | 4,300,000 | 4,300,000 | 5,127,100 |
| Apr. 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 | <u>21,129,436</u> | <u>19,027,500</u> | <u>18,666,100</u> | <u>18,003,000</u> |
| 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 | <u>104,412,578</u> | <u>86,797,500</u> | <u>104,482,100</u> | <u>103,453,600</u> |
| 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 | <u>5,267,023</u> | <u>5,602,200</u> | <u>5,958,100</u> | <u>6,381,700</u> |
| 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 | <u>20,151,568</u> | <u>21,439,900</u> | <u>21,635,300</u> | <u>22,003,600</u> |

**REVENUE SUMMARY
REVENUE ESTIMATES**

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| Interfund Revenue & Transfers | | | | |
| City School District | -119,100,000 | -119,100,000 | -119,100,000 | -119,100,000 |
| Water Fund | 5,373,600 | 5,373,600 | 5,373,600 | 5,373,600 |
| Special & Enterprise Funds | 6,639,100 | 6,639,100 | 6,639,100 | 6,639,100 |
| Street Lighting Districts | 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 | <u>-98,079,302</u> | <u>-97,180,300</u> | <u>-97,070,600</u> | <u>-101,114,900</u> |
| 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 | <u>1,757,100</u> | <u>1,828,600</u> | <u>1,828,600</u> | <u>1,941,000</u> |
| 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 | <u>6,928,300</u> | <u>6,251,200</u> | <u>6,281,200</u> | <u>6,002,800</u> |
| Library Total | 17,265,793 | 16,730,400 | 16,938,100 | 17,049,400 |

REVENUE SUMMARY
REVENUE ESTIMATES

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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 | <u>2,662,900</u> | <u>3,686,900</u> | <u>3,686,900</u> | <u>2,492,600</u> |
| 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 | <u>1,264,300</u> | <u>352,500</u> | <u>352,500</u> | <u>199,300</u> |
| 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 | <u>298,600</u> | <u>298,600</u> | <u>298,600</u> | <u>298,600</u> |
| Parking Total | 15,430,713 | 11,791,900 | 14,319,700 | 14,191,900 |

**REVENUE SUMMARY
REVENUE ESTIMATES**

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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 | <u>2,491,900</u> | <u>1,726,400</u> | <u>1,726,400</u> | <u>1,189,800</u> |
| 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 | <u>529,700</u> | <u>799,000</u> | <u>799,000</u> | <u>814,800</u> |
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>931,100</u> |
| 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 | <u>1,755,300</u> | <u>1,773,900</u> | <u>1,773,900</u> | <u>282,100</u> |
| 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 |

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

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

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

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

The 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.

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> | <u>Percent Change</u> |
|--------------------------------|-------------------|-------------------|------------------|---------------------------|
| TAX RATE (per \$1,000) | | | | |
| Homestead Class | | | | |
| - City | 6.48 | 6.42 | -0.06 | -0.93% |
| - School | <u>12.95</u> | <u>11.15</u> | <u>-1.80</u> | -13.90% |
| Total | 19.43 | 17.57 | -1.86 | -9.57% |
| Non-Homestead Class | | | | |
| - City | 13.15 | 13.09 | -0.06 | -0.46% |
| - School | <u>26.31</u> | <u>22.74</u> | <u>-3.57</u> | -13.57% |
| Total | 39.46 | 35.83 | -3.63 | -9.20% |
| TAX BURDEN | | | | |
| Single Family Residence | | | | |
| - City | \$470.45 | \$564.32 | \$93.87 | 19.95% |
| - School | <u>\$940.17</u> | <u>\$980.09</u> | <u>\$39.92</u> | 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 | <u>\$7,503.61</u> | <u>\$6,985.73</u> | <u>-\$517.88</u> | -6.90% |
| Total | \$11,253.99 | \$11,006.98 | -\$247.01 | -2.19% |

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

Computation of City 2020-21 Property Tax Levy

| | <u>Current Operations</u> | <u>Cash Capital</u> | <u>Debt Service</u> | <u>Total</u> |
|-----------------------------|-------------------------------|-------------------------|-------------------------|-------------------|
| 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 | <u>2,020,944</u> | <u>678,521</u> | <u>727,405</u> | <u>3,426,870</u> |
| 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 | | | <u>25,717,200</u> | <u>25,717,200</u> |
| 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 | | | | |
| Homestead | | | | 7,548,862,806 |
| Non-Homestead | | | | 4,537,978,766 |
| | | | | 3,010,884,040 |
| 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.

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

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.

| | <u>Current Operations</u> | <u>Cash Capital</u> | <u>Debt Service</u> | <u>Total</u> |
|-----------------------------|-------------------------------|-------------------------|-------------------------|-------------------|
| 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 | <u>4,584,704</u> | <u>0</u> | <u>1,370,296</u> | <u>5,955,000</u> |
| 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* | <u>0</u> | <u>0</u> | <u>60,639,384</u> | <u>60,639,384</u> |
| 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 | | | | 7,550,824,629 |
| Homestead | | | | 4,539,940,589 |
| Non-Homestead | | | | 3,010,884,040 |
| TAX RATE | | | | |
| Homestead | 8.58 | 0.00 | 2.57 | 11.15 |
| Non-Homestead | 17.51 | 0.00 | 5.23 | 22.74 |

*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.

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

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.

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

STAR

Beginning in 1998-99 New York State enacted the School Tax Relief Program (STAR) within section 425 of the Real Property Tax Law. The program provides an exemption from property taxes for owner-occupied primary residences. There are two types of STAR programs: The first, called Enhanced STAR, is for property owners 65 years of age or older, with incomes of \$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 <u>Exemption</u> | Tax Rates <u>Rates</u> | STAR Revenue <u>Revenue</u> | Capped STAR Revenue <u>Revenue</u> |
|---------------|---------------------------------------|------------------------------|-----------------------------------|---|
| City: | | | | |
| Homestead | 480,535,998 | 6.42 | 3,085,041 | 3,083,824 |
| Non-Homestead | <u>3,791,667</u> | 13.09 | <u>49,622</u> | <u>49,625</u> |
| | 484,327,665 | | 3,134,663 | 3,133,449 |
| School: | | | | |
| Homestead | 481,468,241 | 11.15 | 5,369,334 | 5,367,269 |
| Non-Homestead | <u>3,529,394</u> | 22.74 | <u>80,262</u> | <u>80,268</u> |
| | 484,997,635 | | 5,449,596 | 5,447,537 |
| Total | N/A | N/A | 8,584,258 | 8,580,986 |

**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 | 7,548,862,806 |
| 2019-20 Assessed Value | 6,457,508,260 |
| Change | 1,091,354,546 |
| Percent Change | 16.90% |

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 | <u>196,549,660</u> |
| Subtotal | 357,376,871 |
| | |
| Homestead Assessment : | |
| Decrease in Veterans Exemption | -204,347 |
| Homestead net of other changes | <u>734,182,022</u> |
| Subtotal | 733,977,675 |
| | |
| Total Assessment Change | 1,091,354,546 |

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Assessed Valuation – Historic

| <u>Fiscal Year</u> | <u>General Municipal Purposes</u> | <u>Veterans Exemption*</u> | <u>Total School Purposes**</u> | <u>Change from Prior Year</u> |
|--------------------|-----------------------------------|----------------------------|--------------------------------|-------------------------------|
| 2020-21 | 7,548,862,806 | 1,961,823 | 7,550,824,629 | 1,091,150,199 |
| 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

| <u>Fiscal Year</u> | <u>Tax Billed July 1</u> | <u>Current Collections</u> | <u>Percent of Levy</u> | <u>Tax Balances June 30*</u> |
|--------------------|--------------------------|----------------------------|------------------------|------------------------------|
| 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 |

**REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS**

B. Delinquent Taxes

| <u>Fiscal Year</u> | <u>Delinquent Tax Balances July 1</u> | <u>Delinquent Tax Collections</u> | <u>Percent of Delinquent Tax Balances</u> | <u>Delinquent Tax Balances June 30*</u> | <u>Total Tax Balances June 30**</u> |
|--------------------|---------------------------------------|-----------------------------------|---|---|-------------------------------------|
| 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.

| <u>Fiscal Year</u> | <u>Assessed Value</u> | <u>Equalization Ratio</u> | <u>Full Assessed Valuation</u> |
|---------------------------|-----------------------|---------------------------|--------------------------------|
| 2020-21 | 7,550,824,629 | 89.37 | 8,448,947,778 |
| 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 | | | 35,585,628,942 |
| Five Year Average | | | 7,117,125,788 |
| Constitutional Percentage | | | 2% |
| Constitutional Limit | | | 142,342,516 |

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Constitutional Tax Limit & Margin – Historic

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

Constitutional Operating Tax Limit 2011-12 to 2020-21

| <u>Fiscal Year</u> | <u>Limit</u> | <u>Amount Used</u> | <u>Tax Margin</u> |
|--------------------|--------------|--------------------|-------------------|
| 2020-21 | 142,342,516 | 125,909,200 | 16,433,316 |
| *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 | \$7,117,125,788 |
| Two Per Centum of Five Year Average Full Valuation | \$142,342,516 |
| 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* | <u>12,896,900</u> |
| | <u>69,809,900</u> |
| | 212,152,416 |
| Less: Revenue Applied to Debt | <u>8,056,700</u> |
| Maximum Taxing Power | 204,095,716 |
| Total Tax Levy** | <u>187,662,400</u> |
| Constitutional Tax Levy Margin | \$16,433,316 |

*Includes City School District Cash Capital (when budgeted)

**Includes \$25,000 for High Falls Business Improvement District

**EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT**

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 | | | Vacancy | | | Major | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Change</u> | <u>Total</u> | |
| 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 <u>2019-20</u> | Budget <u>2020-21</u> | <u>Variance</u> | <u>Percent</u> |
|--|--------------------------|--------------------------|--------------------|----------------|
| City Council and Clerk Administration: | 2,273,100 | 2,412,500 | 139,400 | 6.1 |
| 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 | 3,141,500 | -127,100 | -3.9 |
| 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 | 95,116,000 | -4,441,000 | -4.5 |
| 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 | 12,538,600 | -128,100 | -1.0 |
| Undistributed Expense | 148,123,200 | 148,843,600 | 720,400 | 0.5 |
| Contingency | 4,317,500 | 3,537,800 | -779,700 | -18.1 |
| 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 | <u>555,708,100</u> | <u>529,659,100</u> | <u>-26,049,000</u> | <u>-4.7</u> |

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

| | Actual 2018-19 | Estimated 2019-20 | Budget 2019-20 | Approved 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 | 3,141,500 |
| Law Department | 1,913,641 | 1,989,600 | 2,121,900 | 2,034,000 |
| | <u>10,643,579</u> | <u>12,552,200</u> | <u>13,423,300</u> | <u>13,077,600</u> |
| 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 |
| | <u>7,643,456</u> | <u>6,450,200</u> | <u>7,426,600</u> | <u>6,839,300</u> |
| 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 |
| | <u>11,879,262</u> | <u>12,061,900</u> | <u>12,884,200</u> | <u>12,201,500</u> |
| Interfund Credit | -167,955 | -163,700 | -189,700 | -222,300 |
| Intrafund Credit | -528,460 | -563,400 | -567,200 | -510,700 |
| | <u>11,182,847</u> | <u>11,334,800</u> | <u>12,127,300</u> | <u>11,468,500</u> |
| 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 | <u>10,709,300</u> | <u>11,182,300</u> | <u>11,700,800</u> | <u>10,988,900</u> |
| 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 |
| | <u>94,950,318</u> | <u>96,351,900</u> | <u>101,578,900</u> | <u>100,863,600</u> |
| 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 |
| | <u>83,188,864</u> | <u>83,884,300</u> | <u>89,111,300</u> | <u>88,207,500</u> |

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

1-37

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Approved <u>2020-21</u> |
|-----------------------------|--------------------------|-----------------------------|--------------------------|----------------------------|
| Emergency Communications | 13,908,511 | 14,898,200 | 14,915,300 | 15,360,400 |
| Police | 97,165,742 | 97,759,200 | 99,557,000 | 95,116,000 |
| 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 |
| | <u>11,763,999</u> | <u>11,973,900</u> | <u>12,335,600</u> | <u>12,375,300</u> |
| Recreation & Youth Services | | | | |
| Office of the Commissioner | 2,318,278 | 2,091,000 | 2,105,400 | 2,392,300 |
| Recreation | 8,410,739 | 7,361,100 | 8,267,600 | 7,648,200 |
| Bureau of Youth Services | 1,328,806 | 2,145,500 | 2,293,700 | 2,498,100 |
| Total | <u>12,057,823</u> | <u>11,597,600</u> | <u>12,666,700</u> | <u>12,538,600</u> |
| 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 |
| | <u>148,477,387</u> | <u>140,945,300</u> | <u>148,123,200</u> | <u>148,843,600</u> |
| Contingency | 0 | 3,337,300 | 4,317,500 | 3,537,800 |
| 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 |
| | <u>78,695,257</u> | <u>75,515,100</u> | <u>75,515,100</u> | <u>55,171,900</u> |
| 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 | Approved 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 | 85,165,700 |
| 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 | 8,084,100 |
| Undistributed | <u>110,503,906</u> | <u>108,978,700</u> | <u>115,014,100</u> | <u>113,955,700</u> |
| | 343,686,690 | 348,365,000 | 357,513,800 | 353,289,900 |
| 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 | <u>377,959</u> | <u>332,700</u> | <u>382,600</u> | <u>388,800</u> |
| | 14,301,140 | 14,254,400 | 15,116,700 | 14,894,900 |

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|-----------------------------------|
| SERVICES | | | | |
| City Council and Clerk | 215,481 | 291,800 | 303,000 | 423,000 |
| Administration | 2,589,534 | 2,869,100 | 3,340,700 | 2,918,000 |
| 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 | 8,556,200 |
| 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 | <u>78,800</u> | <u>78,800</u> | <u>78,800</u> | <u>78,800</u> |
| | 68,744,721 | 68,503,600 | 73,864,300 | 73,203,200 |
| 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 | 3,537,800 |
| Capital & Debt | <u>78,616,457</u> | <u>75,436,300</u> | <u>75,436,300</u> | <u>55,093,100</u> |
| | 126,081,006 | 120,193,000 | 123,858,200 | 103,073,300 |
| 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
SUMMARY OF 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.

| <u>Department</u> | <u>Approved Budget</u> | <u>Amended Budget</u> | <u>Variance</u> | <u>Ordinances</u> |
|-------------------------------------|----------------------------|---------------------------|------------------|--|
| 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

| <u>Ordinance</u> | <u>Purpose</u> | <u>Amount</u> | <u>Department</u> |
|------------------|---------------------------------|---------------|-------------------|
| 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 |

EXPENDITURE SUMMARY
SUMMARY OF 2019-20 BUDGET AMENDMENTS

| | | | |
|----------|--------------------------------------|---------|------------------|
| 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 program | 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 | | Employee Benefits | Cash | | Debt Service | | Total Expenditures | Less Directly Applicable Revenue | | Balance Required From Taxes and General Revenue | |
|-------------------------------------|--------------------|--|--------------------|-------------------|-------------------|--------------------|-----------------|--------------------|----------------------------------|--|---|--|
| | Expense Budget | | | Capital | Service | Applicable Revenue | General Revenue | | | | | |
| City Council and Clerk | 2,412,500 | | 1,079,200 | 0 | 0 | 3,491,700 | 0 | 675,600 | 2,816,100 | | | |
| Administration | 13,077,600 | | 6,009,500 | 110,000 | 7,232,600 | 26,429,700 | 0 | 2,410,400 | 24,019,300 | | | |
| Information Technology | 6,839,300 | | 2,066,100 | 536,000 | 0 | 9,441,400 | 0 | 0 | 9,441,400 | | | |
| Finance | 11,468,500 | | 3,962,300 | 0 | 0 | 15,430,800 | 0 | 18,871,700 | -3,440,900 | | | |
| Neighborhood & Business Development | 10,988,900 | | 5,967,200 | 500,000 | 896,900 | 18,353,000 | 0 | 9,984,100 | 8,368,900 | | | |
| Environmental Services | 88,207,500 | | 28,717,300 | 12,023,000 | 21,046,300 | 149,994,100 | 0 | 104,695,100 | 45,299,000 | | | |
| Emergency Communication | 15,360,400 | | 8,052,200 | 20,000 | 400,900 | 23,833,500 | 0 | 20,086,200 | 3,747,300 | | | |
| Police | 95,116,000 | | 51,886,700 | 690,000 | 0 | 147,692,700 | 0 | 5,652,600 | 142,040,100 | | | |
| Fire | 53,721,200 | | 29,964,500 | 1,405,000 | 738,900 | 85,829,600 | 0 | 3,283,000 | 82,546,600 | | | |
| Library | 12,375,300 | | 4,243,300 | 150,000 | 186,900 | 16,955,500 | 0 | 17,024,800 | -69,300 | | | |
| Recreation & Youth Services | 12,538,600 | | 4,966,200 | 200,000 | 425,800 | 18,130,600 | 0 | 4,908,500 | 13,222,100 | | | |
| Undistributed* | 1,929,100 | | 0 | 0 | 0 | 1,929,100 | 0 | 0 | 1,929,100 | | | |
| Contingency | 3,537,800 | | 0 | 0 | 0 | 3,537,800 | 0 | 0 | 3,537,800 | | | |
| Cash Capital | N/A | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Debt Service** | N/A | | 0 | 0 | 8,609,600 | 8,609,600 | 0 | 0 | 8,609,600 | | | |
| Total | 327,572,700 | | 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.

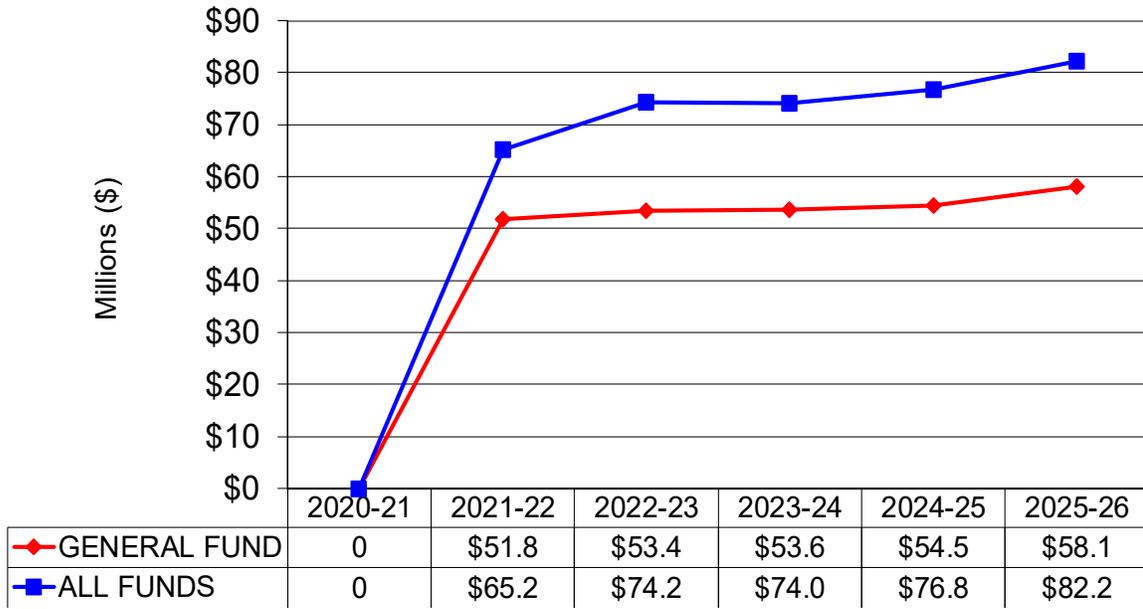
Refuse Fund includes refuse collection and disposal operations.

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.

PROJECTED CITY OF ROCHESTER BUDGET GAPS



Revenue

Property Tax

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

Sales Tax

A sales tax rate of 8.0% is assumed, with distributions according to current distribution formulas. The taxable sales 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

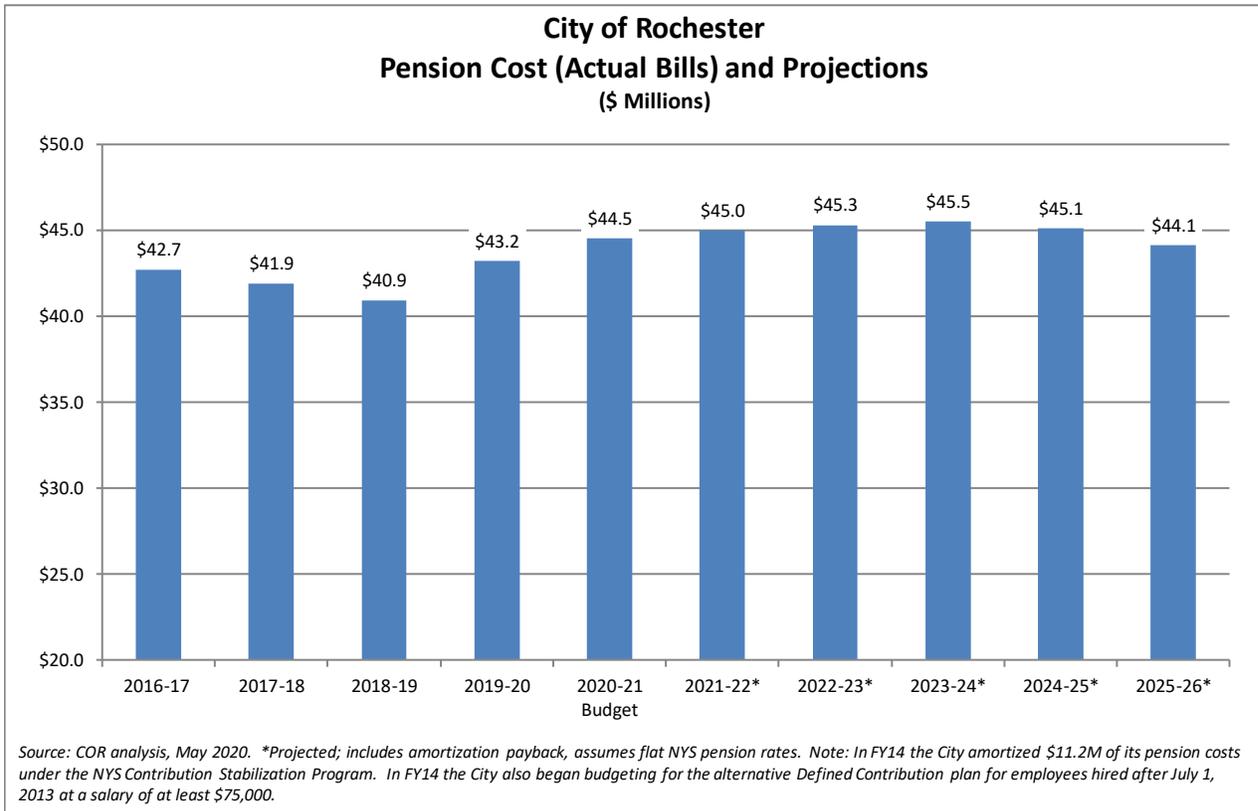
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, front foot assessment).

Other Revenues

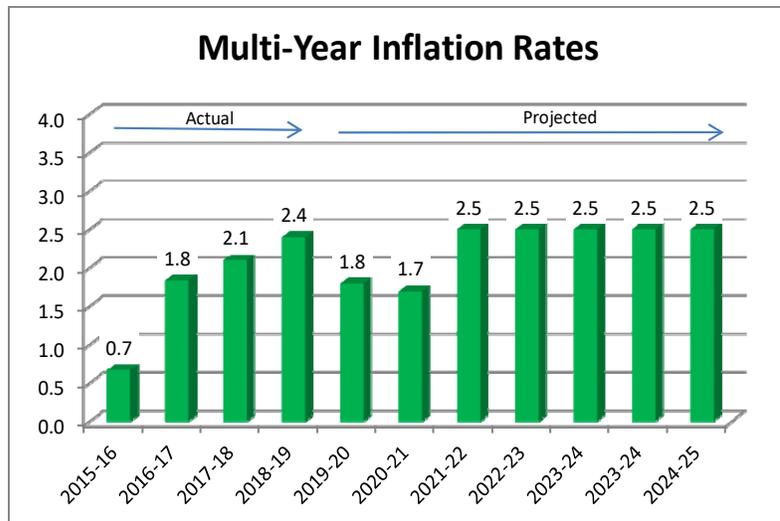
The multi-year projection assumes no appropriation of General Fund surplus for 2021-22 to 2025-26.

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.



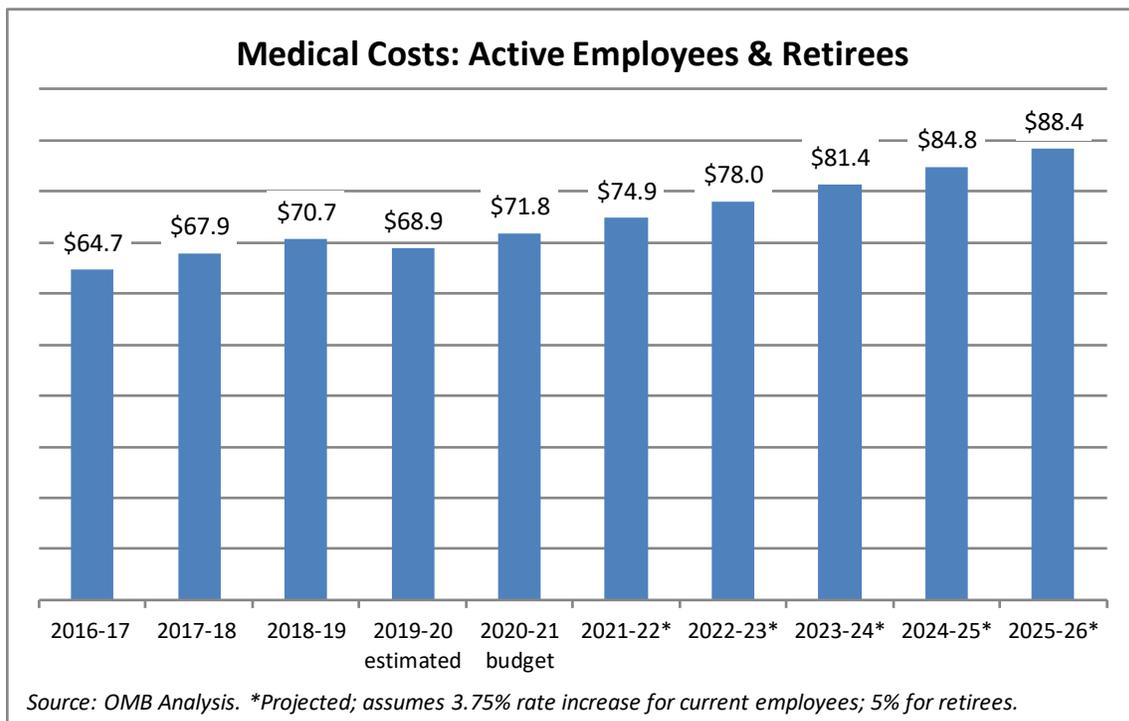
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 1.7% for 2020-21 and at 2.5% annually through 2025-26. The effects of inflation on the operating budget are direct and immediate, resulting in increased costs for employee 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:

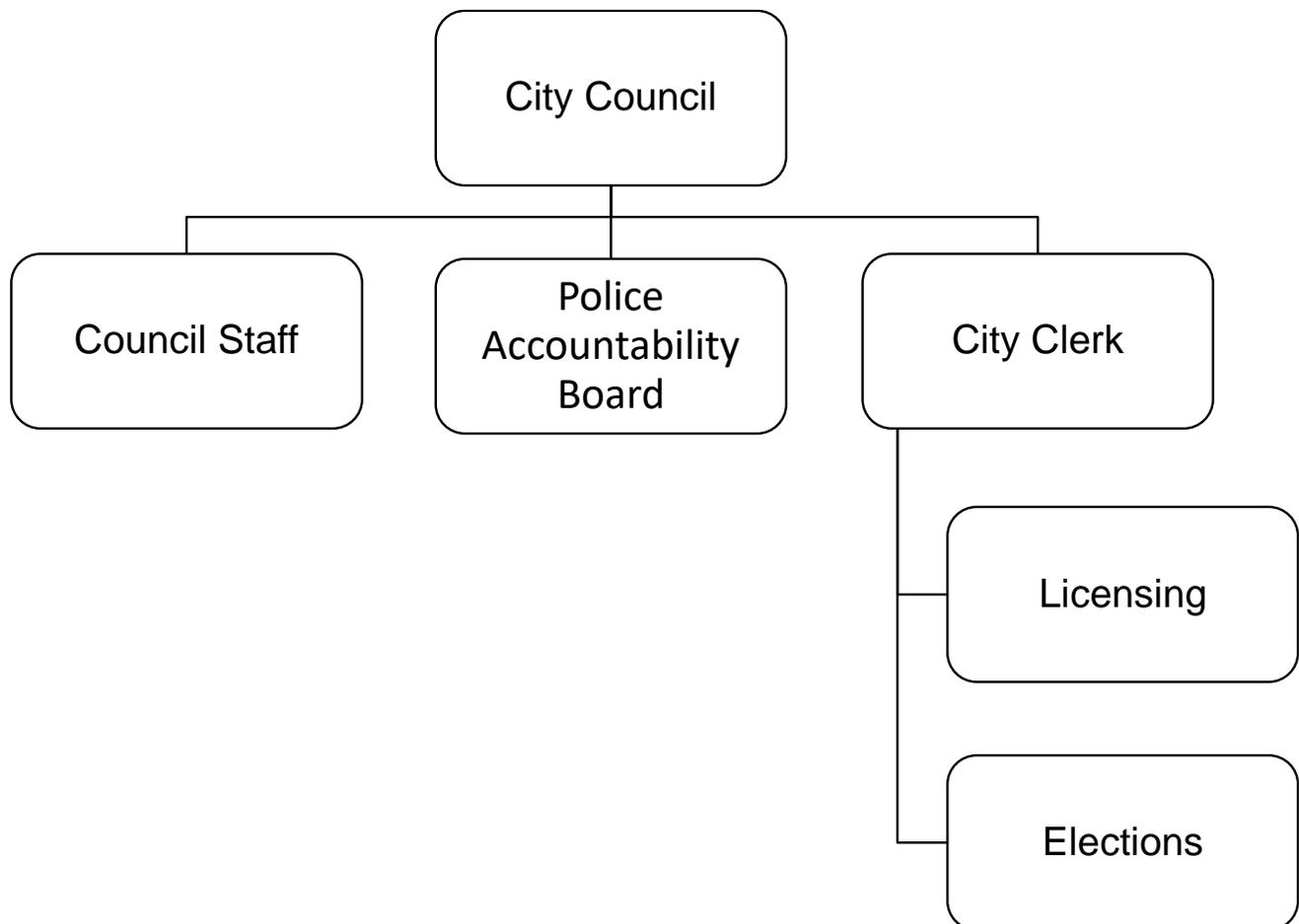
- Improve productivity – Through improved use of technological advances and innovative management techniques, cost reductions can be realized without reducing service levels
- Reduce service – If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will 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:

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|-------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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 |

CITY COUNCIL & CLERK

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|-----------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| • 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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

| <u>Activity</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> | <u>Change</u> | Percent <u>Change</u> |
|-----------------------------|--------------------------|--------------------------|---------------|--------------------------|
| 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 | <u>275,000</u> | <u>279,800</u> | <u>4,800</u> | 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 <u>Adjustment</u> | General <u>Inflation</u> | Chargebacks | Vacancy <u>Allowance</u> | Miscellaneous | Major Change | <u>Total</u> |
|------------------------------------|-----------------------------|-------------|-----------------------------|---------------|--------------|--------------|
| -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

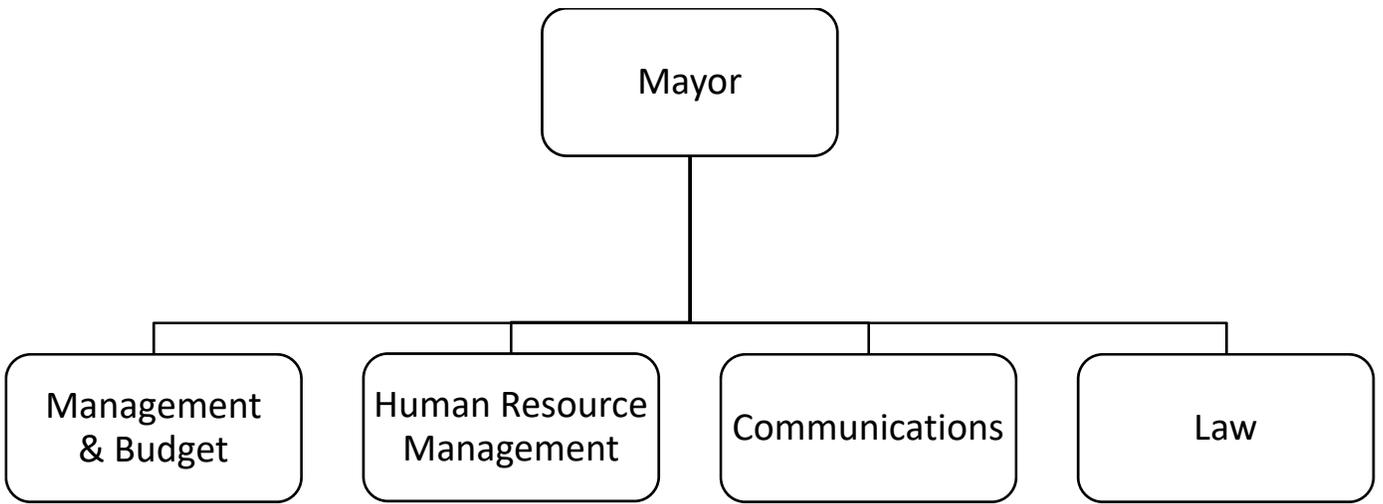
| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>332,267</u> | <u>275,000</u> | <u>275,000</u> | <u>279,800</u> |
| 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 | <u>9.0</u> | <u>8.4</u> | <u>8.4</u> | <u>8.4</u> |
| 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 | Approved 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 | <u>3.5</u> | <u>1.9</u> | <u>0.2</u> | <u>0.4</u> | <u>0.1</u> | <u>0.1</u> | <u>1.1</u> |
| 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 <u>2019-20</u> | Budget <u>2020-21</u> | <u>Change</u> | Percent <u>Change</u> |
|---------------------------|--------------------------|--------------------------|----------------|--------------------------|
| 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 | 3,141,500 | -127,100 | -3.9% |
| Law Department | <u>2,121,900</u> | <u>2,034,000</u> | <u>-87,900</u> | -4.1% |
| Total | 13,423,300 | 13,077,600 | -345,700 | -2.6% |
| Employee Years | 124.5 | 123.7 | -0.8 | -0.6% |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | Chargebacks | Vacancy <u>Allowance</u> | Miscellaneous | Major Change | Total |
|------------------------------------|-----------------------------|-------------|-----------------------------|---------------|--------------|----------|
| 47,100 | 47,800 | -3,300 | -76,900 | 5,600 | -366,000 | -345,700 |

Major Change Highlights

- As proposed by the Mayor

| | |
|---|----------|
| 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 |

- As amended by City Council

| | |
|--|----------|
| Reallocate funds from Police special events overtime to enhance staffing model in Recreation | -129,900 |
|--|----------|

ADMINISTRATION
EXPENDITURE SUMMARY

| | Actual 2018-19 | Estimated 2019-20 | Amended 2019-20 | Approved 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 | 2,918,000 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 10,643,579 | 12,552,200 | 13,423,300 | 13,077,600 |
| | | | | |
| 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 | 3,141,500 |
| Law Department | <u>1,913,641</u> | <u>1,989,600</u> | <u>2,121,900</u> | <u>2,034,000</u> |
| Total | 10,643,579 | 12,552,200 | 13,423,300 | 13,077,600 |
| | | | | |
| 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 | <u>20.5</u> | <u>19.5</u> | <u>21.5</u> | <u>19.5</u> |
| 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.

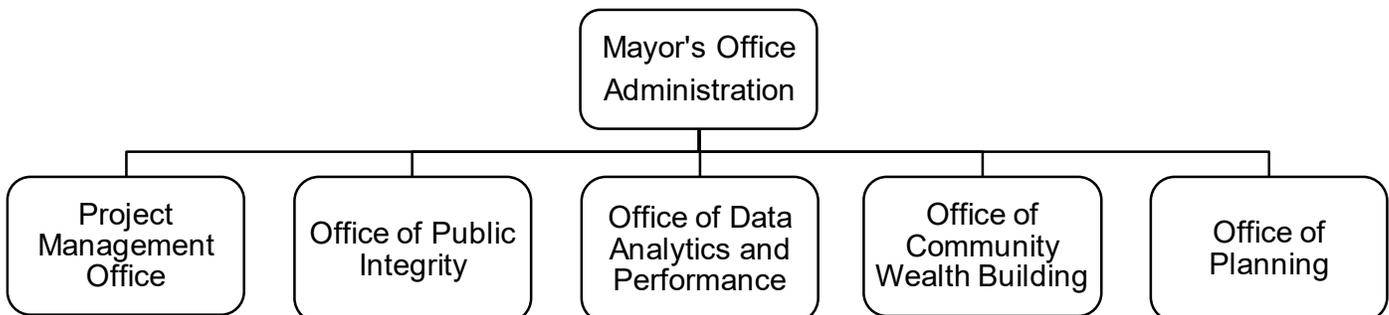
Project Management Office:

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

ADMINISTRATION MAYOR'S OFFICE

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 | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 <i>Enhance the City's transparency, efficiency, and accountability</i> | 1,2,3,4 | Innovation and Efficiency | Ongoing |
| Develop IT capabilities and increase open data availability <i>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.</i> | 5 | Innovation and Efficiency | Ongoing |

| Key Performance Indicators | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|---|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 |

ADMINISTRATION
MAYOR'S OFFICE

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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|---|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 lean 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 <i>ECN-2: Support existing and help new neighborhood businesses</i> | 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 <i>ECN-2: Support existing and help new neighborhood businesses</i> | 1, 2 | Innovation and Efficiency | Fourth Quarter |
| <i>WRK-4: Provide support for individuals starting their own businesses</i> | 5, 7 | More Jobs, Better Educational Opportunities | Ongoing |
| <i>WRK-3 Focus workforce development efforts on vulnerable populations</i> | 1, 2, 3, 4, 5 | More Jobs, Better Educational Opportunities | Ongoing |
| Raise awareness of financial products and strategies available to residents and small businesses <i>ECN-2: Support existing and help new neighborhood businesses</i> | 4, 5 | More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities | Ongoing |
| <i>BCC-1: Build the capacity of community organizations and associations</i> | 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 <i>SCC-1: Improve conditions for students to ensure a healthy and nurturing environment for learning that is targeted at key success indicators</i> | 1, 2, 3, 4, 5, 6, 7 | More Jobs, Safer and More Vibrant Neighborhoods, Better Educational Opportunities, Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 |

ADMINISTRATION
MAYOR'S OFFICE

| Key Performance Indicators | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 <i>SC4: Improve municipal technology to better serve the city, residents, stakeholders, and others</i> | 1,2,3 | Innovation and Efficiency | Fourth Quarter |
| Initiate accounts receivable and billing replacement project, identify a solution, and develop a plan <i>SC4: same as above</i> | 1,2 | Innovation and Efficiency | Fourth Quarter |
| Select and begin to implement Land Management permitting and inspection system <i>SC4c: same as above</i> | 1,2,3 | Innovation and Efficiency | Fourth Quarter |
| Complete Property Information Application Rebuild <i>SC4: same as above</i> | 1,2,3 | Innovation and Efficiency | Fourth Quarter |

| Key Performance Indicators | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 <i>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]</i> | 1,2,3 | Innovation and Efficiency, Safer and More Vibrant Neighborhoods, More Jobs | Ongoing |
| <i>BCC-1: Build the capacity of community organizations and their leaders</i> | 4 | Safer and More Vibrant Neighborhoods | Ongoing |
| <i>IMP-1: Implement Rochester 2034 through City Code and procedures</i> | 5,6 | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual</u> 2018-19 | <u>Estimated</u> 2019-20 | <u>Budget</u> 2019-20 | <u>Budget</u> 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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 4,829,200 | 4,452,300 | -376,900 |
| 44.4 | 43.6 | -0.8 |

Change Detail

| <u>Salary & Wage</u> | <u>General</u> | <u>Vacancy</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|--------------------------|------------------|--------------------|----------------------|---------------------|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | | |
| 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 |

ADMINISTRATION
MAYOR'S OFFICE

| | |
|---|----------|
| 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 | Approved 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>375,000</u> |
| 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 | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>4.1</u> |
| 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 | Approved 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 | | <u>0.0</u> | <u>0.4</u> | <u>0.1</u> | <u>0.1</u> | <u>0.1</u> | <u>0.0</u> | <u>0.1</u> | <u>0.0</u> |
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|----------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 |

ADMINISTRATION
OFFICE OF MANAGEMENT AND BUDGET

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 798,800 | 731,700 | -67,100 |
| Employee Years | 8.8 | 8.0 | -0.8 |

Change Detail

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

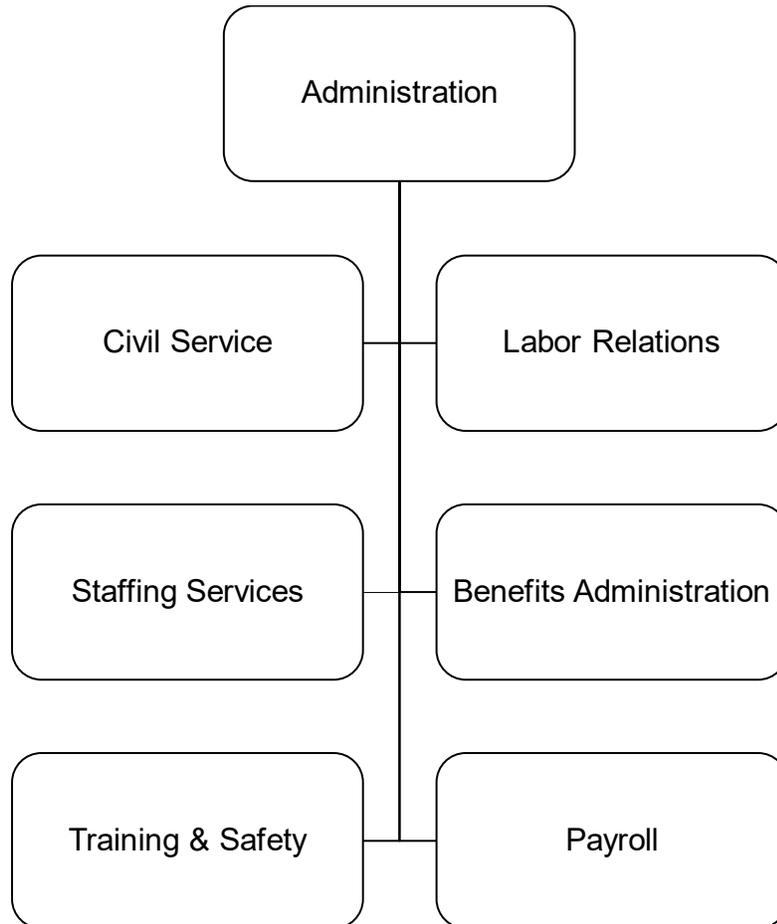
ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | |
|---------------------|--|-------------------|---------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | <u>0.0</u> | <u>0.5</u> |
| | 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

**ADMINISTRATION
HUMAN RESOURCE MANAGEMENT**

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 initiatives 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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|---|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 |

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|----------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

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

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| -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 | Approved 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>369,200</u> |
| 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 | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>4.0</u> |
| 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 | Approved 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/Bilingual | 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 |

ADMINISTRATION COMMUNICATIONS

| Key Performance Indicators | Actual | Estimated | Budget | Budget |
|---|----------------|----------------|----------------|----------------|
| | <u>2018-19</u> | <u>2019-20</u> | <u>2019-20</u> | <u>2020-21</u> |
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 3,268,600 | 3,141,500 | -127,100 |
| Employee Years | 20.0 | 20.0 | 0.0 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| 5,000 | 25,500 | -1,400 | 0 | 0 | -156,200 | -127,100 | |

Major Changes

| | |
|--|----------|
| <ul style="list-style-type: none"> ▪ As proposed by the Mayor | |
| 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 |
| <ul style="list-style-type: none"> ▪ As amended by City Council | |
| Reallocate funds from Police special events overtime to enhance staffing model in Recreation | -129,900 |

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 | Approved 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 | 1,619,700 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 3,100,236 | 2,952,400 | 3,268,600 | 3,141,500 |
| 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 | <u>1,807,509</u> | <u>1,466,000</u> | <u>1,914,900</u> | <u>1,794,500</u> |
| Total | 3,100,236 | 2,952,400 | 3,268,600 | 3,141,500 |
| 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 | <u>3.3</u> | <u>4.3</u> | <u>5.0</u> | <u>4.5</u> |
| 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 | Approved 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 | 0 | | | |
| 22 | Special Events Coordinator/Bilingual | 1 | 1 | | | 1 |
| 18 | Communications Assistant | 1 | 1 | | 1 | |
| 16 | Communications Aide/Bilingual | 1 | 1 | | 1 | |
| 18 | Jr. Speechwriter | 0 | 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| 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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|----------------------------|-----------------------|--------------------------|-----------------------|-----------------------|
| 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 |

ADMINISTRATION
LAW DEPARTMENT

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|---|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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

| <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|---------------|
| 2,121,900 | 2,034,000 | -87,900 |
| 21.5 | 19.5 | -2.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 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

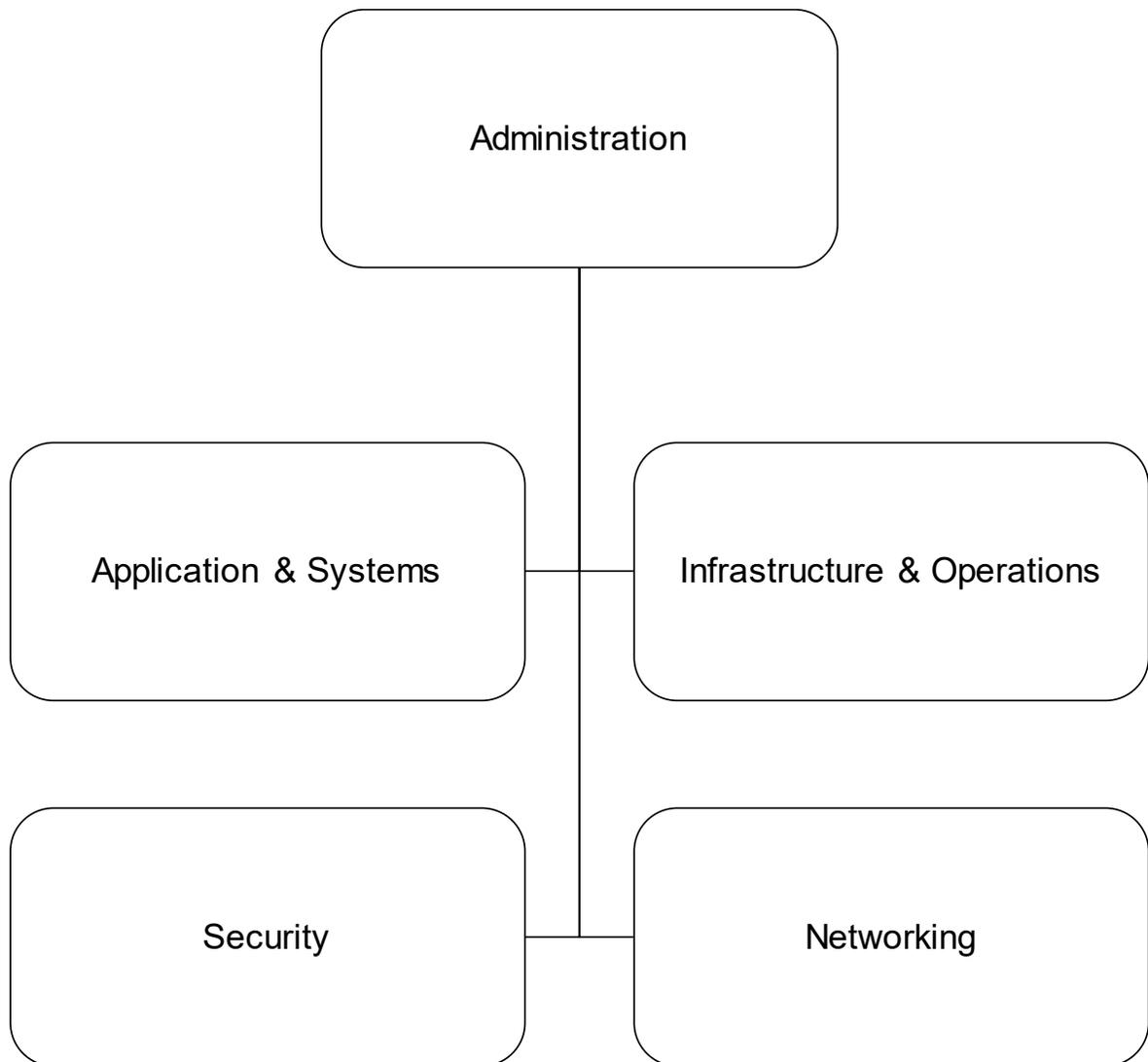
| | Actual 2018-19 | Estimated 2019-20 | Amended 2019-20 | Approved 2020-21 |
|--------------------------------------|-------------------|----------------------|--------------------|---------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,757,669 | 1,901,100 | 1,962,800 | 1,862,600 |
| Materials & Supplies | 40,932 | 37,500 | 43,800 | 52,400 |
| Services | 115,040 | 51,000 | 115,300 | 119,000 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | Approved |
| | | 2019-20 | 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 | | <u>0.0</u> | <u>0.0</u> |
| 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. <i>SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others.</i> | 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. <i>Enhance the City's transparency, efficiency, and accountability</i> | 7 | Innovation and Efficiency | Second Quarter |

Key Performance Indicators

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

Year-To-Year Comparison

| <u>Bureau</u> | Budget | Budget | <u>Change</u> | Percent |
|-----------------------------|----------------|----------------|---------------|-----------------|
| | <u>2019-20</u> | <u>2020-21</u> | | <u>Approved</u> |
| 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

| <u>Salary & Wage Adjustments</u> | General | | Vacancy | | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|--------------------------------------|------------------|--------------------|------------------|-----|----------------------|---------------------|--------------|
| | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | | | | |
| -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.

INFORMATION TECHNOLOGY DEPARTMENT

| Telecom/ Data Network Chargebacks – Based on costs associated with telephone and data/network use. | | | | | |
|--|----------------|----------------|-----------------------------|----------------|----------------|
| | <u>2019-20</u> | <u>2020-21</u> | <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> |
| ENVIRONMENTAL SERVICES | 238,000 | 240,100 | INFORMATION TECHNOLOGY | 20,300 | 19,800 |
| FIRE | 52,900 | 51,400 | LIBRARY | 15,100 | 15,100 |
| NEIGHBORHOOD AND BUSINESS DEVELOPMENT | 50,800 | 63,300 | RECREATION & YOUTH SERVICES | | |
| CITY COUNCIL & CLERK | 10,600 | 8,000 | Commissioner | 5,600 | 8,400 |
| ADMINISTRATION | | | Recreation | 30,000 | 26,000 |
| Mayor's Office | 21,900 | 20,300 | Youth Services | <u>10,200</u> | <u>8,700</u> |
| Management & Budget | 4,100 | 4,000 | Total - DRYS | 45,800 | 43,100 |
| Human Resource Mgt. | 13,700 | 14,900 | FINANCE | | |
| Communications | 9,100 | 8,400 | Director's Office | 2,000 | 2,500 |
| Law | <u>10,700</u> | <u>9,400</u> | Accounting | 8,100 | 5,400 |
| Total - Administration | 59,500 | 57,000 | Treasury | 9,100 | 8,400 |
| POLICE | 244,500 | 238,000 | Assessment | 6,600 | 5,900 |
| EMERGENCY COMMUNICATIONS | 5,100 | 5,900 | Parking | 15,800 | 15,800 |
| | | | Traffic Violations Agency | 4,600 | 4,000 |
| | | | Purchasing | <u>5,600</u> | <u>5,400</u> |
| | | | Total - Finance | 51,800 | 47,400 |
| | | | Total Interfund | 117,100 | 113,900 |
| | | | Total Intrafund | <u>677,300</u> | <u>675,200</u> |
| | | | 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.

| <u>Department</u> | <u>2019-20</u> | <u>2020-21</u> |
|-------------------------------------|----------------|----------------|
| 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 | <u>17,700</u> | <u>17,200</u> |
| Total | 195,000 | 190,000 |
| | | |
| Total Interfund | 31,900 | 31,100 |
| Total Intrafund | <u>163,100</u> | <u>158,900</u> |
| Total | 195,000 | 190,000 |

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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* | <u>-835,659</u> | <u>-840,400</u> | <u>-840,400</u> | <u>-834,100</u> |
| 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 | <u>0</u> | <u>1,126,200</u> | <u>1,389,100</u> | <u>1,420,900</u> |
| 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* | <u>-835,659</u> | <u>-840,400</u> | <u>-840,400</u> | <u>-834,100</u> |
| 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 | <u>0.0</u> | <u>7.0</u> | <u>7.0</u> | <u>7.0</u> |
| 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 | Approved 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 | | | |
| 31 | Application & Systems Manager | 1 | 1 | | 1 | | |
| 31 | Information Services Manager | 0 | 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 | | <u>0.0</u> | <u>3.2</u> | <u>0.5</u> | <u>1.3</u> | <u>1.4</u> | <u>0.0</u> |
| 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 (RFQs) 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 PSAs | 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

| <u>Bureau</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> | <u>Change</u> | <u>Percent</u> <u>Change</u> |
|--------------------------------|---------------------------------|---------------------------------|-----------------|---------------------------------|
| 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 | <u>944,900</u> | <u>826,300</u> | <u>-118,600</u> | <u>-12.6%</u> |
| Total | 12,884,200 | 12,201,500 | -682,700 | -5.3% |
| Interfund Credit* | -189,700 | -222,300 | -32,600 | 17.2% |
| Intrafund Credit* | <u>-567,200</u> | <u>-510,700</u> | <u>56,500</u> | <u>-10.0%</u> |
| 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

| <u>Salary & Wage</u> <u>Adjustment</u> | <u>General</u> <u>Inflation</u> | <u>Chargebacks</u> | <u>Vacancy</u> <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|---|------------------------------------|--------------------|------------------------------------|----------------------|---------------------|--------------|
| -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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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* | <u>-528,460</u> | <u>-563,400</u> | <u>-567,200</u> | <u>-510,700</u> |
| 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 | <u>794,838</u> | <u>869,200</u> | <u>944,900</u> | <u>826,300</u> |
| 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* | <u>-528,460</u> | <u>-563,400</u> | <u>-567,200</u> | <u>-510,700</u> |
| 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 | <u>9.8</u> | <u>9.9</u> | <u>10.3</u> | <u>8.5</u> |
| 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

| | <u>Actual</u> 2018-19 | <u>Estimated</u> 2019-20 | <u>Budget</u> 2019-20 | <u>Budget</u> 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 618,500 | 662,000 | 43,500 |
| Employee Years | 4.0 | 5.0 | 1.0 |

Change Detail

| Salary & Wage | General | | Vacancy | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
| 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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 |

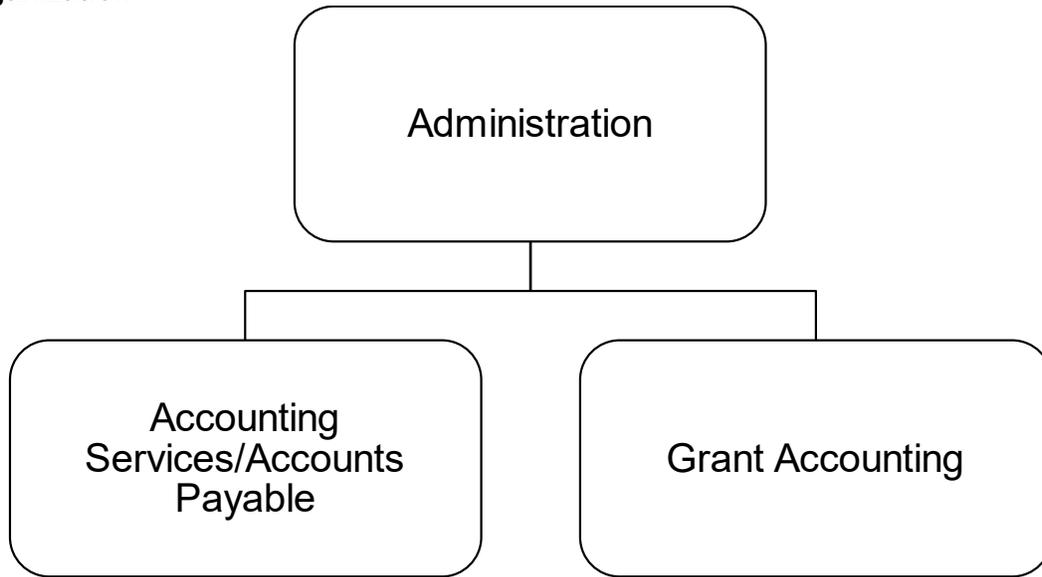
DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | |
|--------------------------------|--------------------------------|-------------------|---------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.0</u> | <u>0.0</u> |
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|---|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 |

DEPARTMENT OF FINANCE
ACCOUNTING

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|-----------------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|
| Business development loans/leases | 84 | 85 | 90 | 87 |

FINANCIAL/COST

| | | | | |
|----------------------------------|-----|-----|-----|-----|
| In lieu of tax agreements billed | 201 | 209 | 209 | 222 |
|----------------------------------|-----|-----|-----|-----|

Year-To-Year Comparison

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

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| -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 |

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>293,785</u> | <u>310,500</u> | <u>310,500</u> | <u>275,500</u> |
| 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 | <u>4.6</u> | <u>4.1</u> | <u>4.0</u> | <u>3.8</u> |
| Total | 17.6 | 16.3 | 16.1 | 12.0 |

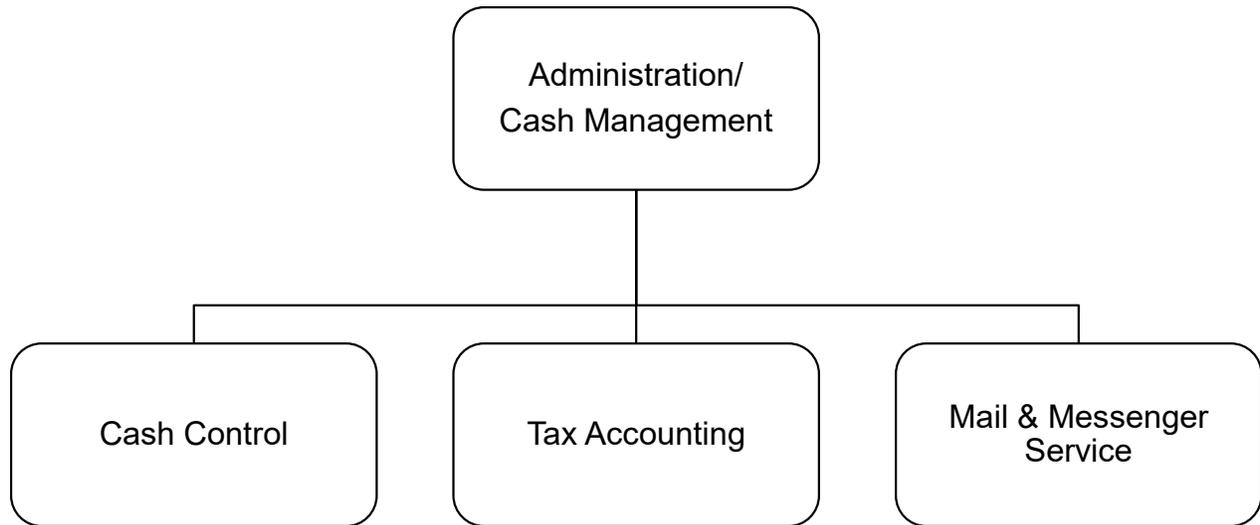
DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Accounting Services/ Accounts Payable | Grant Accounting |
|--------------------------------|--------------------------------|-------------------|---------------------|----------------|--|---------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.0</u> | <u>0.2</u> | <u>0.0</u> | <u>0.0</u> | <u>0.2</u> |
| 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

DEPARTMENT OF FINANCE
TREASURY

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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 |

DEPARTMENT OF FINANCE
TREASURY

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,777,800 | 1,779,700 | 1,900 |
| Employee Years | 18.9 | 17.9 | -1.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 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

| <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> | <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> |
|--|----------------|----------------|--------------------------------|----------------|----------------|
| CITY COUNCIL & CLERK | 19,400 | 16,500 | ENVIRONMENTAL SERVICES | 136,600 | 134,000 |
| NEIGHBORHOOD & ECONOMIC DEVELOPMENT | 65,300 | 58,000 | EMERGENCY COMMUNICATIONS | 4,000 | 3,000 |
| ADMINISTRATION | | | POLICE | 60,400 | 50,000 |
| Mayor's Office | 10,700 | 7,600 | FIRE | 1,100 | 1,300 |
| Management & Budget | 0 | 100 | LIBRARY | 0 | 0 |
| Human Resource Management | 10,500 | 18,300 | RECREATION & YOUTH SERVICES | | |
| Communications | 1,100 | 600 | Commissioner | 2,100 | 6,100 |
| Law | <u>4,600</u> | <u>4,400</u> | Recreation | 500 | 500 |
| Total - Administration | 26,900 | 31,000 | Youth Services | <u>2,500</u> | <u>1,300</u> |
| FINANCE | | | Total - DRYS | 5,100 | 7,900 |
| Director's Office | 200 | 100 | INFORMATION TECHNOLOGY | 100 | 100 |
| Accounting | 7,100 | 0 | Total Interfund | 172,900 | 205,500 |
| Treasury | 47,600 | 41,200 | Total Intrafund | <u>272,900</u> | <u>214,500</u> |
| Assessment | 16,100 | 20,700 | CITY TOTAL | 445,800 | 420,000 |
| Parking & Municipal Violations | 43,700 | 37,900 | | | |
| Traffic Violations Agency | 8,500 | 15,200 | | | |
| Purchasing | <u>3,700</u> | <u>3,100</u> | | | |
| Total - Finance | 126,900 | 118,200 | | | |

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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* | <u>-270,394</u> | <u>-269,100</u> | <u>-272,900</u> | <u>-214,500</u> |
| 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 | <u>503,920</u> | <u>497,400</u> | <u>535,600</u> | <u>557,100</u> |
| 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* | <u>-270,394</u> | <u>-269,100</u> | <u>-272,900</u> | <u>-214,500</u> |
| 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 | <u>2.2</u> | <u>2.3</u> | <u>2.0</u> | <u>2.0</u> |
| Total | 20.5 | 19.9 | 18.9 | 17.9 |

*Reflects chargeback for postage

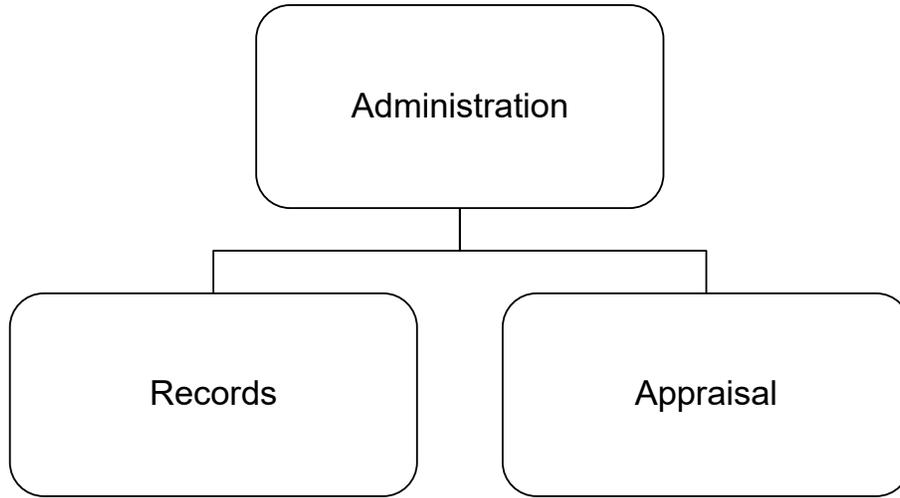
DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration/ Cash Management | Cash Control | Tax Accounting | Mail & Messenger Service |
|--------------------------------|-------------------------------|-------------------|---------------------|---------------------------------------|--------------|----------------|--------------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 Administrative 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 18.9 | 17.9 | 7.4 | 3.2 | 5.3 | 2.0 |

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 |

DEPARTMENT OF FINANCE
ASSESSMENT

Key Performance Indicators

| | <u>Actual</u> 2018-19 | <u>Estimated</u> 2019-20 | <u>Budget</u> 2019-20 | <u>Budget</u> 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 939,300 | 874,300 | -65,000 |
| Employee Years | 14.9 | 12.2 | -2.7 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>477,452</u> | <u>491,300</u> | <u>494,700</u> | <u>502,000</u> |
| 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 | <u>6.9</u> | <u>7.1</u> | <u>7.1</u> | <u>7.1</u> |
| Total | 13.1 | 13.4 | 14.9 | 12.2 |

DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

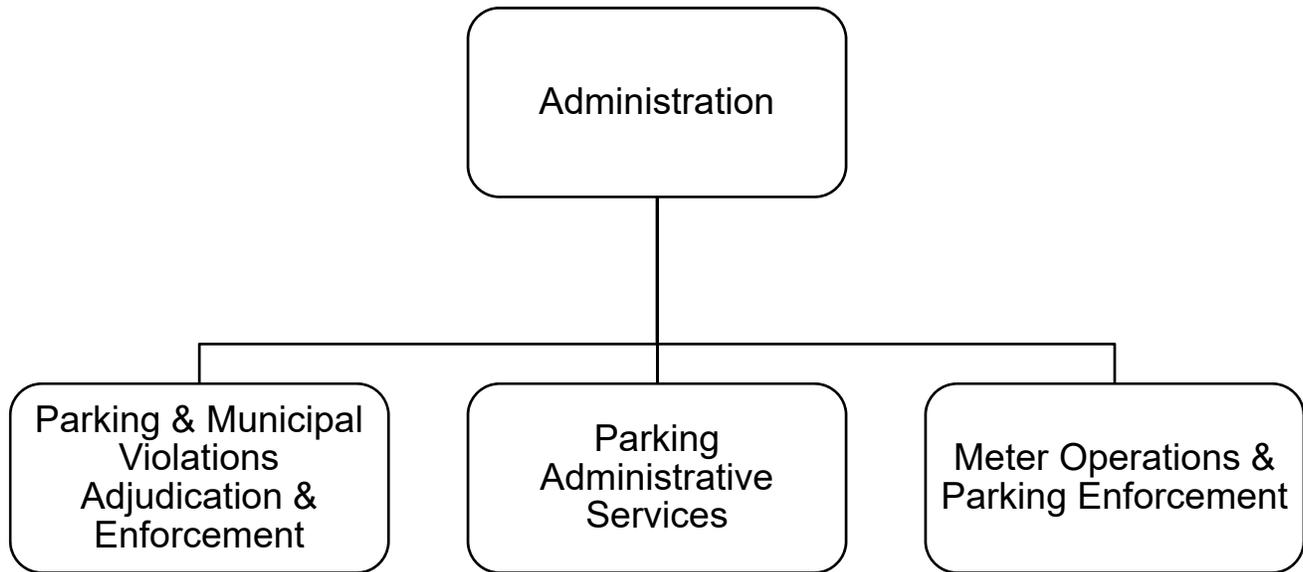
| FULL TIME POSITIONS | | | | Administration | Records | Appraisal |
|--------------------------------|-------------------------------------|-------------------|---------------------|----------------|------------|------------|
| Br. | Title | Budget 2019-20 | Approved 2020-21 | | | |
| 33 | Assessor | 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| 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

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

- 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

| | <u>Actual</u> 2018-19 | <u>Estimated</u> 2019-20 | <u>Budget</u> 2019-20 | <u>Budget</u> 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 6,310,400 | 6,150,000 | -160,400 |
| Employee Years | 36.0 | 36.0 | 0.0 |

Change Detail

| Salary & Wage | General | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
| 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 |

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|---|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>906,354</u> | <u>812,500</u> | <u>974,300</u> | <u>1,020,800</u> |
| 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 | <u>15.0</u> | <u>13.3</u> | <u>15.5</u> | <u>16.0</u> |
| Total | 35.3 | 32.8 | 36.0 | 36.0 |

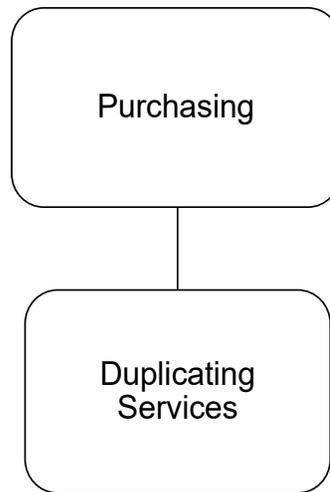
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | P&MV Adjud. & Enforcement | Parking Administrative Services | Meter Ops/Parking Enforcement |
|--------------------------------|--------------------------------------|----------------|------------------|----------------|---------------------------|---------------------------------|-------------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.2</u> | <u>0.2</u> | <u>0.0</u> | <u>0.1</u> | <u>0.0</u> | <u>0.1</u> |
| 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

DEPARTMENT OF FINANCE
PURCHASING

2020-21 Strategic Goals & Objectives

| Objective | Rochester 2034 Initiative | Mayor's Priorities Supported | Projected Completion |
|--|---------------------------|---|----------------------|
| Increase the use of electronic requests for quotations (RFQs) 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 PSAs | 5a | More Jobs, Safer and More Vibrant Neighborhoods | Ongoing |

Key Performance Indicators

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|---------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| 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 |

DEPARTMENT OF FINANCE
PURCHASING

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

| <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> | <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> |
|----------------------------------|----------------|----------------|-----------------------------|----------------|----------------|
| CITY COUNCIL & CLERK | 10,700 | 6,000 | ENVIRONMENTAL SERVICES | 27,600 | 29,500 |
| NEIGHBORHOOD & BUSINESS DEV. | 73,500 | 83,200 | EMERGENCY COMMUNICATIONS | 6,500 | 2,200 |
| ADMINISTRATION | | | INFORMATION TECHNOLOGY | 200 | 300 |
| Mayor's Office | 62,600 | 61,800 | RPD | 6,200 | 7,000 |
| Management & Budget | 6,200 | 5,200 | FIRE | 17,900 | 7,900 |
| Human Resource Management | 17,600 | 16,400 | | | |
| Communications | 26,500 | 26,200 | | | |
| Law | <u>400</u> | <u>3,300</u> | | | |
| Total - Administration | 113,300 | 112,900 | | | |
| LIBRARY | 400 | 400 | RECREATION & YOUTH SERVICES | | |
| | | | Commissioner | 0 | 0 |
| | | | Recreation | 37,700 | 37,500 |
| FINANCE | | | Youth Services | <u>0</u> | <u>0</u> |
| Director's Office | 0 | 0 | Total - DRYS | 37,700 | 37,500 |
| Accounting | 800 | 600 | | | |
| Treasury | 6,800 | 7,500 | | | |
| Assessment | 5,000 | 11,600 | Total Interfund | 16,800 | 16,800 |
| Parking and Municipal Violations | 600 | 2,800 | Total Intrafund | <u>294,300</u> | <u>296,200</u> |
| TVA | 100 | 0 | CITY TOTAL | 311,100 | 313,000 |
| Purchasing | <u>3,800</u> | <u>3,600</u> | | | |
| Total - Finance | 17,100 | 26,100 | | | |

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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* | <u>-258,066</u> | <u>-294,300</u> | <u>-294,300</u> | <u>-296,200</u> |
| Total | 781,334 | 715,000 | 786,000 | 715,900 |
| Appropriation by Activity | | | | |
| Purchasing | 762,882 | 715,100 | 786,000 | 715,600 |
| Duplicating Services | <u>289,677</u> | <u>311,000</u> | <u>311,100</u> | <u>313,300</u> |
| 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* | <u>-258,066</u> | <u>-294,300</u> | <u>-294,300</u> | <u>-296,200</u> |
| Total | 781,334 | 715,000 | 786,000 | 715,900 |
| Employee Years by Activity | | | | |
| Purchasing | 10.7 | 10.8 | 10.4 | 10.5 |
| Duplicating Services | <u>1.0</u> | <u>1.0</u> | <u>1.0</u> | <u>1.0</u> |
| 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 | Approved 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| 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

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS 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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 944,900 | 826,300 | -118,600 |
| Employee Years | 10.3 | 8.5 | -1.8 |

Change Detail

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

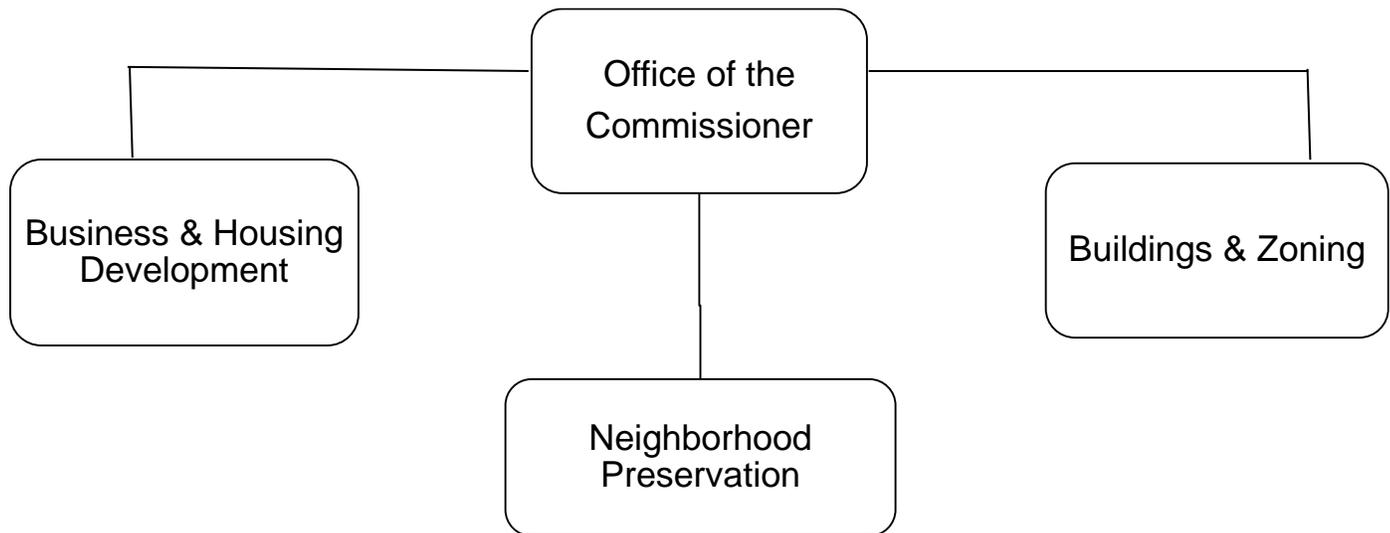
| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>9.8</u> | <u>9.9</u> | <u>10.3</u> | <u>8.5</u> |
| 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 | Approved 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 | <u>0.0</u> | <u>0.0</u> |
| | 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 |
|--|--|-----------------------------------|-----------------------------|
| <p>Create high quality housing units</p> <p><i>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.</i></p> <p><i>HSG-1d: Seek strategic opportunities to expand the City's homeownership programs and Employer Assisted Housing Initiative (EAHI).</i></p> | A, B, & C | Safer, More Vibrant Neighborhoods | Ongoing |
| <p>Enhance the quality of existing housing</p> <p><i>HSG-6a: Proactively partner with developers and the Rochester Land Bank.</i></p> <p><i>PMP-4l: Continue to provide aggressive enforcement of property maintenance and nuisance laws.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> | D, E, & F | Safer, More Vibrant Neighborhoods | Ongoing |

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

Key Performance Indicators

| | <u>Actual</u> 2018-19 | <u>Estimated</u> 2019-20 | <u>Budget</u> 2019-20 | <u>Budget</u> 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 | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|--------------------------------|
| 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 | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---|
| 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 | 141.6 | 139.0 | -2.6 | -1.8% |

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

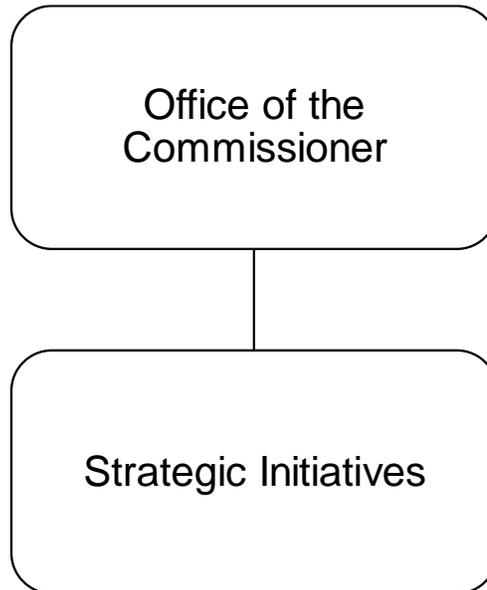
| | |
|---|----------|
| Office of Planning transfers to Mayor's Office | -372,600 |
| CEO of REDCO is removed from the City Budget and funded by REDCO | -126,900 |
| A Grants Manager and Research Coordinator is added to strengthen the ability to effectively secure and manage grants | 99,800 |
| Zoning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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>5,580,019</u> | <u>5,692,800</u> | <u>6,096,200</u> | <u>5,844,700</u> |
| Total | 10,709,300 | 11,182,300 | 11,700,800 | 10,988,900 |
| | | | | |
| Employee Years by Activity | | | | |
| Commissioner | 12.2 | 11.1 | 14.6 | 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 | <u>73.9</u> | <u>74.9</u> | <u>79.9</u> | <u>80.4</u> |
| Total | 128.5 | 128.1 | 141.6 | 139.0 |
| | | | | |
| NBD Resource Allocation - Dollars | | | | |
| NBD Allocation | 10,709,300 | 11,182,300 | 11,700,800 | 10,988,900 |
| Police Department NBD Allocation | <u>2,754,839</u> | <u>2,872,700</u> | <u>2,463,100</u> | <u>2,368,300</u> |
| 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 | 141.6 | 139.0 |
| Police Department NBD Allocation | <u>30.3</u> | <u>27.6</u> | <u>24.5</u> | <u>23.5</u> |
| Total NBD Allocation | 158.8 | 155.7 | 166.1 | 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 |
|--|---------------------------|---|----------------------|
| <u>Office of the Commissioner</u> | | | |
| 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 and IT | 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,302,600 | 869,400 | -433,200 |
| Employee Years | 14.6 | 8.1 | -6.5 |

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 | Approved 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>372,007</u> | <u>399,900</u> | <u>455,600</u> | <u>534,000</u> |
| | 1,079,924 | 1,452,500 | 1,302,600 | 869,400 |
| | | | | |
| Employee Years by Activity | | | | |
| Commissioner | 2.0 | 1.0 | 3.0 | 2.0 |
| Office of Planning | 3.6 | 4.0 | 4.0 | 0.0 |
| Strategic Initiatives | <u>6.6</u> | <u>6.1</u> | <u>7.6</u> | <u>6.1</u> |
| | 12.2 | 11.1 | 14.6 | 8.1 |

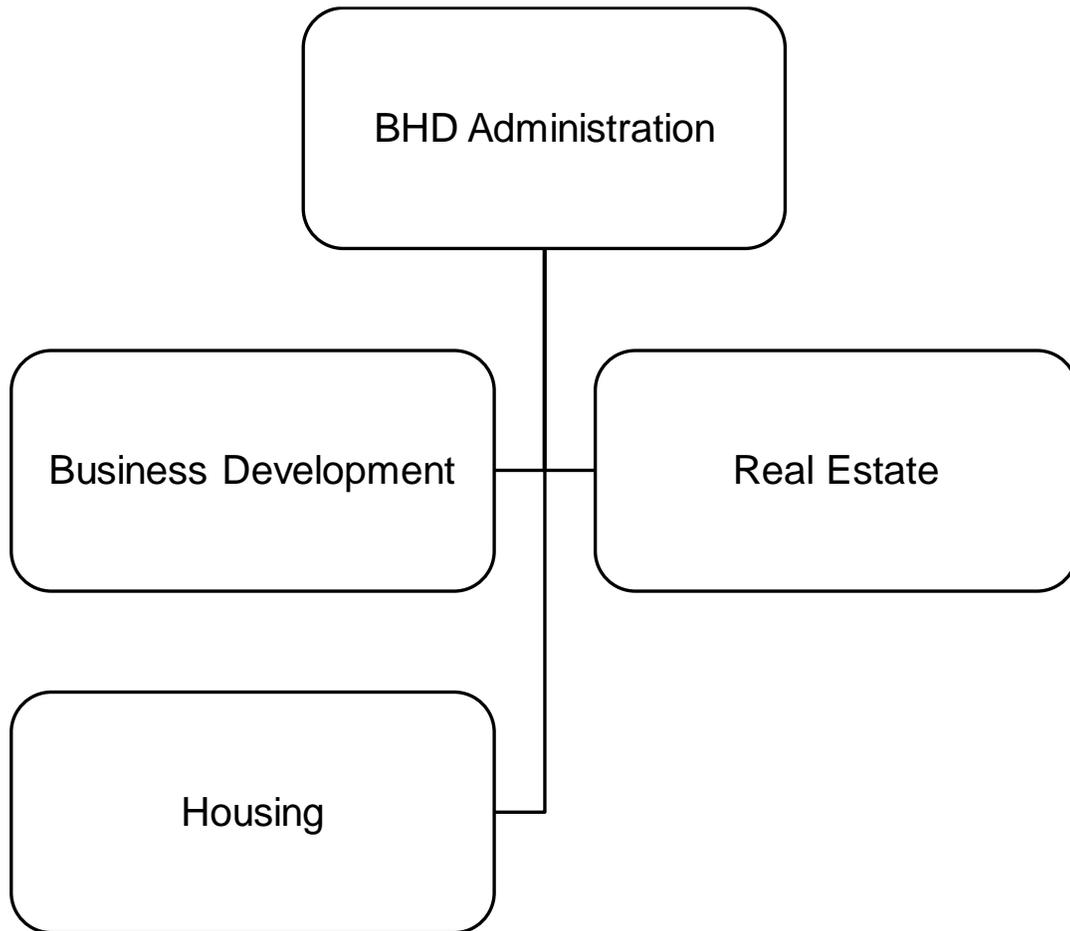
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Commissioner | Strategic Initiatives |
|--------------------------------|---|-------------------|---------------------|--------------|-----------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| 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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUSINESS & HOUSING DEVELOPMENT

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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| 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 | Approved 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>322,927</u> | <u>156,700</u> | <u>335,500</u> | <u>0</u> |
| | 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 | <u>3.1</u> | <u>5.1</u> | <u>5.1</u> | <u>0.0</u> |
| | 25.3 | 26.0 | 29.0 | 30.1 |

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

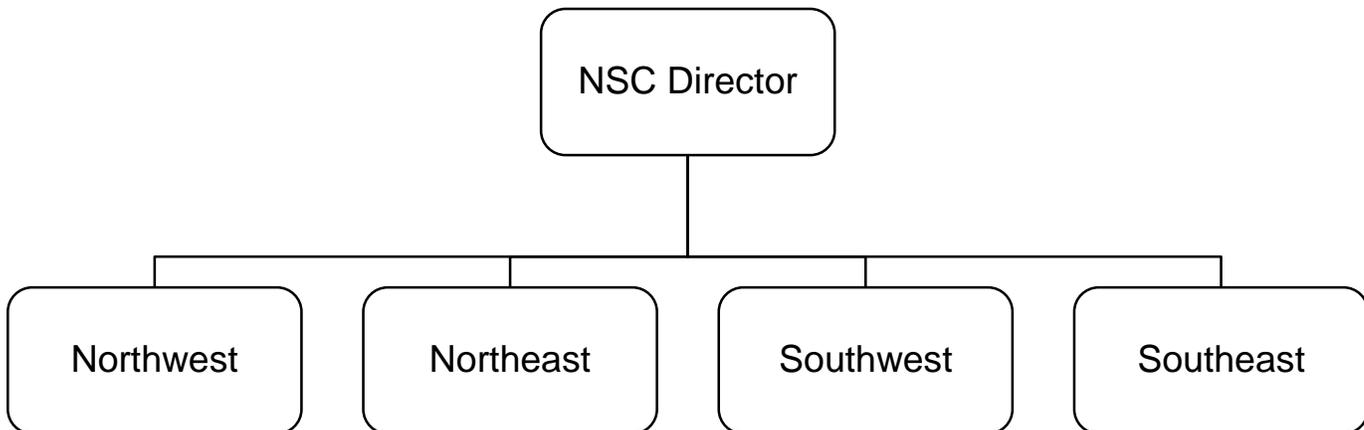
| FULL TIME POSITIONS | | | | Administration | Business Development | Real Estate | Housing | Project Development |
|-----------------------|--|-------------------|---------------------|----------------|----------------------|-------------|-------------|---------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | <u>0.3</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| | Total | 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

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

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION

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 | Approved 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>318,869</u> | <u>322,800</u> | <u>336,900</u> | <u>359,100</u> |
| 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 | <u>4.1</u> | <u>4.1</u> | <u>4.1</u> | <u>4.6</u> |
| 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 | Approved 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 18.1 | 20.4 | 2.0 | 4.6 | 4.6 | 4.6 | 4.6 |

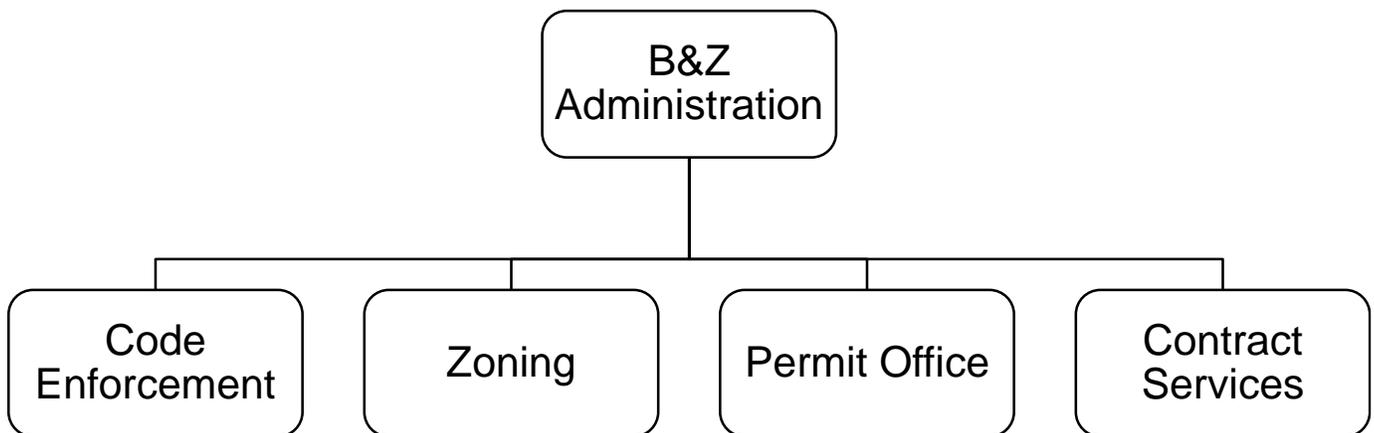
The following full time positions are included in the budget of the Police Department, Bureau of Community Affairs but are assigned to NSC offices and are shown here for reference only.

| 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 | | <u>0.0</u> | <u>0.0</u> |
| 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

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

2020-21 Strategic Goals & Objectives

| Objective | Rochester Priorities Supported 2034 Initiative | 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 6,096,200 | 5,844,700 | -251,500 |
| Employee Years | 79.9 | 80.4 | 0.5 |

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 Cities 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

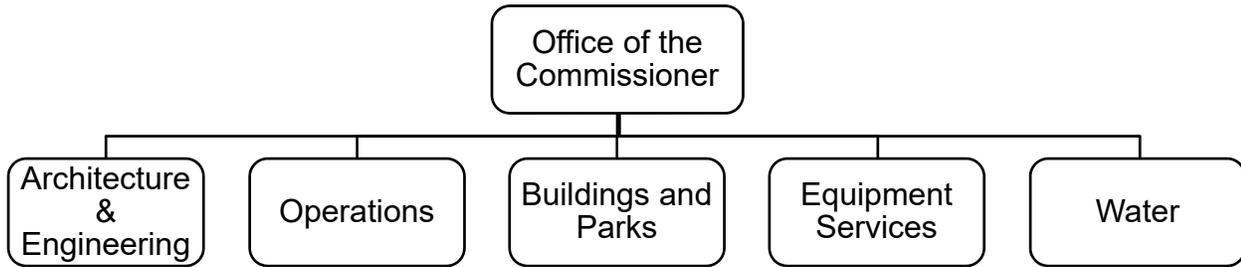
| Appropriation by Major Object | Actual 2018-19 | Estimated 2019-20 | Amended 2019-20 | Approved 2020-21 |
|-------------------------------|-------------------|----------------------|--------------------|---------------------|
| Personnel Expenses | 5,100,735 | 5,323,200 | 5,406,700 | 5,294,800 |
| Materials & Supplies | 28,481 | 36,700 | 24,500 | 24,500 |
| Services | 450,803 | 332,900 | 585,800 | 525,400 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>621,781</u> | <u>595,700</u> | <u>643,300</u> | <u>602,100</u> |
| 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 | 9.4 | 6.1 |
| Code Enforcement | 0 | 40.8 | 42.8 | 45.1 |
| Zoning | 0 | 7.9 | 8.9 | 9.1 |
| Permit Office | 0 | 9.8 | 9.8 | 11.6 |
| Contract Services | <u>0</u> | <u>9.0</u> | <u>9.0</u> | <u>8.5</u> |
| Total | 73.9 | 74.9 | 79.9 | 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 | Approved 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 | Executive 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 | | <u>1.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 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 |
|--|---------------------------------|--------------------------------------|-------------------------|
| <u>Office of Commissioner:</u> | | | |
| 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 |
|--|--|---|---------------------------------|
| <u>Architecture and Engineering:</u> | | | |
| 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 |
| <u>Operations:</u> | | | |
| 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 |
| <u>Buildings & Parks:</u> | | | |
| 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 |
| <u>Equipment Services:</u> | | | |
| Enhance technician and operator training program and upgrade shop repair capabilities | 5b | Innovation and Efficiency | Ongoing |
| <u>Water:</u> | | | |
| 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

| <u>Bureau</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> | <u>Change</u> | <u>Percent Change</u> |
|----------------------------|---------------------------|---------------------------|-----------------|---------------------------|
| 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 | <u>23,042,300</u> | <u>23,109,100</u> | <u>66,800</u> | 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* | <u>-5,732,000</u> | <u>-5,841,400</u> | <u>-109,400</u> | 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

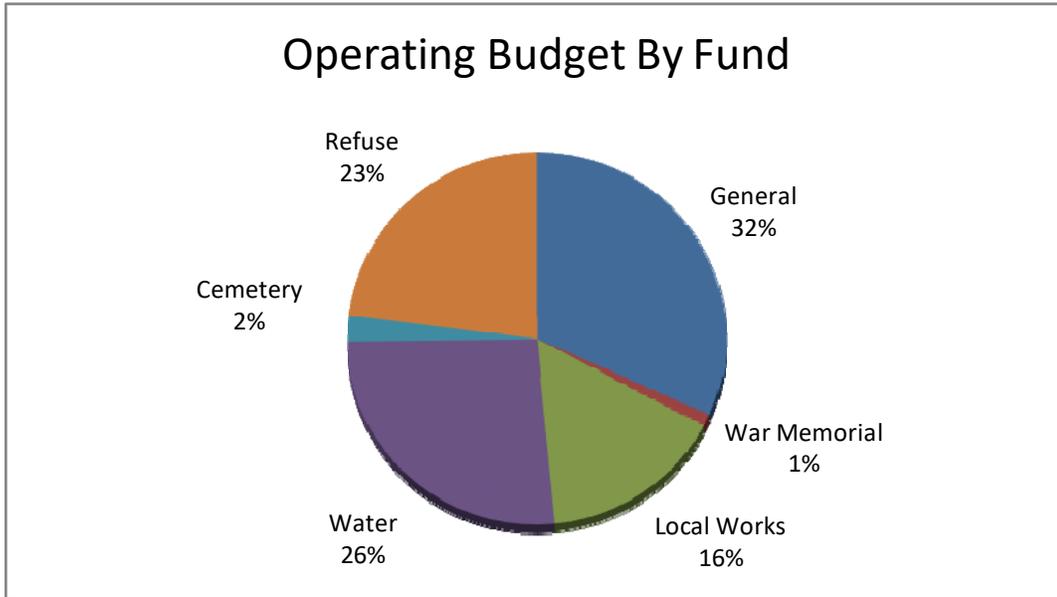
| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|---|------------------------------|--------------------|------------------------------|----------------------|---------------------|--------------|
| 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 Buildings & Parks 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 | <u>General</u> | <u>Local Works</u> | <u>Water</u> | <u>War Memorial</u> | <u>Cemetery</u> | <u>Refuse</u> | <u>Total</u> |
|---|-----------------------|---------------------------|---------------------|----------------------------|------------------------|----------------------|---------------------|
| 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 |



ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| 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* | <u>-5,554,499</u> | <u>-5,732,000</u> | <u>-5,732,000</u> | <u>-5,841,400</u> |
| 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 | <u>21,457,213</u> | <u>22,267,600</u> | <u>23,042,300</u> | <u>23,109,100</u> |
| 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* | <u>-5,554,499</u> | <u>-5,732,000</u> | <u>-5,732,000</u> | <u>-5,841,400</u> |
| 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 | <u>133.9</u> | <u>135.6</u> | <u>140.8</u> | <u>141.3</u> |
| 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.

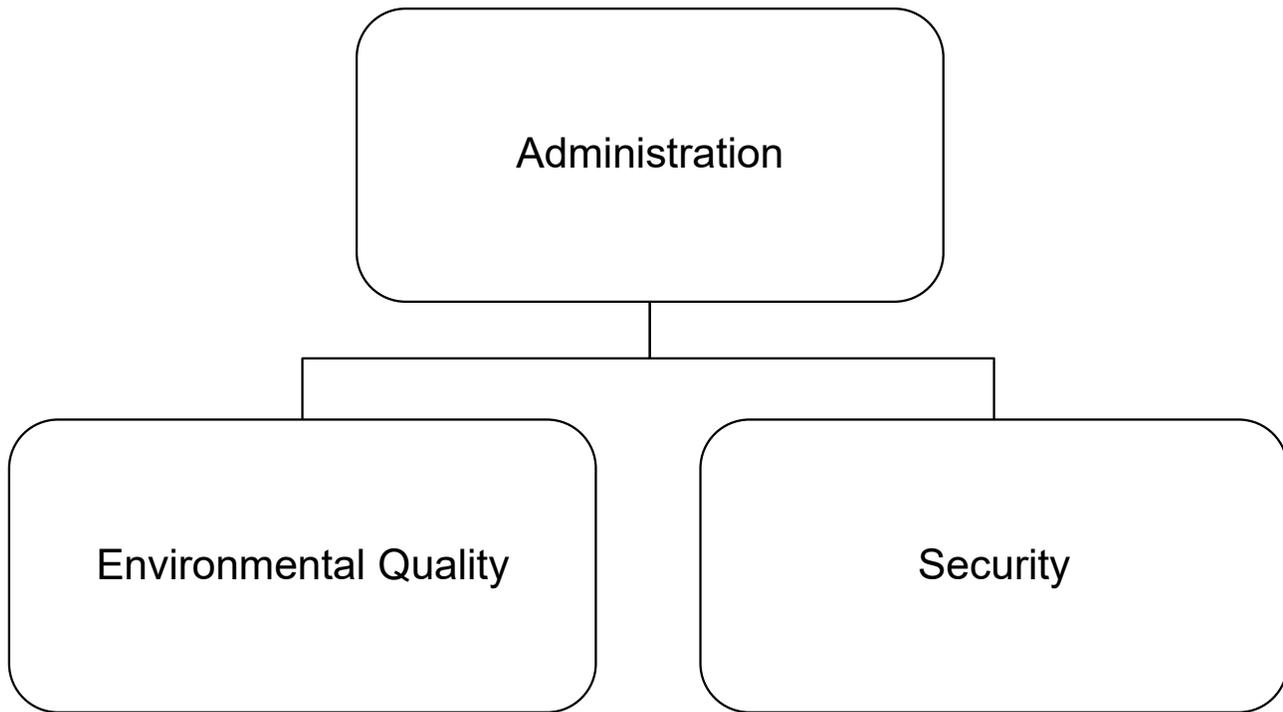
Environmental Workforce Development – Development and implementation of Environmental Protection Agency workforce development and job training program for underserved City residents.

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 |

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-12

Key Performance Indicators

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|---------------------------|
| 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

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

Change Detail

| Salary & Wage | General | | Vacancy | | | | Total |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--|--------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | | |
| 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 |

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER

7-13

| | |
|--|---------|
| 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

7-14

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>173,246</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>41.8</u> | <u>39.9</u> | <u>39.7</u> | <u>42.2</u> |
| Total | 56.2 | 55.4 | 55.4 | 58.5 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

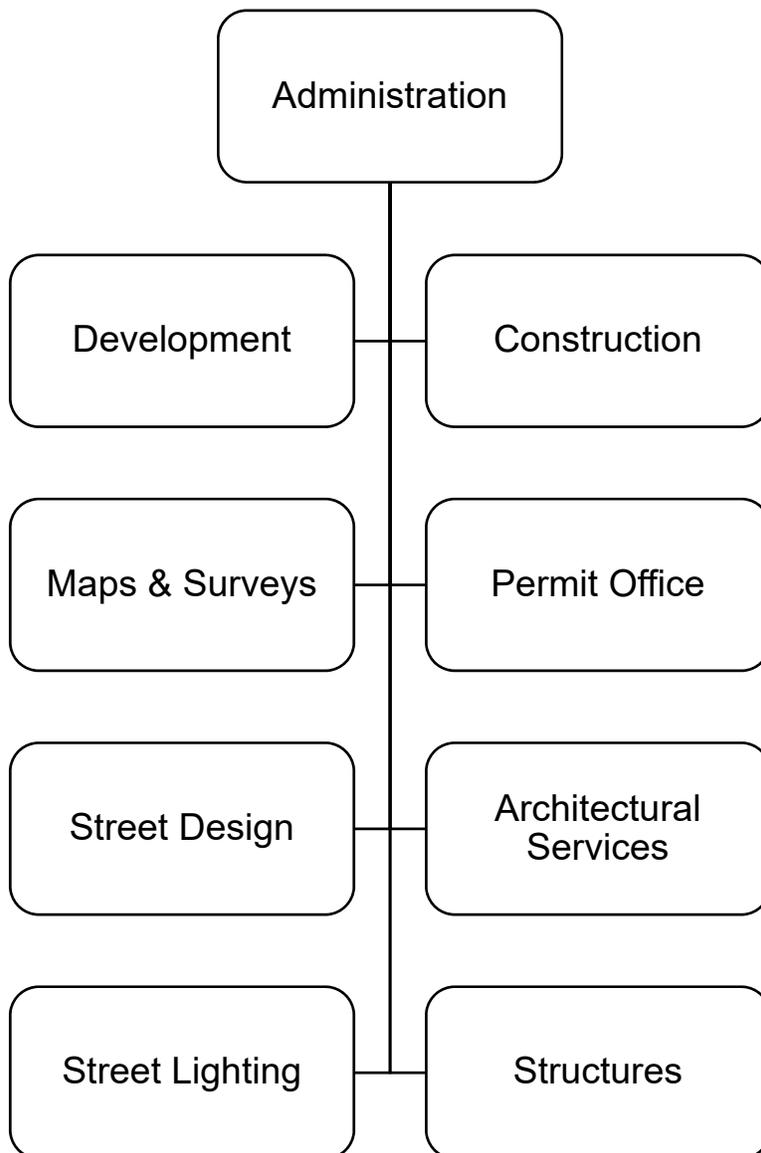
7-15

| FULL TIME POSITIONS | | | | Administration | Environmental Quality | Security |
|--------------------------------|--|-------------------|---------------------|----------------|-----------------------|------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.4</u> | <u>0.4</u> | <u>0.0</u> | <u>0.0</u> | <u>0.4</u> |
| 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 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-18

| 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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING

7-19

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

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

Change Detail

| Salary & Wage | General | | Vacancy | | | | Total |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | | <u>Total</u> |
| 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 Aide 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

7-20

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>67,858</u> | <u>184,300</u> | <u>97,700</u> | <u>204,500</u> |
| 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 | <u>0.9</u> | <u>2.0</u> | <u>0.9</u> | <u>1.9</u> |
| Total | 52.3 | 59.3 | 59.0 | 57.7 |

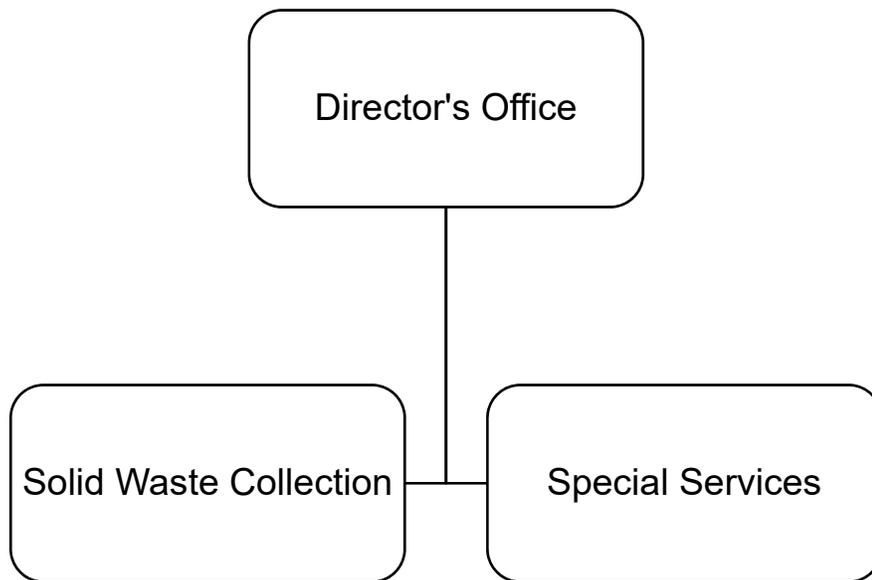
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Development | Construction | Maps & Surveys | Permit Office | Street Design | Architectural Services | Street Lighting | Structures |
|--------------------------------|---|----------------|------------------|----------------|-------------|--------------|----------------|---------------|---------------|------------------------|-----------------|------------|
| Br. | Title | Budget 2019-20 | Approved 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 | 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 | | | | | 2 | 1 | | | |
| 12 | Engineering Technician | 1 | 1 | | | | | 1 | | | | |
| 11 | Secretary | 1 | 1 | | | | | | | 1 | | |
| 11 | Clerk I | 1 | 0 | | | | | | | | | |
| 8 | Engineering Aide | 0 | 1 | | | | | 1 | | | | |
| 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 | | <u>1.8</u> | <u>1.8</u> | <u>0.3</u> | <u>0.1</u> | <u>0.2</u> | <u>0.2</u> | <u>0.2</u> | <u>0.3</u> | <u>0.3</u> | <u>0.1</u> | <u>0.1</u> |
| 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 an attractive condition by providing street sweeping, property cleanups, graffiti removal, vacant lot mowing, and snow and ice control

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-23

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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 37,882,700 | 37,148,700 | -734,000 |
| Employee Years | 257.0 | 266.5 | 9.5 |

Change Detail

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

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS

7-24

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

7-25

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>1,449,600</u> | <u>0</u> |
| 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 | <u>16,449,818</u> | <u>16,683,400</u> | <u>17,732,300</u> | <u>18,245,900</u> |
| 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 | <u>137.8</u> | <u>140.0</u> | <u>143.5</u> | <u>153.0</u> |
| Total | 245.5 | 251.7 | 257.0 | 266.5 |

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

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 606,700 | 632,000 | 25,300 |
| Employee Years | 5.1 | 5.1 | 0.0 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| 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.

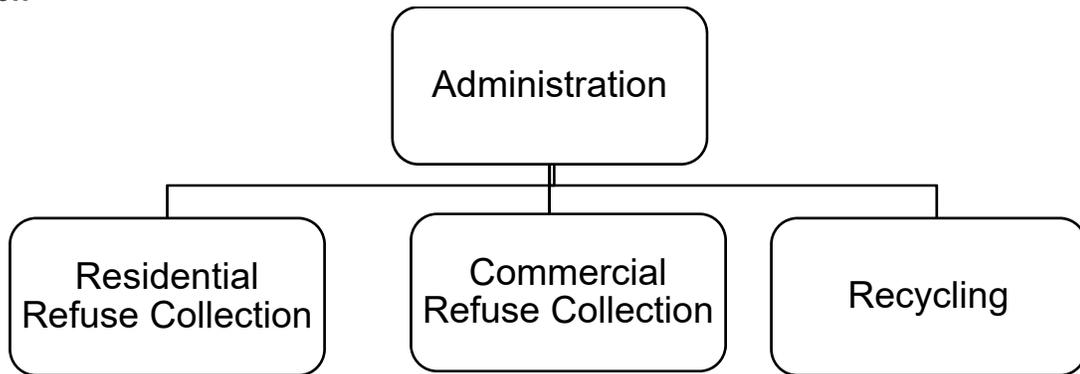
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | Approved 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 | <u>0.0</u> | <u>0.0</u> |
| | 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

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

Change Detail

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

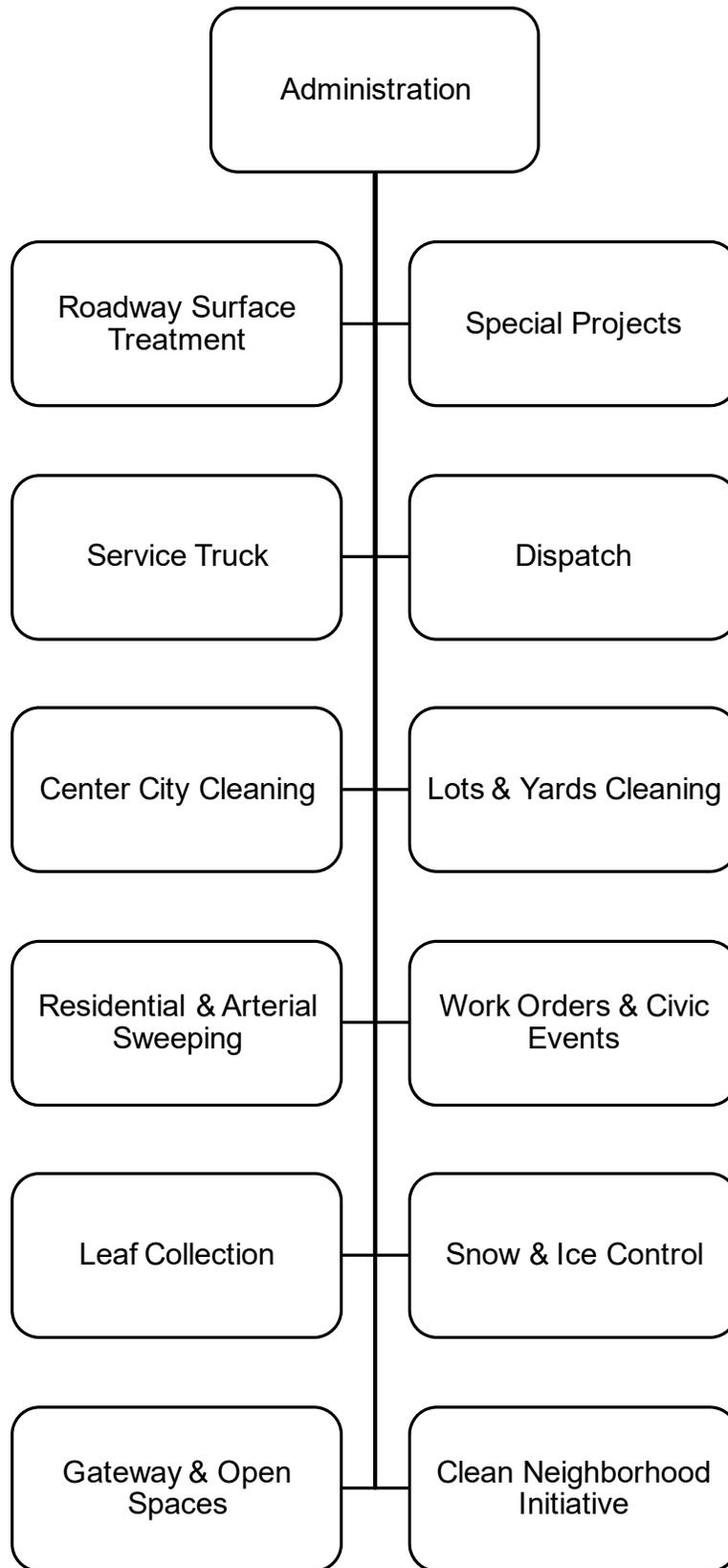
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
 EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>1,449,600</u> | <u>0</u> |
| 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 | <u>1,291,131</u> | <u>2,304,800</u> | <u>1,198,800</u> | <u>1,449,800</u> |
| 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 | <u>13.0</u> | <u>13.0</u> | <u>13.2</u> | <u>13.2</u> |
| 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 | Approved 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 | | <u>1.5</u> | <u>1.5</u> | <u>0.0</u> | <u>0.9</u> | <u>0.3</u> | <u>0.3</u> |
| Total | | 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

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

Change Detail

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

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SPECIAL SERVICES DIVISION

7-34

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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>442,418</u> | <u>273,700</u> | <u>437,000</u> | <u>595,900</u> |
| 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 | <u>0.5</u> | <u>0.5</u> | <u>0.5</u> | <u>6.8</u> |
| Total | 137.8 | 140.0 | 143.5 | 153.0 |

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

| FULL TIME POSITIONS | | Budget | | Administration | Roadway Surface Treatment | Special Projects | Service Truck | Dispatch | Center City Cleaning | Lots & Yards Cleaning | Residential & Arterial Sweeping | Work Orders & Civic Events | Leaf Collection | Snow & Ice Control | Gateway & Open Spaces | Clean Neigh- borhood Initiative |
|-----------------------|-------------------------------------|--------------|---------------------|----------------|---------------------------|------------------|---------------|------------|----------------------|-----------------------|---------------------------------|----------------------------|-----------------|--------------------|-----------------------|------------------------------------|
| | | 2019-20 | Approved 2020-21 | | | | | | | | | | | | | |
| Br. | Title | | | | | | | | | | | | | | | |
| 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 | 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 | | | 1.0 | | | | | | | | | |
| 9 | Clerk II | 1.0 | 0.0 | 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 | | | 2.0 | | | | | | | | | |
| 64 | Special Equipment Operator | 4.0 | 4.0 | 4.0 | | 1.0 | | | | 3.3 | 3.9 | 5.0 | 2.1 | 1.1 | 0.7 | |
| 62 | Senior Operations Worker | 29.0 | 29.0 | 29.0 | 1.6 | 3.9 | | | | 0.6 | 1.1 | 5.2 | 0.1 | 8.8 | | |
| 56 | Grounds Equipment Operator | 2.0 | 2.0 | 1.0 | 2.0 | | | | | 2.8 | 1.1 | 5.2 | 2.2 | 0.4 | 1.1 | |
| 41 | Operations Worker | 45.0 | 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 |

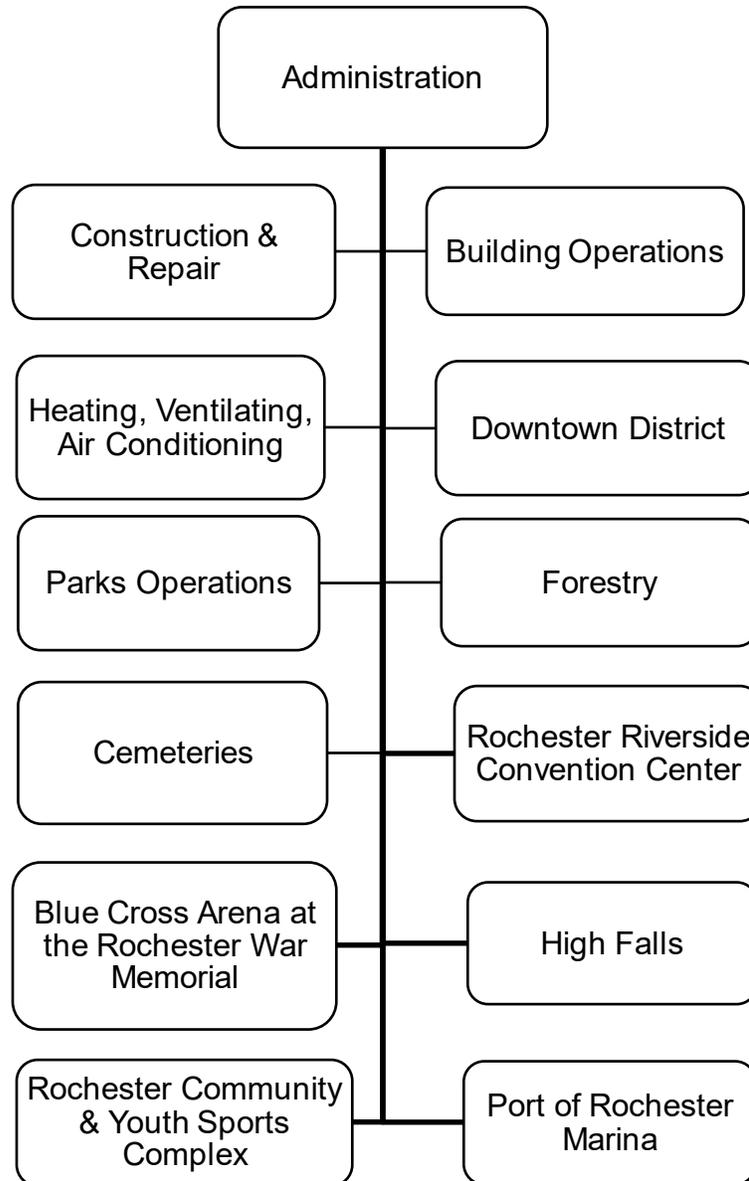
Mission Statement

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 21 st Century technology upgrades to modernize the cemeteries | 5e | Innovation and Efficiency | Ongoing |

Key Performance Indicators

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|---|---------------------------|------------------------------|---------------------------|---------------------------|
| 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

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

Change Detail

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

Major Changes

| | |
|--|---------|
| Assistant to the Director of Buildings & Parks 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.

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

7-40

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 | <u>795,000</u> | <u>795,000</u> |
| 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 | <u>278,243</u> | <u>286,028</u> |
| TOTAL EXPENSES | 10,612,134 | 10,749,033 |
| City Subsidy | 1,029,443 | 947,228 |

*Budget as approved by RRCC Board

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS

| War Memorial/Blue Cross Arena Fund | | | Port of Rochester | | |
|------------------------------------|-------------------|-------------------|----------------------------|-------------------|-------------------|
| | 2019-20 Budget | 2020-21 Budget | | 2019-20 Budget | 2020-21 Budget |
| Revenues | | | Revenues | | |
| War Memorial Revenue | | | Retail Establishment Rent | 150,000 | 215,000 |
| Facility Rental | 60,000 | 60,000 | TOTAL REVENUES | 150,000 | 215,000 |
| Surtax | 450,000 | 225,000 | | | |
| Suites | 0 | 0 | Expenses | | |
| Utilities | 724,000 | 700,000 | Cleaning Supplies | 12,700 | 12,900 |
| Name | 195,000 | 195,000 | Miscellaneous Supplies | 17,000 | 17,300 |
| Premium & Interest | 6,400 | 11,900 | Heat, Light & Power | 265,000 | 265,000 |
| Hotel/Motel Tax | <u>905,000</u> | <u>905,000</u> | Building Maintenance Wages | 135,700 | 138,400 |
| TOTAL REVENUES | 2,340,400 | 2,096,900 | Fuel | 1,900 | 1,900 |
| | | | Security Detail | 383,400 | 391,100 |
| Expenses* | | | Professional Fees | <u>60,000</u> | <u>66,800</u> |
| Operating | 913,200 | 932,000 | TOTAL EXPENSES | 875,700 | 893,400 |
| Undistributed | 50,000 | 52,400 | | | |
| Cash Capital | 450,000 | 50,000 | Net Income/Loss | -725,700 | -678,400 |
| Debt Service | <u>1,279,700</u> | <u>1,261,800</u> | | | |
| TOTAL EXPENSES | 2,692,900 | 2,296,200 | | | |
| | | | | | |
| City Subsidy | 352,500 | 199,300 | | | |

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

| Rochester Community & Youth Sports Complex | | | High Falls Center | | |
|--|-------------------|-------------------|------------------------|-------------------|-------------------|
| | 2019-20 Budget | 2020-21 Budget | | 2019-20 Budget | 2020-21 Budget |
| Revenues | | | Expenses | | |
| TOTAL REVENUES | 0 | 105,000 | Salaries | - | - |
| | | | Heat, Light & Power | 12,300 | 12,500 |
| Expenses* | | | Water Charges | - | - |
| Heat, Light & Power | 285,000 | 285,000 | Professional Fees | 25,700 | 26,100 |
| Repairs, Supplies | 89,300 | 89,300 | County Taxes | 4,100 | 4,200 |
| Building maintenance | 184,600 | 162,700 | Telephone | - | - |
| Pure Water Charges | 20,600 | 21,000 | Cash Capital | - | - |
| Water Charges | 14,000 | 14,000 | Miscellaneous | 3,100 | 3,200 |
| Insurance | 52,000 | 34,400 | TOTAL EXPENSES | 45,200 | 46,000 |
| Maintenance Mechanic | 65,200 | 42,800 | | | |
| Seasonal Building Maint. | 70,800 | 43,000 | Net Income/Loss | -45,200 | -46,000 |
| 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 | | | |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

7-42

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>1,859,627</u> | <u>1,817,400</u> | <u>1,993,700</u> | <u>1,996,800</u> |
| 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 | <u>20.5</u> | <u>19.4</u> | <u>21.9</u> | <u>21.9</u> |
| Total | 159.5 | 152.7 | 163.1 | 161.1 |

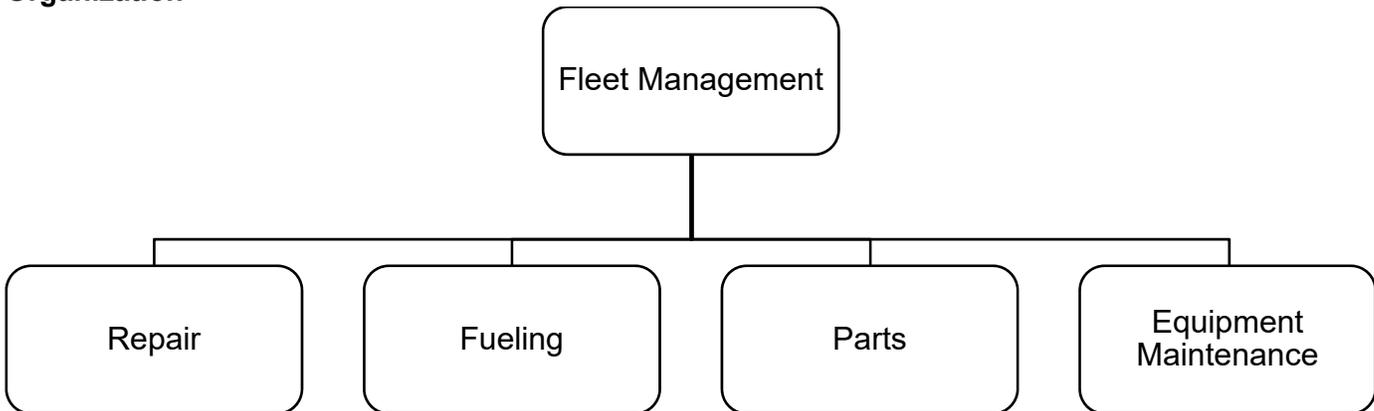
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Admin- istration | Construction & Repair | Building Operations | Heating, Vent. & Air Conditioning | Parks Operations | Forestry | Downtown District | Cemeteries |
|--------------------------------|---|-------------------|---------------------|---------------------|--------------------------|------------------------|---|---------------------|-------------|----------------------|-------------|
| Br. | Title | Budget 2019-20 | Approved 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

INTERNAL OPERATIONS

| | Actual 2018-19 | Estimated 2019-20 | Budget 2019-20 | Budget 2020-21 |
|---|-------------------|----------------------|-------------------|-------------------|
| 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

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 330,700 | 68,200 | -262,500 |
| Employee Years | 65.9 | 66.2 | 0.3 |

Change Detail

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

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 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES

7-46

Motor Equipment Chargebacks

| <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> | <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> |
|-------------------------------------|----------------|----------------|-----------------------------|------------------|------------------|
| CITY COUNCIL & CLERK | 300 | 300 | ENVIRONMENTAL SERVICES | | |
| ADMINISTRATION | | | Commissioner | 78,400 | 85,500 |
| Mayor's Office | 7,000 | 4,500 | Architecture & Engineering | 12,000 | 12,000 |
| Management & Budget | 0 | 0 | Operations | 6,493,400 | 6,696,800 |
| Communications | 900 | 1,000 | Buildings & Parks | 807,000 | 812,000 |
| Human Resource Mgt. | <u>2,700</u> | <u>2,000</u> | Equipment Services | 280,000 | 280,000 |
| Total | 10,600 | 7,500 | Water | <u>480,000</u> | <u>450,000</u> |
| | | | Total | 8,150,800 | 8,336,300 |
| INFORMATION TECHNOLOGY | 5,000 | 5,000 | POLICE | 3,885,000 | 3,892,000 |
| FINANCE | | | FIRE | 226,500 | 226,500 |
| Director's Office | 300 | 0 | LIBRARY | | |
| Treasury | 6,000 | 7,300 | Central Library | 3,500 | 3,500 |
| Accounting | 0 | 0 | Community Library | <u>14,100</u> | <u>13,400</u> |
| Purchasing | 0 | 0 | Total | 17,600 | 16,900 |
| Parking | <u>77,000</u> | <u>75,000</u> | RECREATION & YOUTH SERVICES | | |
| Total | 83,300 | 82,300 | Commissioner | 1,500 | 1,500 |
| NEIGHBORHOOD & BUSINESS DEVELOPMENT | 2,500 | 4,500 | Recreation | <u>75,000</u> | <u>75,000</u> |
| LAW | 0 | 0 | Total | 76,500 | 76,500 |
| EMERGENCY COMMUNICATIONS | 9,500 | 8,300 | Total Interfund | 6,735,600 | 6,814,700 |
| | | | Total Intrafund | <u>5,732,000</u> | <u>5,841,400</u> |
| | | | CITY TOTAL | 12,467,600 | 12,656,100 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

7-47

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>2,292,100</u> | <u>2,292,100</u> | <u>2,292,100</u> | <u>2,274,800</u> |
| 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* | <u>-5,554,499</u> | <u>-5,732,000</u> | <u>-5,732,000</u> | <u>-5,841,400</u> |
| 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 | <u>103,589</u> | <u>114,500</u> | <u>133,900</u> | <u>128,800</u> |
| 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* | <u>-5,554,499</u> | <u>-5,732,000</u> | <u>-5,732,000</u> | <u>-5,841,400</u> |
| 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 | <u>1.0</u> | <u>1.3</u> | <u>1.4</u> | <u>1.4</u> |
| 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

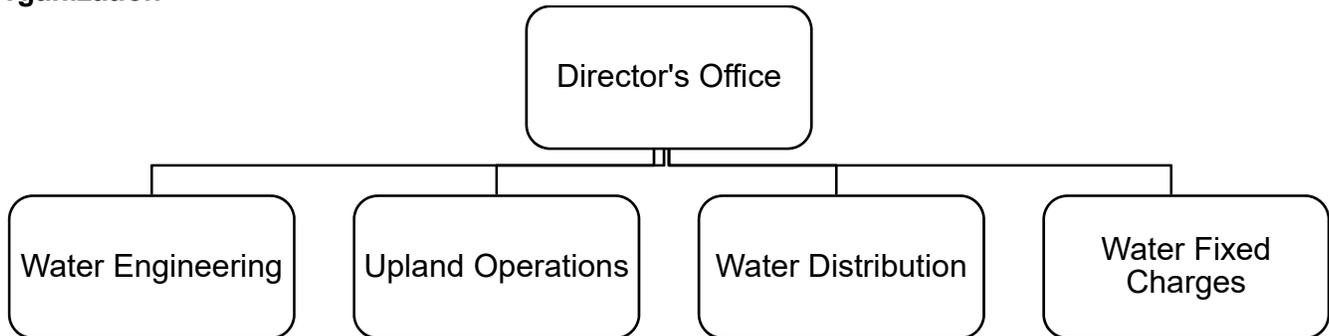
7-48

| FULL TIME POSITIONS | | | | Fleet Management | Repair | Parts | Equipment Maintenance |
|--------------------------------|--------------------------------------|----------------|------------------|------------------|-------------|------------|-----------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>2.6</u> | <u>2.6</u> | <u>0.0</u> | <u>2.2</u> | <u>0.2</u> | <u>0.2</u> |
| Total | | 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 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER

7-50

| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 23,042,300 | 23,109,100 | 66,800 |
| Employee Years | 140.8 | 141.3 | 0.5 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | Chargebacks | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|-------------|-----------------------------|----------------------|---------------------|--------------|
| 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 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF WATER

7-51

| | |
|---|---------|
| 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.

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

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Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,017,800 | 1,934,700 | -83,100 |
| Employee Years | 14.7 | 13.6 | -1.1 |

Change Detail

| | <u>General</u> | | <u>Vacancy</u> | | | |
|--------------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| <u>Salary & Wage</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
| Adjustment | | | | | | |
| 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 |

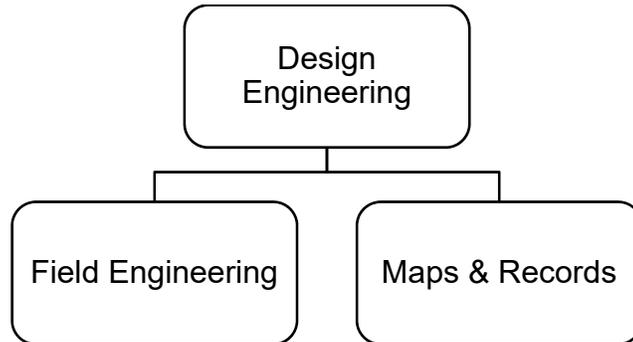
DEPARTMENT OF ENVIRONMENTAL SERVICES
 BUREAU OF WATER – DIRECTOR'S OFFICE
 EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | Approved 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 | <u>0.0</u> | <u>0.0</u> |
| | Total | 14.7 | 13.6 |

Organization



Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 1,325,200 | 1,308,700 | -16,500 |
| Employee Years | 17.8 | 17.4 | -0.4 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 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 |

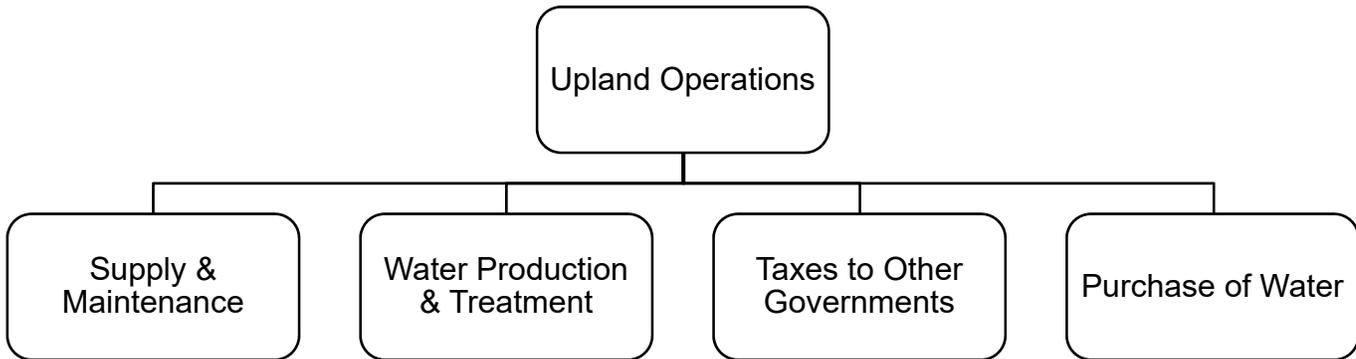
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>85,718</u> | <u>67,300</u> | <u>75,500</u> | <u>78,000</u> |
| 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 | <u>1.2</u> | <u>0.9</u> | <u>0.9</u> | <u>0.9</u> |
| 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 | Approved 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 | | <u>0.3</u> | <u>0.3</u> | <u>0.1</u> | <u>0.1</u> | <u>0.1</u> |
| Total | | 17.8 | 17.4 | 15.0 | 1.5 | 0.9 |

Organization



Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 5,912,800 | 5,922,900 | 10,100 |
| Employee Years | 40.7 | 41.7 | 1.0 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>750,607</u> | <u>856,800</u> | <u>856,800</u> | <u>871,400</u> |
| 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 | <u>31.0</u> | <u>32.4</u> | <u>30.4</u> | <u>31.4</u> |
| | 40.8 | 42.4 | 40.7 | 41.7 |

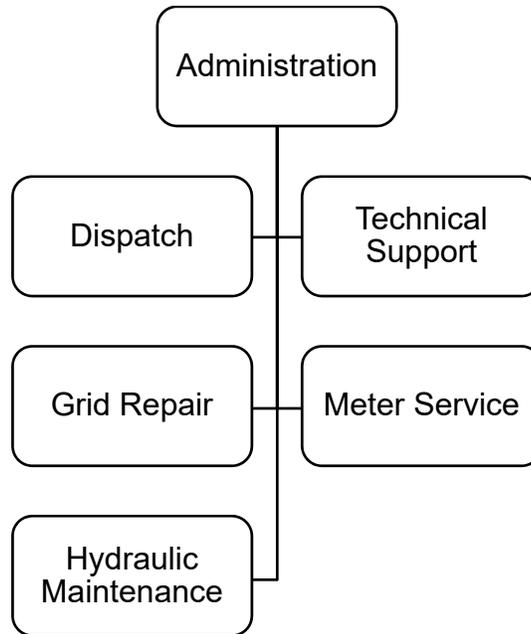
DEPARTMENT OF ENVIRONMENTAL SERVICES
 WATER – UPLAND OPERATIONS DIVISION
 PERSONNEL SUMMARY

7-60

| FULL TIME POSITIONS | | | | Supply & Maintenance | Water Production & Treatment |
|-----------------------|--|----------------|------------------|----------------------|------------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | <u>0.6</u> | <u>0.6</u> | <u>0.2</u> | <u>0.4</u> |
| | Total | 40.7 | 41.7 | 10.3 | 31.4 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION

Organization



Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 4,610,100 | 4,743,400 | 133,300 |
| Employee Years | 67.6 | 68.6 | 1.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 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

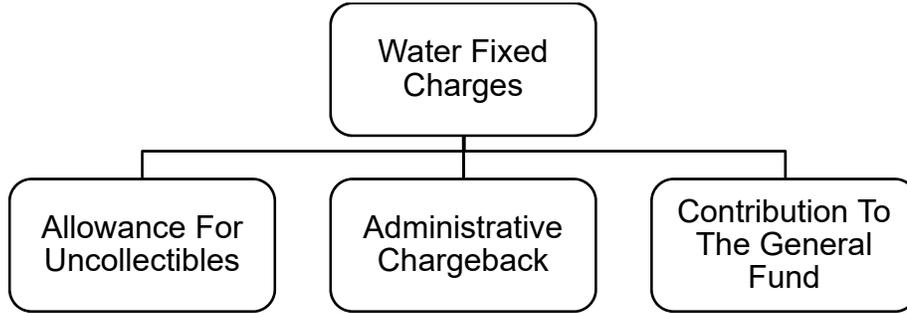
| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>312,803</u> | <u>474,400</u> | <u>543,600</u> | <u>547,200</u> |
| 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 | <u>10.3</u> | <u>9.7</u> | <u>10.7</u> | <u>10.7</u> |
| 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 | Approved 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 | <u>2.5</u> | <u>2.5</u> | <u>0.1</u> | <u>0.3</u> | <u>0.4</u> | <u>0.6</u> | <u>0.6</u> | <u>0.5</u> |
| | Total | 67.6 | 68.6 | 3.9 | 6.6 | 8.4 | 23.8 | 15.2 | 10.7 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES

Organization



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

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 9,176,400 | 9,199,400 | 23,000 |

Change Detail

| Salary & Wage Adjustment | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-----------------------------|------------------------------|--------------------|------------------------------|----------------------|---------------------|--------------|
| 0 | 0 | 0 | 0 | 23,000 | 0 | 23,000 |

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

| Appropriation by Major Object | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|----------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>6,723,600</u> | <u>6,723,600</u> | <u>6,723,600</u> | <u>6,746,600</u> |
| 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 | <u>5,373,600</u> | <u>5,373,600</u> | <u>5,373,600</u> | <u>5,373,600</u> |
| 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.

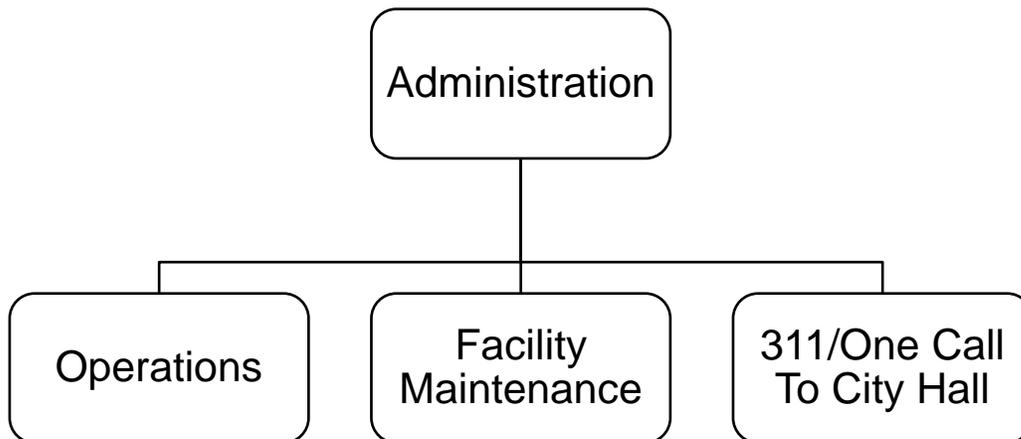
Being Accountable

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 inquiries
- 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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 | <u>140,170</u> | <u>139,711</u> | <u>146,000</u> | <u>145,000</u> |
| • 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 |

EMERGENCY COMMUNICATIONS DEPARTMENT

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> | <u>Change</u> | <u>Percent</u> <u>Change</u> |
|---------------------------|---------------------------------|---------------------------------|----------------|---------------------------------|
| Main Functions | | | | |
| 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 | <u>1,153,200</u> | <u>1,136,800</u> | <u>-16,400</u> | -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

| <u>Salary & Wage</u> <u>Adjustment</u> | <u>General</u> <u>Inflation</u> | <u>Chargebacks</u> | <u>Vacancy</u> <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|---|------------------------------------|--------------------|------------------------------------|----------------------|---------------------|--------------|
| 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

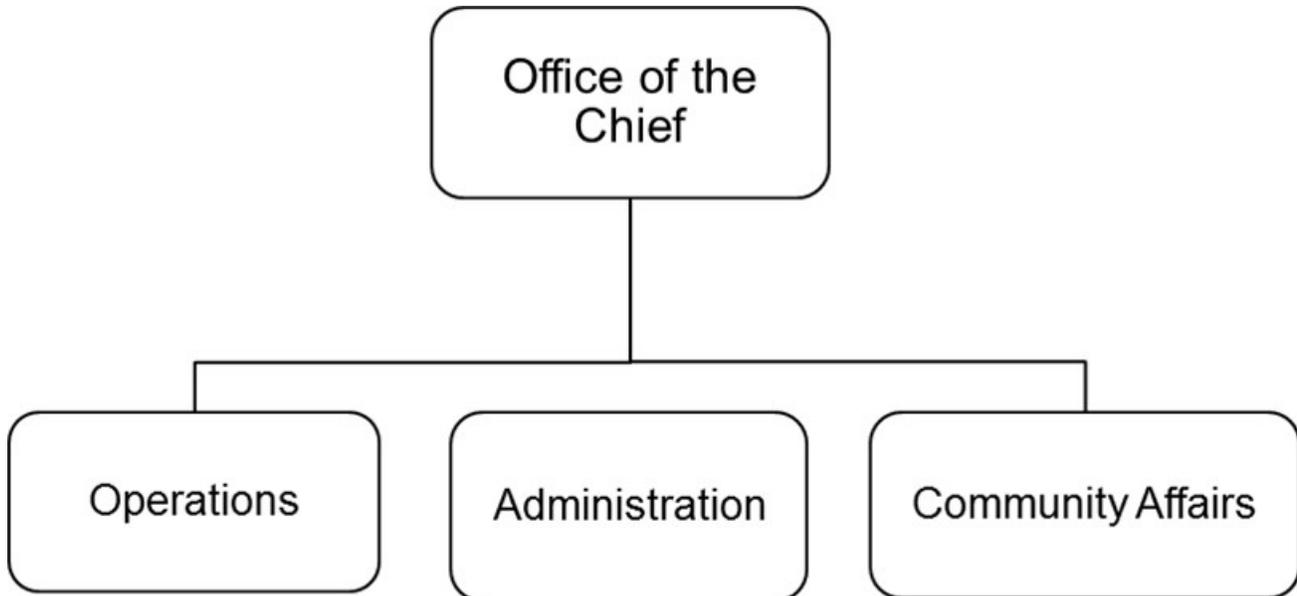
| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>1,140,699</u> | <u>1,084,600</u> | <u>1,153,200</u> | <u>1,136,800</u> |
| 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 | <u>19.5</u> | <u>19.3</u> | <u>20.3</u> | <u>20.3</u> |
| 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 | Approved 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 | | <u>0.0</u> | <u>0.3</u> | <u>0.0</u> | <u>0.3</u> | <u>0.0</u> |
| 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 19 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.
- **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

| <u>Bureau</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> | <u>Change</u> | <u>Change</u> |
|---------------------|-----------------------|-----------------------|-------------------|---------------|
| 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 | 14,999,800 | -1,401,900 | -8.5% |
| Community Affairs | <u>4,207,400</u> | <u>2,824,500</u> | <u>-1,382,900</u> | -32.9% |
| Total | 99,557,000 | 95,116,000 | -4,441,000 | -4.5% |
| Employee Years | 938.2 | 914.7 | -23.5 | -2.5% |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-------------------------------------|--------------------------|--------------------|--------------------------|----------------------|---------------------|--------------|
| -494,800 | 113,500 | -3,000 | -1,058,400 | 0 | -2,998,300 | -4,441,000 |

Major Change Highlights

- As proposed by the Mayor

| | |
|---|----------|
| 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 |
| ▪ As amended by City Council | |
| Reduce the size of the incoming Rochester Police Class, reallocate funding to Contingency for Task Force on racial equity | -750,000 |
| Reallocate funds from Police special events overtime to enhance staffing model in Recreation | -129,900 |
| A special event overtime credit is adjusted to reflect actual experience | 129,900 |

POLICE DEPARTMENT

Assignment of Authorized Positions
2011-12 to 2020-21

| <u>Year</u> | <u>Office of the Chief & Administration</u> | | | <u>Operations & Community Affairs</u> | | | <u>Department Total</u> | | |
|-------------|---|------------------|--------------|---|------------------|--------------|-------------------------|------------------|--------------|
| | <u>Sworn</u> | <u>Non-Sworn</u> | <u>Total</u> | <u>Sworn</u> | <u>Non-Sworn</u> | <u>Total</u> | <u>Sworn</u> | <u>Non-Sworn</u> | <u>Total</u> |
| 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

| <u>Positions</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> |
|-------------------------|----------------|----------------|----------------|----------------|----------------|
| 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 | <u>500</u> | <u>500</u> | <u>500</u> | <u>500</u> | <u>500</u> |
| Total | <u>727</u> | <u>728</u> | <u>728</u> | <u>728</u> | <u>728</u> |

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

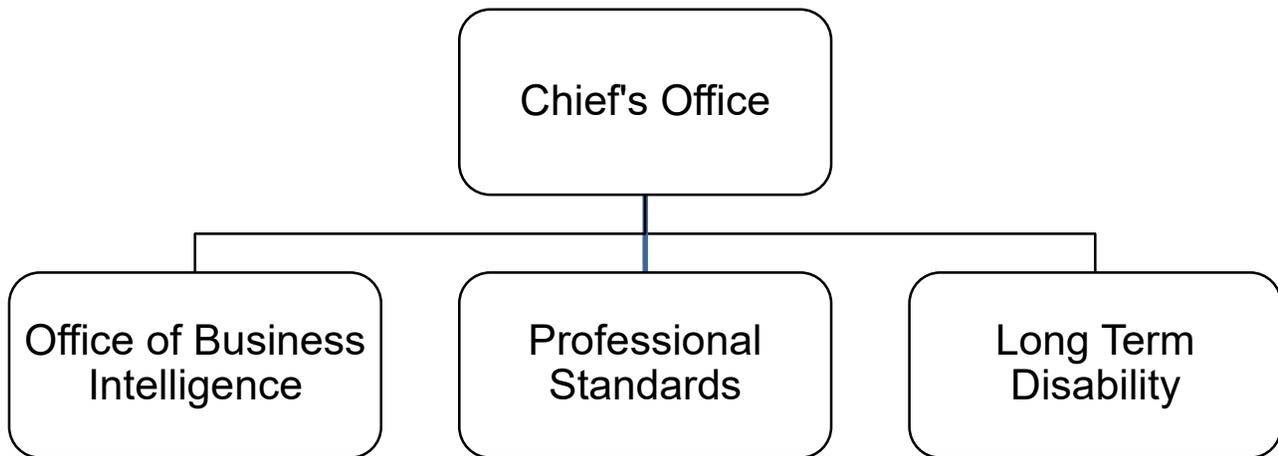
| | | |
|---------------------------|----------------------------|---------------------------|
| Police Captain (1) | Police Sergeant (2) | Police Officer (1) |
|---------------------------|----------------------------|---------------------------|

POLICE DEPARTMENT
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|---------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 86,914,734 | 87,220,300 | 88,259,100 | 85,165,700 |
| Materials & Supplies | 1,418,770 | 1,646,900 | 1,733,600 | 1,394,100 |
| Services | 8,783,014 | 8,892,000 | 9,564,300 | 8,556,200 |
| Other | <u>49,224</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 97,165,742 | 97,759,200 | 99,557,000 | 95,116,000 |
| 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 | 14,999,800 |
| Community Affairs | <u>4,464,654</u> | <u>4,588,400</u> | <u>4,207,400</u> | <u>2,824,500</u> |
| Total | 97,165,742 | 97,759,200 | 99,557,000 | 95,116,000 |
| 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 | 114.0 |
| Community Affairs | <u>52.2</u> | <u>49.2</u> | <u>42.9</u> | <u>28.6</u> |
| Total | 930.8 | 941.1 | 938.2 | 914.7 |
| NBD Allocation - Dollars | | | | |
| NBD Allocation - Dollars | 2,754,839 | 2,872,700 | 2,463,100 | 2,368,300 |
| NBD Allocation - Employee Years | | | | |
| 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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|-------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 7,059,100 | 6,429,400 | -629,700 |
| Employee Years | 47.9 | 51.3 | 3.4 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| -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 |

POLICE DEPARTMENT
OFFICE OF THE CHIEF

| | |
|--|---------|
| 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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|---------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>1,418,968</u> | <u>1,428,800</u> | <u>1,802,000</u> | <u>1,786,700</u> |
| 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 | <u>15.1</u> | <u>15.1</u> | <u>19.0</u> | <u>19.0</u> |
| Total | 44.2 | 45.1 | 47.9 | 51.3 |

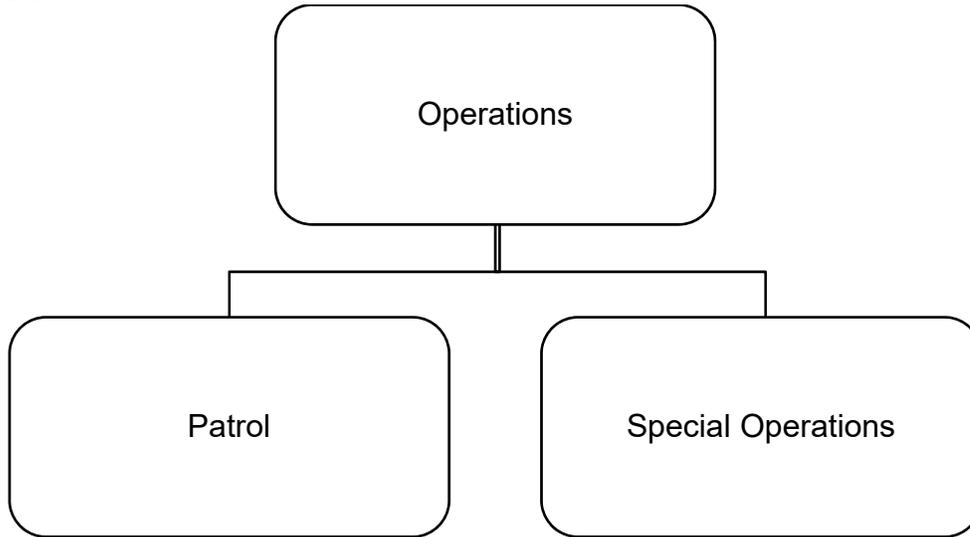
POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Chief's Office | Office of Business Intelligence | Professional Standards | Long Term Disability |
|--------------------------------|--------------------------------|-------------------|---------------------|----------------|---------------------------------------|---------------------------|-------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 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 |

**POLICE DEPARTMENT
OPERATIONS**

| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 71,888,800 | 70,862,300 | -1,026,500 |
| Employee Years | 720.2 | 720.8 | 0.6 |

Change Detail

| Salary & Wage | General | Vacancy | | | | Total |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
| -533,600 | 34,300 | 10,600 | -883,600 | 900 | 344,900 | -1,026,500 |

Major Change Highlights

- As proposed by the Mayor

| | |
|--|-----------|
| 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 |

POLICE DEPARTMENT
OPERATIONS

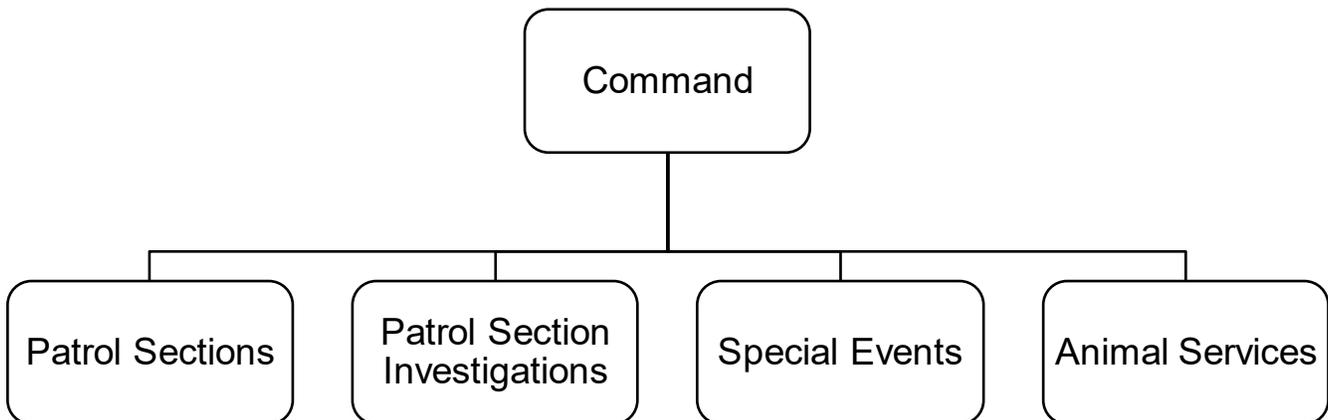
9-15

| | |
|--|----------|
| 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 |
| ▪ As amended by City Council | |
| Reallocate funds from Police special events overtime to enhance staffing model in Recreation | -129,900 |
| A special event overtime credit is adjusted to reflect actual experience | 129,900 |

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 67,737,528 | 68,900,600 | 70,137,500 | 69,267,000 |
| Materials & Supplies | 518,745 | 525,700 | 568,600 | 531,300 |
| Services | 1,135,443 | 1,183,100 | 1,182,700 | 1,064,000 |
| Other | <u>49,224</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>20,886,332</u> | <u>21,645,300</u> | <u>20,439,700</u> | <u>19,856,700</u> |
| 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 | <u>203.9</u> | <u>209.1</u> | <u>198.8</u> | <u>197.2</u> |
| 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

**POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION**

- 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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|-------------------------------------|---------------------------|------------------------------|---------------------------|---------------------------|
| 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) | <u>130,337</u> | <u>133,139</u> | <u>136,196</u> | <u>132,846</u> |
| Total | 318,859 | 321,553 | 330,996 | 321,980 |
| Domestic Violence calls | 29,118 | 28,814 | 29,624 | 28,971 |

POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION

9-19

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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 | <u>903</u> | <u>927</u> | <u>889</u> | <u>919</u> |
| 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 | <u>553</u> | <u>587</u> | <u>550</u> | <u>577</u> |
| Part I Crime – Property | 7,048 | 7,273 | 7,398 | 7,237 |
| Total Part I Crime | <u>8,517</u> | <u>8,805</u> | <u>9,001</u> | <u>8,764</u> |
| Part II Crime | <u>11,876</u> | <u>11,946</u> | <u>12,494</u> | <u>12,063</u> |
| 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 |

**POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION**

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 51,449,100 | 51,005,600 | -443,500 |
| Employee Years | 521.4 | 523.6 | 2.2 |

Change Detail

| | <u>General</u> | | <u>Vacancy</u> | | | <u>Total</u> | |
|--|-------------------|------------------|--------------------|------------------|----------------------|--------------|---------------------|
| | <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | | <u>Major Change</u> |
| | -504,400 | 26,700 | 10,700 | -659,900 | 0 | 683,400 | -443,500 |

Major Change

- As proposed by the Mayor

| | |
|--|-----------|
| 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 |

POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION

9-21

| | |
|---|----------|
| 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 |
| ▪ As amended by City Council | |
| Reallocate funds from Police special events overtime to enhance staffing model in Recreation | -129,900 |
| A special event overtime credit is adjusted to reflect actual experience | 129,900 |

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.

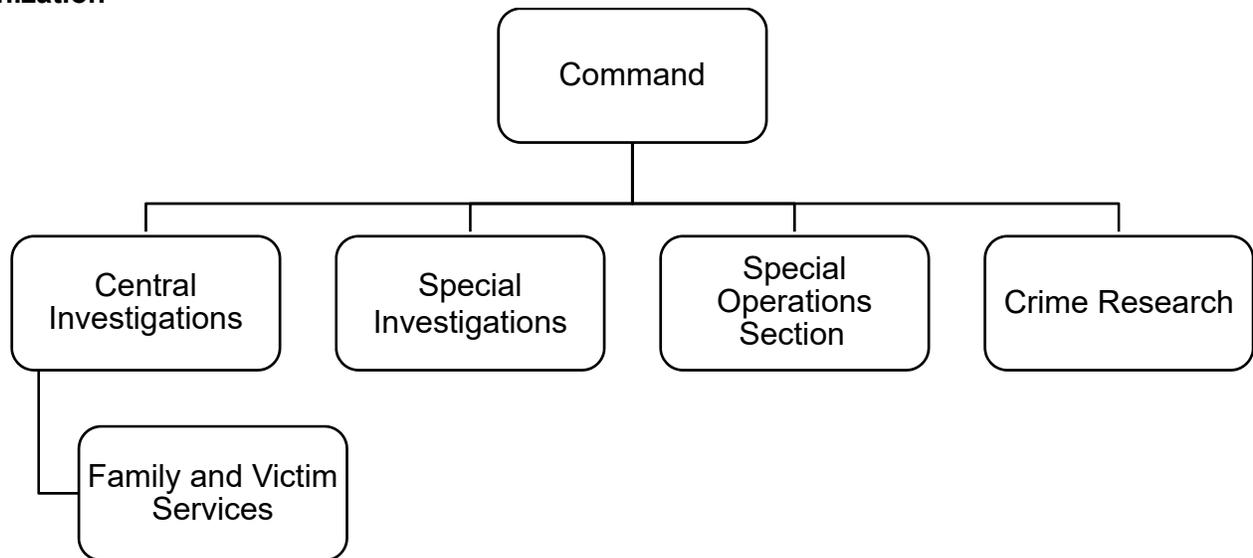
POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 47,552,092 | 47,973,400 | 50,450,100 | 49,980,400 |
| Materials & Supplies | 327,639 | 342,600 | 352,000 | 345,600 |
| Services | 674,877 | 648,100 | 647,000 | 679,600 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>1,472,138</u> | <u>1,460,100</u> | <u>1,560,500</u> | <u>1,499,800</u> |
| 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 | <u>23.0</u> | <u>22.1</u> | <u>23.5</u> | <u>22.7</u> |
| 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 | Approved 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 | | <u>16.2</u> | <u>20.9</u> | <u>0.0</u> | <u>20.6</u> | <u>0.0</u> | <u>0.0</u> | <u>0.3</u> |
| Total | | 521.4 | 523.6 | 3.3 | 448.4 | 46.6 | 2.6 | 22.7 |

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

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 |

**POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION**

Key Performance Indicators

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 20,439,700 | 19,856,700 | -583,000 |
| Employee Years | 198.8 | 197.2 | -1.6 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|--|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> | |
| -29,200 | 7,600 | -100 | -223,700 | 900 | -338,500 | -583,000 | |

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION

9-27

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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>49,224</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>224,049</u> | <u>215,300</u> | <u>223,800</u> | <u>153,700</u> |
| 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 | <u>2.8</u> | <u>2.9</u> | <u>2.9</u> | <u>1.9</u> |
| Total | 203.9 | 209.1 | 198.8 | 197.2 |

POLICE DEPARTMENT
OPERATIONS –SPECIAL OPERATIONS DIVISION
PERSONNEL SUMMARY

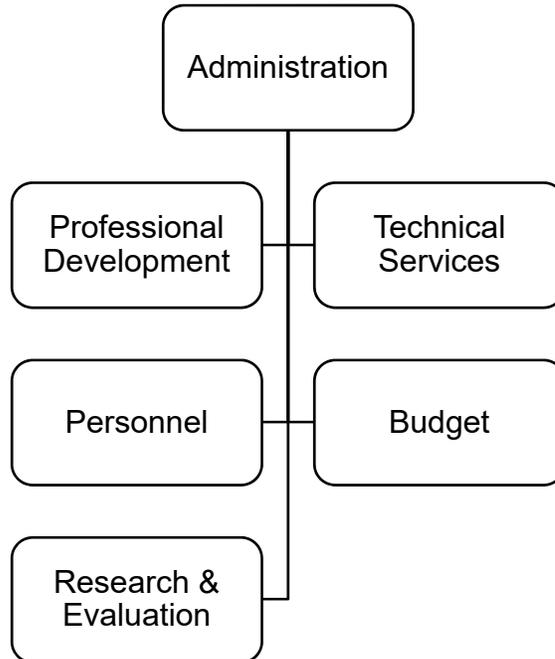
| FULL TIME POSITIONS | | | | Command | Central Investigations | Family and Victim Services | Special Investigations | Special Operations Section | Crime Research |
|--------------------------------|------------------------------------|----------------|------------------|------------|------------------------|----------------------------|------------------------|----------------------------|----------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>2.3</u> | <u>4.3</u> | <u>0.0</u> | <u>0.3</u> | <u>0.3</u> | <u>1.2</u> | <u>2.4</u> | <u>0.1</u> |
| Total | | 198.8 | 197.2 | 6.5 | 64.0 | 17.9 | 38.8 | 68.1 | 1.9 |

POLICE DEPARTMENT ADMINISTRATION

Mission

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

Organization



Critical Processes

- **Professional Development** administers the department's training programs, including roll call, recruit, civilian (pre-service) and in-service training.
 - Firearms Training coordinates firearms training and maintains records on each departmental weapon, and related inventory and firearms proficiency records
 - In-Service Training plans and develops training and special programs
 - Academy and Field Training coordinates recruit officers' training and probationary officers' field training and performance evaluations, as well as selection and certification of Field Training Officers (FTOs) assigned to the Patrol Division
 - Coordinates, trains, and evaluates all newly appointed Sergeants and Lieutenants
 - Background and Recruitment Unit actively works with the Department of Human Resource Management to 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

**POLICE DEPARTMENT
ADMINISTRATION**

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 | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 | 19 |
| New officers trained: | | | | |
| • Academy | 38 | 19 | 25 | 19 |
| • Field Training | 26 | 19 | 35 | 19 |

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 16,401,700 | 14,999,800 | -1,401,900 |
| Employee Years | 127.2 | 114 | -13.2 |

Change Detail

| Salary & Wage Adjustment | General Inflation | Chargebacks | Vacancy Allowance | Miscellaneous | Major Change | Total |
|-----------------------------|----------------------|-------------|----------------------|---------------|--------------|------------|
| 52,400 | 48,500 | -13,300 | -29,100 | 0 | -1,460,400 | -1,401,900 |

Major Change

- As proposed by the Mayor

| | |
|---|----------|
| 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 |
| NYS Child Seat ends | -2,900 |
| 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 |

- As amended by City Council

| | |
|---|----------|
| Reduce the size of the incoming Rochester Police Class, reallocate funding to Contingency for Task Force on racial equity | -750,000 |
|---|----------|

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 10,125,126 | 9,118,600 | 9,034,700 | 7,867,800 |
| Materials & Supplies | 852,018 | 840,500 | 881,800 | 805,800 |
| Services | 5,841,155 | 6,245,300 | 6,485,200 | 6,326,200 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 16,818,299 | 16,204,400 | 16,401,700 | 14,999,800 |
| Appropriation by Activity | | | | |
| Professional Development | 3,894,016 | 3,223,600 | 3,245,600 | 2,413,800 |
| 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 | <u>827,623</u> | <u>934,200</u> | <u>1,238,000</u> | <u>1,216,900</u> |
| Total | 16,818,299 | 16,204,400 | 16,401,700 | 14,999,800 |
| Employee Years by Activity | | | | |
| Professional Development | 16.0 | 13.0 | 35.7 | 25.2 |
| 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 | <u>5.5</u> | <u>8.3</u> | <u>8.4</u> | <u>8.4</u> |
| Total | 114.5 | 121.2 | 127.2 | 114.0 |

POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

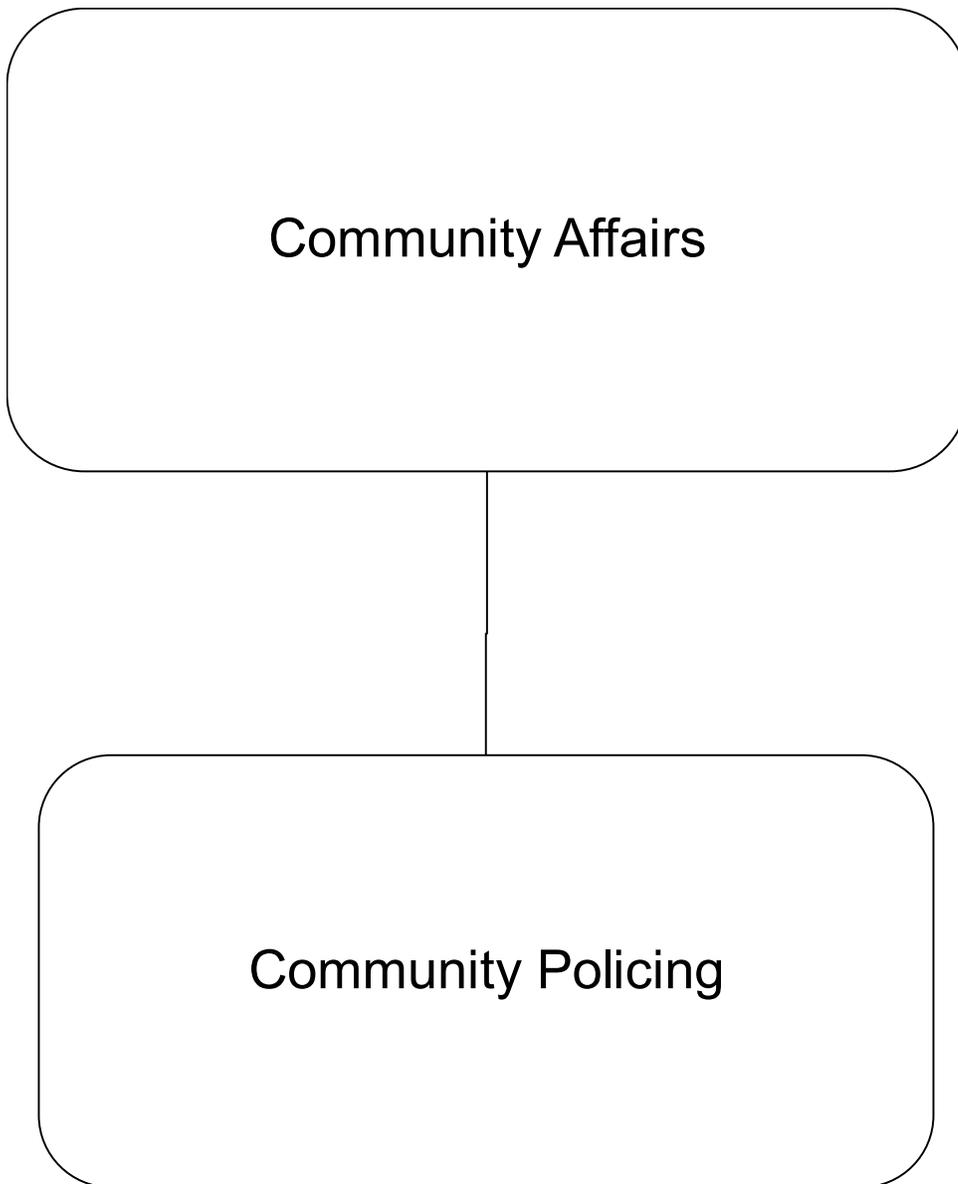
| FULL TIME POSITIONS | | | | Professional Development | Technical Services | Personnel | Budget | Research & Evaluation |
|--------------------------------|---|-------------------|---------------------|-----------------------------|-----------------------|------------|------------|--------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | 23.1 | 11.5 | 11.6 | 0.0 | 0.0 | 0.0 |
| Less: Vacancy Allowance | | <u>5.7</u> | <u>1.7</u> | <u>0.1</u> | <u>1.3</u> | <u>0.1</u> | <u>0.1</u> | <u>0.1</u> |
| Total | | 127.2 | 114.0 | 25.2 | 75.5 | 3.0 | 1.9 | 8.4 |

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS

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 |

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS

Key Performance Indicators

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|------------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 4,207,400 | 2,824,500 | -1,382,900 |
| Employee Years | 42.9 | 28.6 | -14.3 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | | <u>Total</u> |
| 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

9-39

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>1,318,236</u> | <u>1,304,800</u> | <u>1,246,000</u> | <u>0</u> |
| 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 | <u>13.4</u> | <u>13.4</u> | <u>13.3</u> | <u>0.0</u> |
| Total | 52.2 | 49.2 | 42.9 | 28.6 |

**POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
PERSONNEL SUMMARY**

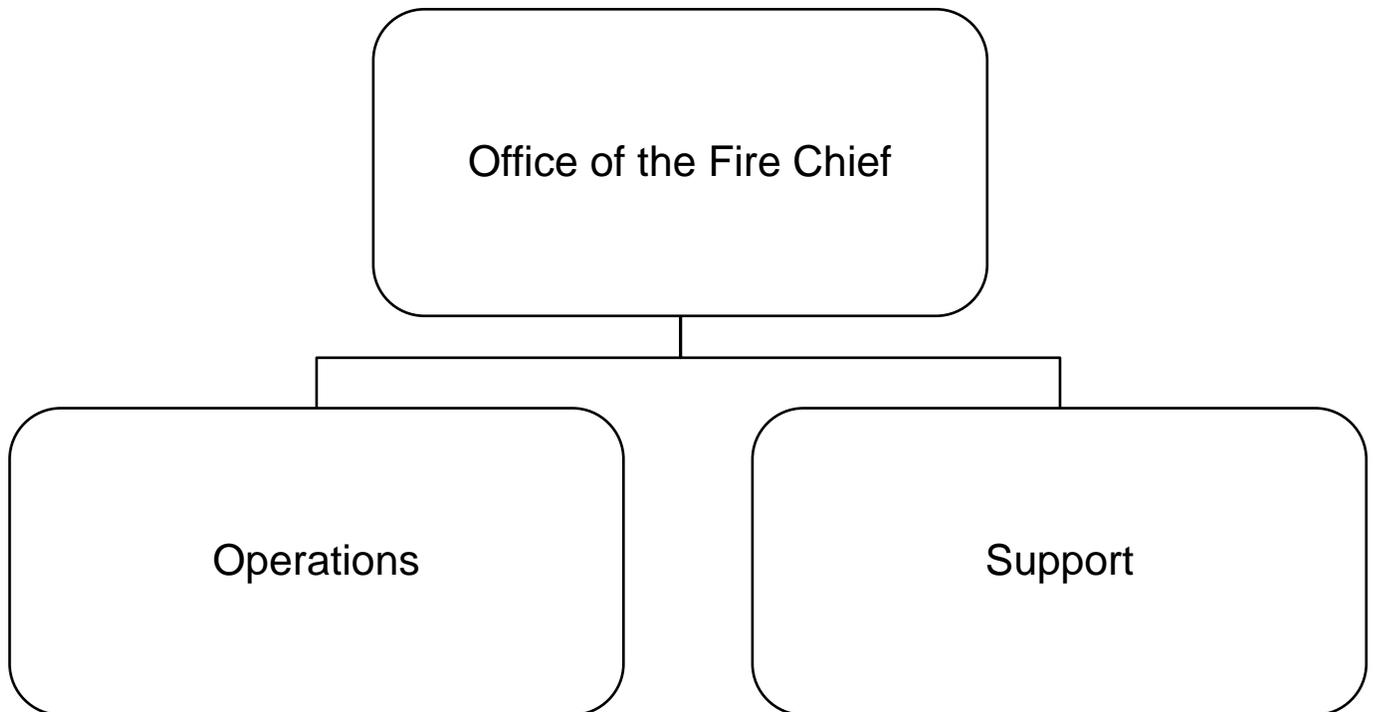
| FULL TIME POSITIONS | | | | Command | Community Policing |
|--------------------------------|--------------------------------|----------------|------------------|------------|--------------------|
| Br. | Title | Budget 2019-20 | Approved 2020-21 | | |
| 97 | Deputy Chief of Communications | 1 | 1 | 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 | | <u>0.0</u> | <u>1.0</u> | <u>1.0</u> | <u>0.0</u> |
| 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 | | <u>0.0</u> | <u>0.0</u> |
| 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

| <u>Bureaus</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> | <u>Change</u> | <u>Percent Change</u> |
|--------------------------|-----------------------|-----------------------|------------------|-----------------------|
| 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

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-------------------------------------|--------------------------|--------------------|--------------------------|----------------------|---------------------|--------------|
| 1,250,600 | 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 |

FIRE DEPARTMENT

 Assignment of Authorized Positions
 2011-12 to 2020-21

| Year | Office of the Chief & Support | | | Operations | | | Department Total | | |
|---------|-------------------------------|-----------------|--------------|----------------|-----------------|--------------|------------------|-----------------|--------------|
| | <u>Uniform</u> | <u>Civilian</u> | <u>Total</u> | <u>Uniform</u> | <u>Civilian</u> | <u>Total</u> | <u>Uniform</u> | <u>Civilian</u> | <u>Total</u> |
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>6,200</u> | <u>3,800</u> | <u>4,000</u> | <u>4,100</u> |
| 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 | <u>4,111,410</u> | <u>4,206,700</u> | <u>4,305,100</u> | <u>4,393,000</u> |
| 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 | <u>40.2</u> | <u>42.0</u> | <u>43.4</u> | <u>43.4</u> |
| 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 |

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,476,100 | 2,493,400 | 17,300 |
| Employee Years | 21.5 | 21.5 | 0.0 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>2,616</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>247,079</u> | <u>87,800</u> | <u>540,200</u> | <u>561,800</u> |
| 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 | <u>3.0</u> | <u>1.2</u> | <u>6.0</u> | <u>6.0</u> |
| Total | 19.7 | 19.8 | 21.5 | 21.5 |

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
PERSONNEL SUMMARY

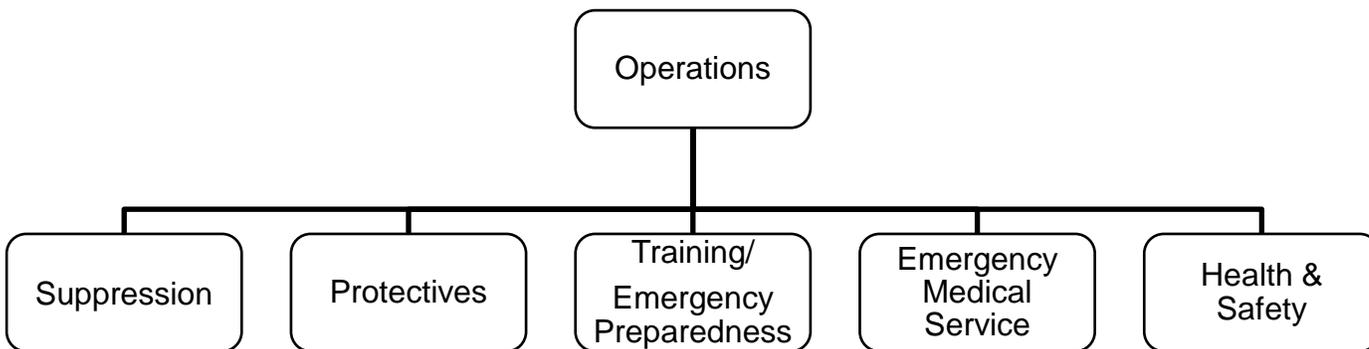
| FULL TIME POSITIONS | | | | Chief's Office | Planning & Research | Medical Case Management |
|--------------------------------|--------------------------------|-------------------|---------------------|----------------|---------------------|-------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 21.5 | 21.5 | 10.4 | 5.1 | 6.0 |

FIRE DEPARTMENT OPERATIONS

Mission Statement

To support the City of Rochester's *Vision Statement* and its *Values and Guiding Principles*, the Operations Bureau fights fires, provides emergency medical services, and responds to other emergency and non-emergency incidents. The Bureau remains prepared for this mission through training of recruits and ongoing training of firefighters and officers, through its Emergency Medical Services (EMS) Program, and through its Health & Safety compliance activities.

Organization



Critical Processes

Suppression

- Responds to fire incidents and performs rescues
- Controls hazardous materials that threaten public safety with a specialized Hazardous Materials Response Team
- Conducts code enforcement inspections
- Attends community events as requested

Protectives

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

Training/Emergency 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 |

FIRE DEPARTMENT OPERATIONS

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 45,434,100 | 46,834,800 | 1,400,700 |
| Employee Years | 453.9 | 450.8 | -3.1 |

FIRE DEPARTMENT
OPERATIONS

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|---------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>3,584</u> | <u>3,800</u> | <u>4,000</u> | <u>4,100</u> |
| 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 | <u>703,972</u> | <u>691,100</u> | <u>701,500</u> | <u>713,500</u> |
| 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 | <u>6.6</u> | <u>6.6</u> | <u>6.6</u> | <u>6.6</u> |
| Total | 460.9 | 466.4 | 453.9 | 450.8 |

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

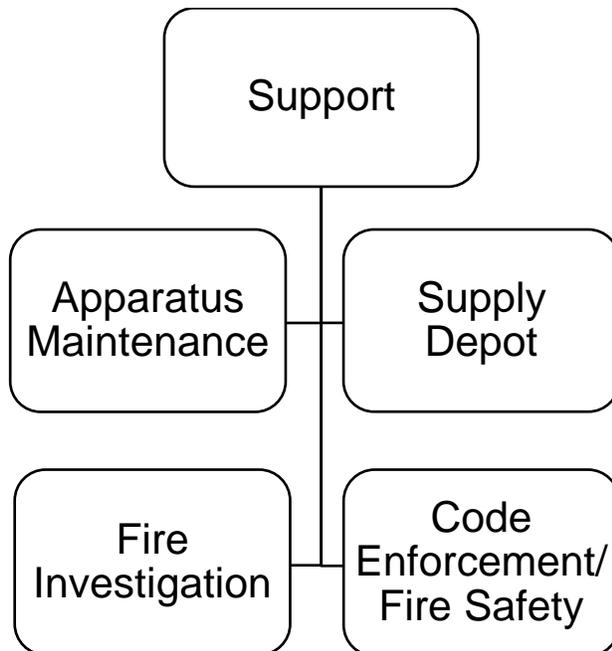
| FULL TIME POSITIONS | | | | Suppression | Training/ Emergency Preparedness | Emergency Medical Service | Health & Safety |
|--------------------------------|-----------------------|-------------------|---------------------|-------------|--|---------------------------------|--------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>9.0</u> | <u>1.3</u> | <u>1.3</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| 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

**FIRE DEPARTMENT
SUPPORT**

10-17

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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 4,305,100 | 4,393,000 | 87,900 |
| Employee Years | 43.4 | 43.4 | 0.0 |

FIRE DEPARTMENT
SUPPORT

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 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

10-19

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 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 | <u>1,632,123</u> | <u>1,616,000</u> | <u>1,653,900</u> | <u>1,680,300</u> |
| 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 | <u>15.4</u> | <u>17.2</u> | <u>17.4</u> | <u>17.4</u> |
| Total | 40.2 | 42.0 | 43.4 | 43.4 |

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

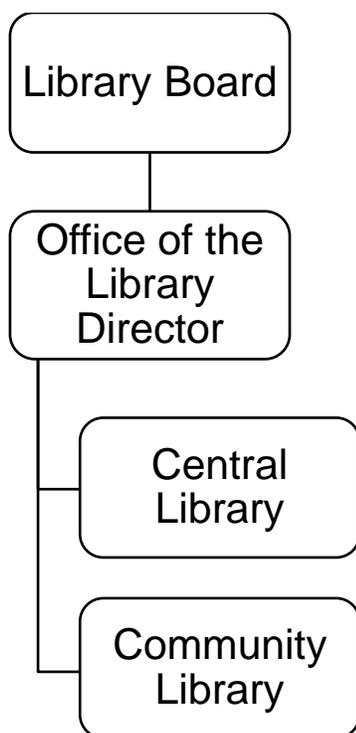
| FULL TIME POSITIONS | | | | Apparatus Maintenance | Supply Depot | Fire Investigation | Code Enforcement/ Fire Safety |
|--------------------------------|----------------------------------|-------------------|---------------------|--------------------------|--------------|-----------------------|-------------------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 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

| | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> | <u>Change</u> | <u>Percent Change</u> |
|-------------------|-----------------------|-----------------------|----------------|-----------------------|
| <u>Bureau</u> | | | | |
| Central Library | 7,708,800 | 7,836,400 | 127,600 | 1.7% |
| Community Library | <u>4,626,800</u> | <u>4,538,900</u> | <u>-87,900</u> | -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

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-------------------------------------|--------------------------|--------------------|--------------------------|----------------------|---------------------|--------------|
| 202,700 | 38,900 | 24,700 | 0 | 300 | -226,900 | 39,700 |

Major Change Highlights

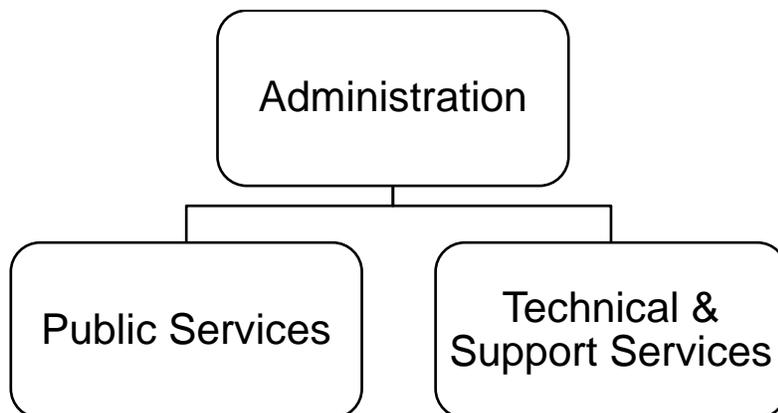
| | |
|--|----------|
| Two positions shared between Central and Branch Libraries are eliminated as part of consolidation of administrative support positions | -116,200 |
| Two vacant part time Librarian I positions at Lincoln and Wheatley are eliminated due to budget constraints | -51,400 |
| Vacant 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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>95,000</u> | <u>95,000</u> |
| 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 | <u>4,380,119</u> | <u>4,535,600</u> | <u>4,626,800</u> | <u>4,538,900</u> |
| 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 | <u>40.2</u> | <u>41.1</u> | <u>42.8</u> | <u>40.5</u> |
| Total | 131.5 | 132.4 | 134.3 | 131.3 |

PUBLIC LIBRARY
CENTRAL LIBRARY

Organization



Critical Processes

- Provide personnel, financial management, consulting, public relations, promotions, graphics, and duplicating services
- Provide support and outreach services to members of the Monroe County Library System
- Provide internet service to libraries county-wide

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 | 3e, 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 |

PUBLIC LIBRARY
CENTRAL LIBRARY

| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 7,708,800 | 7,836,400 | 127,600 |
| Employee Years | 91.5 | 90.8 | -0.7 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 127,900 | 21,600 | 12,700 | 0 | 900 | -35,500 | 127,600 |

PUBLIC LIBRARY
CENTRAL LIBRARY

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 3 rd 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.

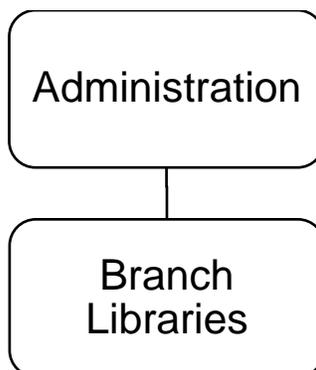
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>75,000</u> | <u>75,000</u> |
| 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 | <u>1,545,648</u> | <u>1,535,500</u> | <u>1,644,900</u> | <u>1,613,300</u> |
| 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 | <u>22.0</u> | <u>22.0</u> | <u>23.0</u> | <u>22.0</u> |
| 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 | Approved 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 | | <u>2.4</u> | <u>2.4</u> | <u>0.3</u> | <u>1.6</u> | <u>0.5</u> |
| 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 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

| 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 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

11-13

| Key Performance Indicators | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|--|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

| Key Performance Indicators | Actual | Estimated | Budget | Budget |
|--|----------------|----------------|----------------|----------------|
| | <u>2018-19</u> | <u>2019-20</u> | <u>2019-20</u> | <u>2020-21</u> |
| 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 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

11-15

| Key Performance Indicators | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 |

PUBLIC LIBRARY
COMMUNITY LIBRARY

| Key Performance Indicators | Actual | Estimated | Budget | Budget |
|--|----------------|----------------|----------------|----------------|
| | <u>2018-19</u> | <u>2019-20</u> | <u>2019-20</u> | <u>2020-21</u> |
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 4,626,800 | 4,538,900 | -87,900 |
| Employee Years | 42.8 | 40.5 | -2.3 |

Change Detail

| Salary & Wage | General | | Vacancy | | | | Total |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--|---------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | | |
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>20,000</u> | <u>20,000</u> |
| 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 | <u>2,953,772</u> | <u>3,087,600</u> | <u>3,108,400</u> | <u>3,013,900</u> |
| 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 | <u>35.2</u> | <u>35.8</u> | <u>37.8</u> | <u>36.0</u> |
| Total | 40.2 | 41.1 | 42.8 | 40.5 |

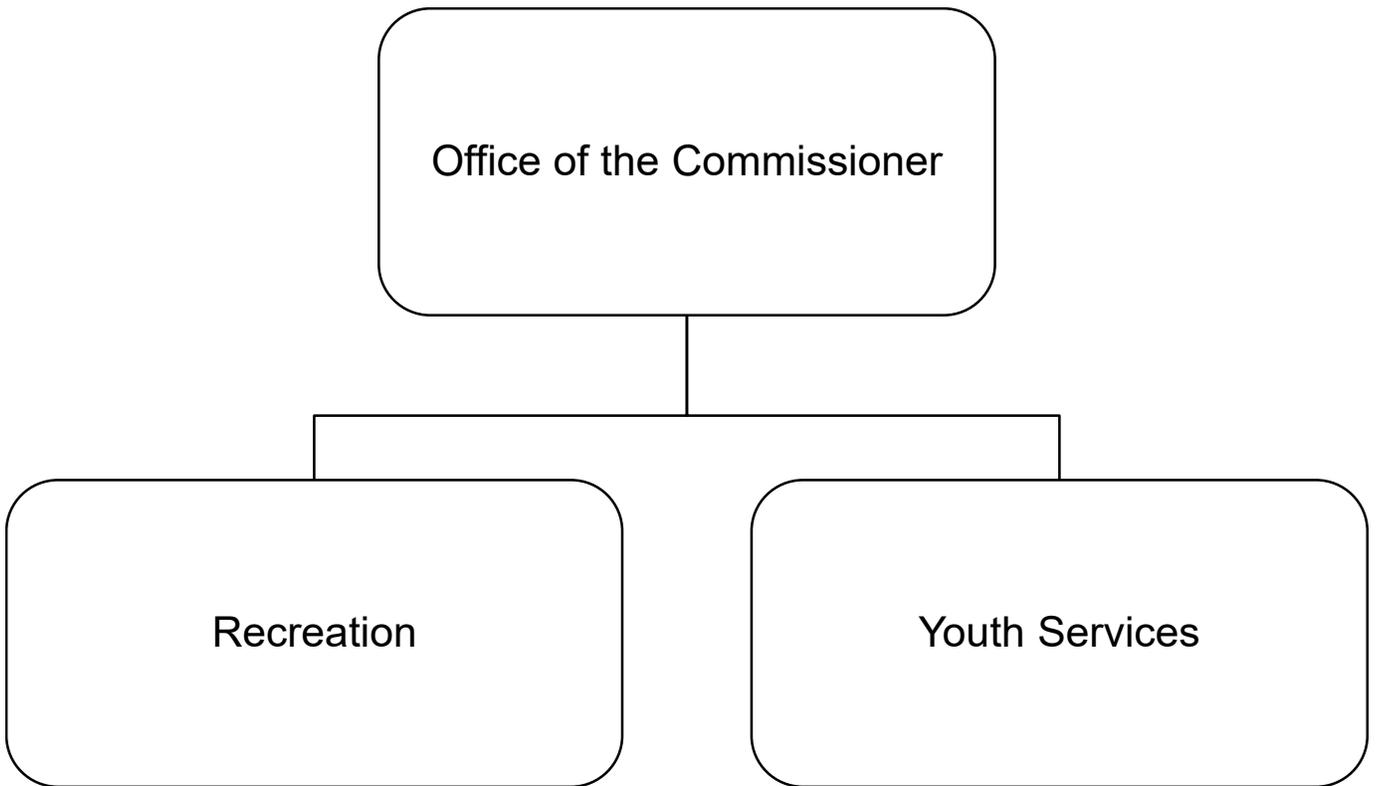
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration | Branch Libraries |
|--------------------------------|------------------------------------|-------------------|---------------------|----------------|------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | | <u>0.4</u> | <u>0.4</u> | <u>0.1</u> | <u>0.3</u> |
| 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 programming 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 collaborative processes to effectively assess and refer participants to needed services in the community.

Glossary of Acronyms

| <u>Acronym</u> | <u>Description</u> |
|----------------|---|
| CAPP | Comprehensive Adolescent Pregnancy Prevention |
| GVP | Genesee Valley Park |
| OYOVP | Office of Youth Outreach and Violence Prevention |
| 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 | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> | <u>Change</u> | <u>Percent Change</u> |
|--------------------------------|-----------------------|-----------------------|----------------|-----------------------|
| <u>Bureau</u> | | | | |
| Office of the Commissioner | 2,105,400 | 2,392,300 | 286,900 | 13.6% |
| Recreation | 8,267,600 | 7,648,200 | -619,400 | -7.5% |
| Youth Services | <u>2,293,700</u> | <u>2,498,100</u> | <u>204,400</u> | <u>8.9%</u> |
| Total | 12,666,700 | 12,538,600 | -128,100 | -1.0% |
| Employee Years | 197.6 | 182.7 | -14.9 | -7.5% |

Change Detail

| <u>Salary & Wage Adjustment</u> | <u>General Inflation</u> | <u>Chargebacks</u> | <u>Vacancy Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|-------------------------------------|--------------------------|--------------------|--------------------------|----------------------|---------------------|--------------|
| 248,800 | 55,800 | -600 | 0 | -6,200 | -425,900 | -128,100 |

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 |
| <ul style="list-style-type: none"> As amended by City Council | |
| Funds reallocated from Police special events overtime to enhance staffing model in Recreation | 129,900 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
EXPENDITURE SUMMARY

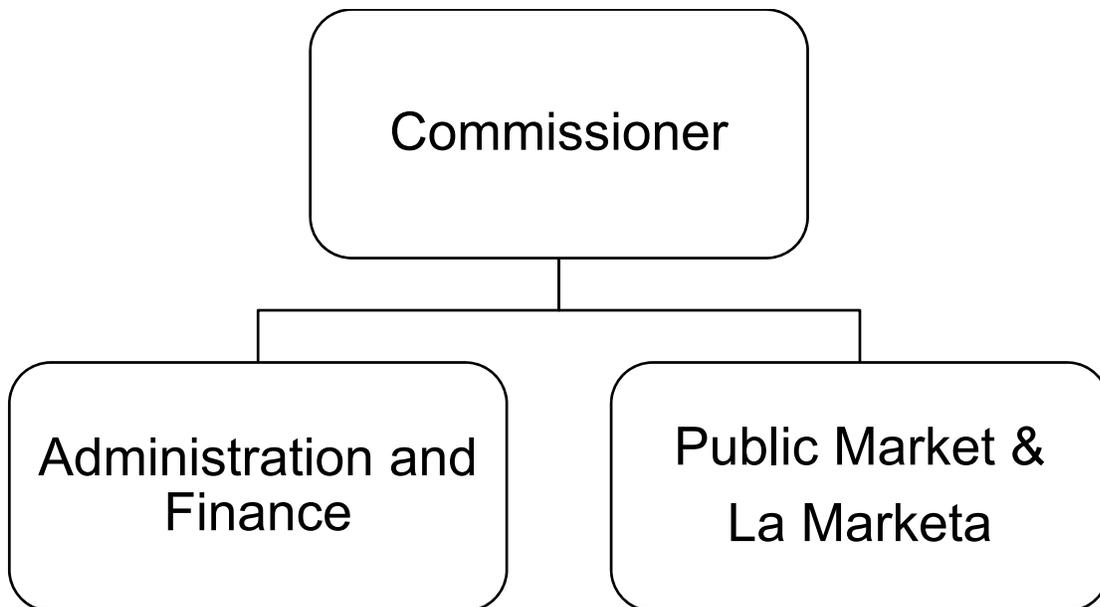
| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Proposed <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 7,905,511 | 7,842,200 | 8,564,400 | 8,084,100 |
| Materials & Supplies | 377,959 | 332,700 | 382,600 | 388,800 |
| Services | 3,774,353 | 3,422,700 | 3,719,700 | 4,065,700 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 12,057,823 | 11,597,600 | 12,666,700 | 12,538,600 |
| Appropriation by Activity | | | | |
| Office of the Commissioner | 2,318,278 | 2,091,000 | 2,105,400 | 2,392,300 |
| Recreation | 8,410,739 | 7,361,100 | 8,267,600 | 7,648,200 |
| Youth Services | <u>1,328,806</u> | <u>2,145,500</u> | <u>2,293,700</u> | <u>2,498,100</u> |
| Total | 12,057,823 | 11,597,600 | 12,666,700 | 12,538,600 |
| Employee Years by Activity | | | | |
| Office of the Commissioner | 25.9 | 19.1 | 20.1 | 18.5 |
| Recreation | 149.7 | 137.3 | 147.6 | 134.6 |
| Youth Services | <u>12.3</u> | <u>26.5</u> | <u>29.9</u> | <u>29.6</u> |
| Total | 187.9 | 182.9 | 197.6 | 182.7 |

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

DEPARTMENT OF RECREATION & YOUTH SERVICES
COMMISSIONER'S OFFICE

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 <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|---|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,105,400 | 2,392,300 | 286,900 |
| Employee Years | 20.1 | 18.5 | -1.6 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 14,900 | 12,300 | 5,800 | 0 | 0 | 253,900 | 286,900 |

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 result in efficiencies | -1,400 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|---|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 1,566,551 | 1,188,000 | 1,253,800 | 1,216,800 |
| Materials & Supplies | 22,545 | 15,800 | 12,600 | 11,000 |
| Services | 729,182 | 887,200 | 839,000 | 1,164,500 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 2,318,278 | 2,091,000 | 2,105,400 | 2,392,300 |
| | | | | |
| Appropriation by Activity | | | | |
| Administration and Finance | 848,906 | 1,122,300 | 1,120,400 | 1,249,400 |
| Office of Youth Outreach and Violence Prevention | 535,951 | 0 | 0 | 0 |
| Public Market & La Marketa | <u>933,421</u> | <u>968,700</u> | <u>985,000</u> | <u>1,142,900</u> |
| Total | 2,318,278 | 2,091,000 | 2,105,400 | 2,392,300 |
| | | | | |
| 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 | <u>7.0</u> | <u>7.0</u> | <u>7.0</u> | <u>6.5</u> |
| Total | 25.9 | 19.1 | 20.1 | 18.5 |

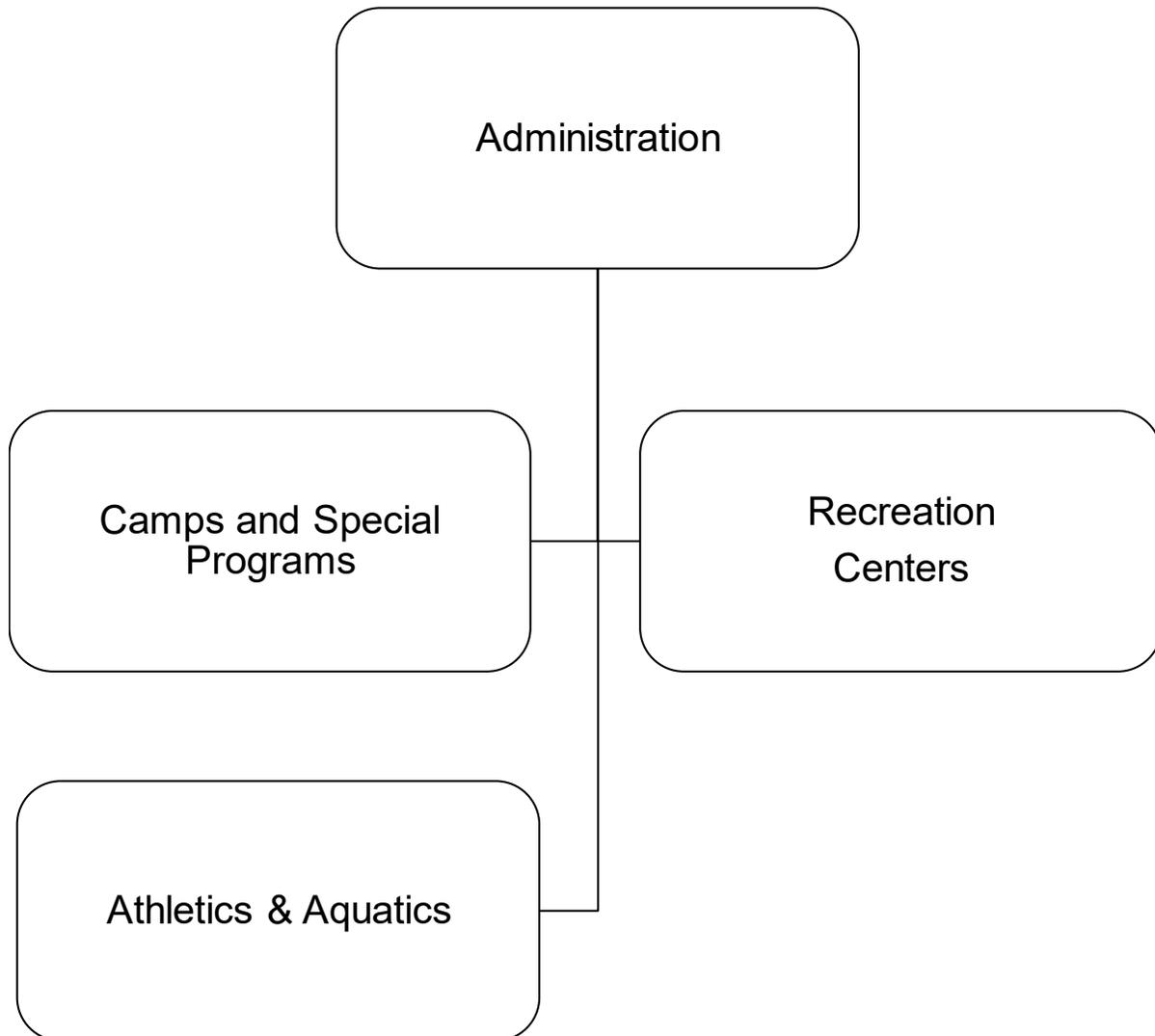
DEPARTMENT OF RECREATION & YOUTH SERVICES
 COMMISSIONER'S OFFICE
 PERSONNEL SUMMARY

| FULL TIME POSITIONS | | | | Administration and Finance | Public Market & La Marketa |
|--------------------------------|--|-------------------|---------------------|-------------------------------|-------------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | 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 | Administrative Analyst, Bilingual | 0 | 1 | 1 | |
| 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 | | <u>0.1</u> | <u>0.1</u> | <u>0.1</u> | <u>0.0</u> |
| 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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|---|-----------------------|--------------------------|-----------------------|-----------------------|
| 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 |
| • #17 School | 1,329 | 800 | 1,000 | N/A |
| • #35 School | 156 | N/A | 100 | N/A |

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

| Key Performance Indicators | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|---|--------------------------|-----------------------------|--------------------------|--------------------------|
| ● #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 | <u>9,747</u> | <u>N/A</u> | <u>N/A</u> | <u>N/A</u> |
| ● 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 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF RECREATION

12-13

| Key Performance Indicators | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Budget</u> <u>2019-20</u> | <u>Budget</u> <u>2020-21</u> |
|---|---------------------------------|------------------------------------|---------------------------------|---------------------------------|
| 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) | <u>N/A</u> | <u>3,329</u> | <u>2,000</u> | <u>N/A</u> |
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 8,267,600 | 7,648,200 | -619,400 |
| Employee Years | 147.6 | 134.6 | -13.0 |

Change Detail

| Salary & Wage | General | Vacancy | | | | Total |
|-------------------|------------------|--------------------|------------------|----------------------|---------------------|--------------|
| <u>Adjustment</u> | <u>Inflation</u> | <u>Chargebacks</u> | <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
| 198,000 | 35,800 | -3,700 | 0 | -12,400 | -837,100 | -619,400 |

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 Education Specialist 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 |

DEPARTMENT OF RECREATION, & YOUTH SERVICES
BUREAU OF RECREATION

| | |
|--|---------|
| 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 42 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 |
| <ul style="list-style-type: none"> • As amended by City Council | |
| Funds reallocated from Police special events overtime to enhance staffing model in Recreation | 129,900 |

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 programming/ 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|---------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 5,497,463 | 4,954,700 | 5,462,500 | 4,953,000 |
| Materials & Supplies | 324,421 | 299,400 | 346,400 | 341,500 |
| Services | 2,588,855 | 2,107,000 | 2,458,700 | 2,353,700 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 8,410,739 | 7,361,100 | 8,267,600 | 7,648,200 |
| Appropriation by Activity | | | | |
| Administration | 1,632,231 | 961,800 | 1,204,300 | 1,153,700 |
| Camps and Special Programs | 1,671,898 | 1,542,900 | 1,878,600 | 1,245,500 |
| Recreation Centers | 3,515,796 | 3,161,800 | 3,471,800 | 3,510,300 |
| Athletics and Aquatics | 1,427,095 | 1,694,600 | 1,712,900 | 1,738,700 |
| Youth Health and Personal Development | <u>163,719</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 8,410,739 | 7,361,100 | 8,267,600 | 7,648,200 |
| Employee Year by Activity | | | | |
| Administration | 5.9 | 2.0 | 2.0 | 0.5 |
| Camps and Special Programs | 18.8 | 18.0 | 19.7 | 14.2 |
| Recreation Centers | 96.0 | 85.0 | 93.6 | 89.6 |
| Athletics and Aquatics | 26.0 | 32.3 | 32.3 | 30.3 |
| Youth Health and Personal Development | <u>3.0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 149.7 | 137.3 | 147.6 | 134.6 |

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

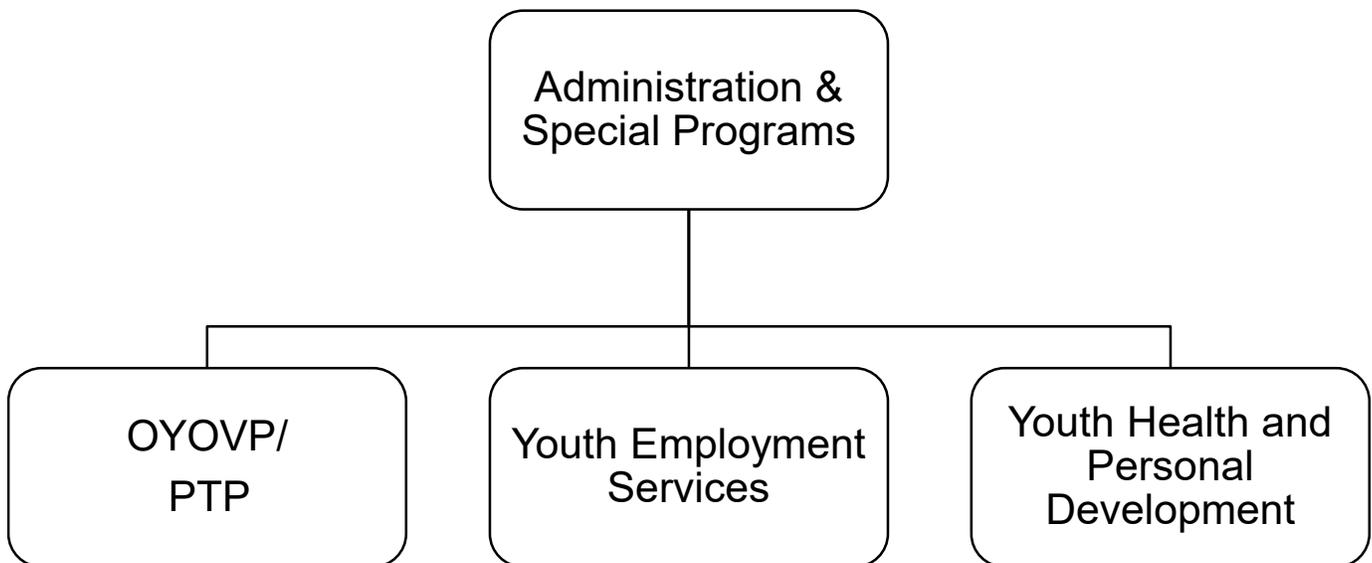
| FULL TIME POSITIONS | | | | Administration | Camps and Special Programs | Recreation Centers | Athletics & Aquatics |
|--------------------------------|---|-------------------|---------------------|----------------|----------------------------------|-----------------------|-------------------------|
| Br. | Title | Budget 2019-20 | Approved 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 | 6.0 | | | 6 | |
| 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 | 4.0 | | | 4 | |
| 15 | Facility Supervisor | 3.0 | 0.0 | | | | |
| 15 | Facility Supervisor, Bilingual | 1.0 | 0.0 | | | | |
| 15 | Sr. Education Specialist | 0.0 | 1.0 | | | 1 | |
| 15 | Sr. Education Specialist, Bilingual | 0.0 | 1.0 | | | 1 | |
| 15 | Sr. Sports/Fitness Specialist | 0.0 | 2.0 | | | 2 | |
| 15 | Youth Camp Supervisor | 1.0 | 1.0 | | 1 | | |
| 13 | Grant Support Associate | 1.0 | 0.0 | | | | |
| 12 | Education Specialist | 0.0 | 6.0 | | | 6 | |
| 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 | 7.0 | | | 7 | |
| 12 | Youth Development Specialist | 0.0 | 7.0 | | | 7 | |
| 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 | 0.5 | 5.0 | 36.0 | 6.0 |
| Overtime | | 0.8 | 0.8 | 0.2 | 0.0 | 0.1 | 0.5 |
| Part Time, Temporary, Seasonal | | 101.2 | 92.2 | 0.0 | 9.2 | 59.0 | 24.0 |
| Less: Vacancy Allowance | | <u>5.9</u> | <u>5.9</u> | <u>0.2</u> | <u>0.0</u> | <u>5.5</u> | <u>0.2</u> |
| Total | | 147.6 | 134.6 | 0.5 | 14.2 | 89.6 | 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

**DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES**

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

| | <u>Actual 2018-19</u> | <u>Estimated 2019-20</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> |
|--|---------------------------|------------------------------|---------------------------|---------------------------|
| 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 |

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES

12-19

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|-----------------------------|--------------------------|--------------------------|
| 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 | | | | |

DEPARTMENT OF RECREATION & YOUTH SERVICES
BUREAU OF YOUTH SERVICES

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|----------------|----------------|----------------|---------------|
| Budget | 2,293,700 | 2,498,100 | 204,400 |
| Employee Years | 26.5 | 29.6 | 3.1 |

Change Detail

| Salary & Wage <u>Adjustment</u> | General <u>Inflation</u> | <u>Chargebacks</u> | Vacancy <u>Allowance</u> | <u>Miscellaneous</u> | <u>Major Change</u> | <u>Total</u> |
|------------------------------------|-----------------------------|--------------------|-----------------------------|----------------------|---------------------|--------------|
| 35,900 | 7,700 | -2,700 | 0 | 6,200 | 157,300 | 204,400 |

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 part time staff 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

12-21

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|---------------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 841,497 | 1,699,500 | 1,848,100 | 1,914,300 |
| Materials & Supplies | 30,993 | 17,500 | 23,600 | 36,300 |
| Services | 456,316 | 428,500 | 422,000 | 547,500 |
| Other | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 1,328,806 | 2,145,500 | 2,293,700 | 2,498,100 |
| Appropriation by Activity | | | | |
| Administration & Special Programs | 6,610 | 200,900 | 212,000 | 669,500 |
| 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 | <u>0</u> | <u>478,700</u> | <u>496,100</u> | <u>244,400</u> |
| Total | 1,328,806 | 2,145,500 | 2,293,700 | 2,498,100 |
| Employee Years by Activity | | | | |
| Administration & Special Programs | 0.0 | 2.5 | 2.5 | 9.0 |
| OYOVP/PTP | 0.0 | 8.5 | 10.4 | 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 | <u>0</u> | <u>10.0</u> | <u>11.0</u> | <u>5.5</u> |
| Total | 12.3 | 26.5 | 29.9 | 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 | Approved 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 | | | |
| 12 | Youth Development Specialist | 0.0 | 1.0 | | | 1.0 | |
| 11 | Youth Services Associate | 2.0 | 2.0 | 2.0 | | | |
| 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 | | 8.8 | 12.0 | 1.5 | 9.5 | 0.5 | 0.5 |
| Less: Vacancy Allowance | | <u>0.1</u> | <u>0.1</u> | <u>0.0</u> | <u>0.1</u> | <u>0.0</u> | <u>0.0</u> |
| Total | | 29.9 | 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

| | Budget <u>2019-20</u> | Budget <u>2020-21</u> | <u>Change</u> | Percent <u>Change</u> |
|---------------------------------|--------------------------|--------------------------|----------------|--------------------------|
| <u>Main Functions</u> | | | | |
| 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 | <u>1,695,500</u> | <u>1,929,100</u> | <u>233,600</u> | <u>13.8%</u> |
| | 148,554,200 | 149,277,600 | 723,400 | 0.5% |
| Interfund Credit* | -246,000 | -276,000 | -30,000 | 12.2% |
| Intrafund Credit* | <u>-185,000</u> | <u>-158,000</u> | <u>27,000</u> | <u>-14.6%</u> |
| 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**

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|--------------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| 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 | <u>38,393,425</u> | <u>32,399,900</u> | <u>33,540,100</u> | <u>35,321,900</u> |
| | 148,897,331 | 141,378,600 | 148,554,200 | 149,277,600 |
| Interfund Credit* | -254,540 | -287,000 | -246,000 | -276,000 |
| Intrafund Credit* | <u>-165,404</u> | <u>-146,300</u> | <u>-185,000</u> | <u>-158,000</u> |
| 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 | <u>5,355,818</u> | <u>886,400</u> | <u>1,695,500</u> | <u>1,929,100</u> |
| | 148,897,331 | 141,378,600 | 148,554,200 | 149,277,600 |
| Interfund Credit* | -254,540 | -287,000 | -246,000 | -276,000 |
| Intrafund Credit* | <u>-165,404</u> | <u>-146,300</u> | <u>-185,000</u> | <u>-158,000</u> |
| Total | 148,477,387 | 140,945,300 | 148,123,200 | 148,843,600 |

*Reflects chargeback for Workers' Compensation costs.

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT**

NEW YORK STATE RETIREMENT SYSTEM: the City makes annual payments to the New York State Retirement System, which in turn is responsible for making pension payments to eligible retirees. The New York State Comptroller oversees the System. The City participates in multiple programs, based on an employee's date of hire. Each program provides a different level of benefits. Employees are eligible for participation in the various programs based on their employment period, which is called a tier. Tiers are:

| <u>Tier</u> | <u>Hire Date (by any qualified public employer)</u> | |
|-------------|---|--|
| | <u>Non-Uniformed Employees</u> <u>Employee Retirement System</u> | <u>Uniformed Employees</u> <u>Police/Fire Retirement System</u> |
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|-------------------|----------------|----------------|---------------|
| 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 |

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT**

Major Change

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|-----------------------|------------------|------------------|----------------|
| 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 | <u>4,471,000</u> | <u>4,595,000</u> | <u>124,000</u> |
| Total | 5,271,300 | 5,405,400 | 134,100 |
| Interfund Credit* | -246,000 | -276,000 | -30,000 |
| Intrafund Credit* | <u>-185,000</u> | <u>-158,000</u> | <u>27,000</u> |
| | 4,840,300 | 4,971,400 | 131,100 |

*Chargebacks to departments for current year claims

| <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> | <u>Department/Bureau</u> | <u>2019-20</u> | <u>2020-21</u> |
|-------------------------------------|----------------|----------------|-----------------------------|----------------|----------------|
| 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 | <u>185,000</u> | <u>158,000</u> |
| | | | 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

UNDISTRIBUTED
EMPLOYEE BENEFITS – CURRENT

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

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | 110,503,906 | 108,978,700 | 115,014,100 | 113,955,700 |
| Interfund Credit* | -254,540 | -287,000 | -246,000 | -276,000 |
| Intrafund Credit* | <u>-165,404</u> | <u>-146,300</u> | <u>-185,000</u> | <u>-158,000</u> |
| 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 | <u>138,914</u> | <u>239,500</u> | <u>401,000</u> | <u>354,400</u> |
| | 110,503,906 | 108,978,700 | 115,014,100 | 113,955,700 |
| Interfund Credit* | -254,540 | -287,000 | -246,000 | -276,000 |
| Intrafund Credit* | <u>-165,404</u> | <u>-146,300</u> | <u>-185,000</u> | <u>-158,000</u> |
| Total | 110,083,962 | 108,545,400 | 114,583,100 | 113,521,700 |

*Reflects chargeback to departments for current year Workers' Compensation costs.

**UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT**

DISABLED FIREFIGHTERS/OLD PENSION: this activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment. This activity also includes the cost of a closed pension plan for the sole surviving spouse of a firefighter who retired prior to the City's participation in the New York State Retirement System.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 75,000 | 86,400 | 11,400 |

Major Change

Allocation is increased to reflect recent experience 11,400

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT

UNEMPLOYMENT COMPENSATION: individuals terminated from City employment under qualifying circumstances are eligible for unemployment benefits according to federal guidelines. Quarterly payments are made to New York State based on actual claim experience.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 900,000 | 900,000 | 0 |

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-----------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>29,009,863</u> | <u>30,932,100</u> | <u>31,063,200</u> | <u>32,312,300</u> |
| 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 | <u>393,609</u> | <u>900,000</u> | <u>900,000</u> | <u>900,000</u> |
| Total | 29,009,863 | 30,932,100 | 31,063,200 | 32,312,300 |

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT

13-11

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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 100,000 | 25,000 | -75,000 |

Major Change

Allocation reduced to reflect recent experience -75,000

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>4,027,744</u> | <u>581,400</u> | <u>781,400</u> | <u>1,080,500</u> |
| 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 | <u>0</u> | <u>20,000</u> | <u>100,000</u> | <u>25,000</u> |
| Total | 4,027,744 | 581,400 | 781,400 | 1,080,500 |

UNDISTRIBUTED EXPENSES
OTHER

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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 150,000 | 200,000 | 50,000 |

Major Change

Increase reflects recent trend of increased expenses 50,000

**UNDISTRIBUTED EXPENSES
OTHER**

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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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.

UNDISTRIBUTED EXPENSES
OTHER

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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|--|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 0 | 0 | 0 | 0 |
| Other | <u>5,355,818</u> | <u>886,400</u> | <u>1,695,500</u> | <u>1,929,100</u> |
| 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 | <u>691,491</u> | <u>679,400</u> | <u>1,021,400</u> | <u>1,385,300</u> |
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|---------------|
| Budget | 4,317,500 | 3,537,800 | -779,700 | -18.1% |

Major Change

- As proposed by the Mayor -1,529,700

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.

- As amended by Council 750,000

Reduce the size of the incoming Rochester Police Class, reallocate funding to Contingency for Task Force on racial equity

CONTINGENCY
EXPENDITURE SUMMARY

| | Actual <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| 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 | 3,537,800 |
| Total | 0 | 3,337,300 | 4,317,500 | 3,537,800 |
| Appropriation by Activity | | | | |
| General Contingency | 0 | 3,337,300 | 4,317,500 | 3,537,800 |

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

| <u>Category</u> | <u>Budget 2019-20</u> | <u>Budget 2020-21</u> | <u>Change</u> |
|-----------------|---------------------------|---------------------------|------------------|
| Cash Capital | 37,979,000 | 15,634,000 | -22,345,000 |
| Debt Service | <u>37,536,100</u> | <u>39,537,900</u> | <u>2,001,800</u> |
| Total | 75,515,100 | 55,171,900 | -20,343,200 |

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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|-------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 78,800 | 78,800 | 78,800 | 78,800 |
| Other | <u>78,616,457</u> | <u>75,436,300</u> | <u>75,436,300</u> | <u>55,093,100</u> |
| 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 | <u>38,939,557</u> | <u>37,536,100</u> | <u>37,536,100</u> | <u>39,537,900</u> |
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 |

**CAPITAL EXPENSE
CASH CAPITAL**

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's riverfronts.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 |

CAPITAL EXPENSE
CASH CAPITAL

WATER SYSTEM

The Water System category encompasses both the supply and distribution systems, which provide safe and reliable sources of water to the City. Improvements funded in this category include the cleaning and lining of water mains; replacement of hydrants, valves and meters; and conduit and watershed improvements.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 |

**CAPITAL EXPENSE
CASH CAPITAL**

PUBLIC SAFETY

The Public Safety category finances the replacement program for equipment used by the Police, Fire, and Emergency Communications units.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 |

CAPITAL EXPENSE
CASH CAPITAL

PARKS & OPEN SPACE

The Parks and Open Space category contains projects that promote the preservation and enhancement of recreational and cultural opportunities in the community.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 |

**CAPITAL EXPENSE
CASH CAPITAL**

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 |

CAPITAL EXPENSE
CASH CAPITAL

ARTS & CULTURE

The Arts and Culture category includes library material support and cultural improvements to the City.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| Budget | 150,000 | 0 | -150,000 |

Major Change

Arts and installation enhancements is eliminated, new projects are funded with General Debt -150,000

**CAPITAL EXPENSE
CASH CAPITAL**

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 |

**CAPITAL EXPENSE
CASH CAPITAL**

BUSINESS EQUIPMENT

The Business Equipment category consists of the ongoing replacement programs for general office equipment, non-motorized field equipment, and information processing systems.

Year-To-Year Comparison

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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

| | <u>2019-20</u> | <u>2020-21</u> | <u>Change</u> |
|--------|----------------|----------------|---------------|
| 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 <u>2018-19</u> | Estimated <u>2019-20</u> | Amended <u>2019-20</u> | Approved <u>2020-21</u> |
|---------------------------------|--------------------------|-----------------------------|---------------------------|----------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 39,400 | 39,400 | 39,400 | 39,400 |
| Other | <u>39,716,300</u> | <u>37,939,600</u> | <u>37,939,600</u> | <u>15,594,600</u> |
| 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 | <u>3,439,000</u> | <u>3,339,000</u> | <u>3,339,000</u> | <u>1,807,000</u> |
| Total | 39,755,700 | 37,979,000 | 37,979,000 | 15,634,000 |

**CAPITAL EXPENSE
DEBT SERVICE**

Principal payments consist of annual installment payments on long-term borrowing (Serial Bonds) and short-term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

| | <u>Budget</u> 2019-20 | <u>Budget</u> 2020-21 | <u>Change</u> |
|-------------------------|--------------------------|--------------------------|------------------|
| Serial Bonds | 28,456,400 | 26,140,000 | -2,316,400 |
| Bond Anticipation Notes | <u>1,920,000</u> | <u>6,805,000</u> | <u>4,885,000</u> |
| 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

| | <u>Budget</u> 2019-20 | <u>Budget</u> 2020-21 | <u>Change</u> |
|-------------------------|--------------------------|--------------------------|----------------|
| Serial Bonds | 6,025,500 | 4,787,800 | -1,237,700 |
| Bond Anticipation Notes | <u>1,134,200</u> | <u>1,805,100</u> | <u>670,900</u> |
| 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.

| <u>Date</u> | <u>Type of Issue</u> | <u>Interest Rate</u> |
|-------------|----------------------|----------------------|
| Aug. 2019 | BAN | 3.00 |
| Mar. 2020 | BAN | 2.50 |

Statement of Indebtedness - June 30, 2020

| <u>Category</u> | <u>Bonds</u> | <u>Notes</u> | <u>Total</u> |
|-----------------|--------------|--------------|--------------|
| 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 | <u>0</u> | <u>0</u> | <u>0</u> |
| | 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 | <u>286,455,000</u> |
| Constitutional Debt Limit | 640,541,321 |
| (equal to 9% of the most recent five year average full assessed value) | |
| Estimated Debt Contracting Margin | 354,086,321 |

CAPITAL EXPENSE
DEBT SERVICE

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2020

| <u>Fiscal Year</u> | <u>City</u> | <u>School</u> | <u>Total</u> |
|--------------------|---------------|---------------|---------------|
| 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

| | <u>Actual</u> <u>2018-19</u> | <u>Estimated</u> <u>2019-20</u> | <u>Amended</u> <u>2019-20</u> | <u>Approved</u> <u>2020-21</u> |
|-------------------------------|---------------------------------|------------------------------------|----------------------------------|-----------------------------------|
| Appropriation by Major Object | | | | |
| Personnel Expenses | 0 | 0 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 0 |
| Services | 39,400 | 39,400 | 39,400 | 39,400 |
| Other | <u>38,900,157</u> | <u>37,496,700</u> | <u>37,496,700</u> | <u>39,498,500</u> |
| 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 | <u>7,762,257</u> | <u>7,159,700</u> | <u>7,159,700</u> | <u>6,592,900</u> |
| 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):

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|-------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <u>None</u> | | | | | | |

CAPITAL EXPENSE TAX RATES

15-19

TAX RATES FOR DEBT SERVICE

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Expense (\$000) | | | | | | |
| Existing Debt | 39,537.9 | 39,587.9 | 34,609.8 | 30,222.8 | 24,529.3 | 168,487.7 |
| New Program | | <u>1,819.6</u> | <u>10,127.0</u> | <u>20,033.1</u> | <u>28,351.3</u> | <u>60,331.0</u> |
| | 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 | <u>17,660.5</u> | <u>16,850.9</u> | <u>16,740.6</u> | <u>18,239.5</u> | <u>18,377.8</u> | <u>87,869.3</u> |
| | 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 | <u>727.4</u> | <u>869.8</u> | <u>1,050.8</u> | <u>1,262.4</u> | <u>1,393.3</u> | <u>5,303.8</u> |
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|--|----------------|----------------|----------------|----------------|----------------|-----------------|
| 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 | <u>940.0</u> | <u>981.0</u> | <u>1,323.0</u> | <u>1,484.0</u> | <u>2,656.0</u> | <u>7,384.0</u> |
| | 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 | <u>1,851.1</u> | <u>1,851.1</u> | <u>1,851.1</u> | <u>1,851.1</u> | <u>1,851.1</u> | <u>9,255.5</u> |
| | 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 | <u>678.5</u> | <u>2,772.3</u> | <u>3,024.5</u> | <u>2,318.2</u> | <u>2,056.5</u> | <u>10,849.9</u> |
| 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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2020-21 TO 2024-25 Capital Improvement Program

INTRODUCTION

CAPITAL EXPENDITURES

The Capital Improvement Program (CIP) is a financing plan for the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in the capital program, a project or item must be consistent with the definition of capital object or purpose included in Section 11 of the New York State Local Finance Law.

The financing of capital projects may occur through three means. First, a direct appropriation may be made; this type of appropriation is known as cash capital. Second, funds for projects may be obtained through the issuance of bonds and notes, two forms of debt. The subsequent repayment of this debt and related interest costs is called debt service. Funding for repayment of debt is included in the Debt Service allocation of the annual operating budget. Third, full or partial funding for some projects is obtained from outside agencies.

CIP DOCUMENT

This document represents a five-year capital investment program organized in three parts.

The first part is a financial summary overview of the recommended program. Categories, funding sources and Departments are summarized in this section.

The second part presents the project detail organized by eleven functional program types: Transportation (T), Public Waterfront (O), Water System (W), Public Safety (P), Parks and Open Space (S), Economic Development, Arts (E) and Culture (A), Public Facilities (F), Municipal Facilities (M), Business Equipment (B), and Non-Public Safety Fleet (N). Each of these types is further divided into Categories (e.g. E-1 Downtown Development). Categories may contain one or more projects (e.g. E-1 Center City Beautification, Midtown Redevelopment III).

Each program type is prefaced by a narrative description, a listing of new programs, and program changes.

Each project is described along with its cost and funding source for each year of the plan.

The third part contains appendices listing funding, program and departmental detail.

SUMMARY BY FUNDING SOURCE (000s)

| CAPITAL IMPROVEMENT PROGRAM | 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 | <i>84,754</i> | <i>156,770</i> | <i>163,840</i> | <i>98,653</i> | <i>77,813</i> | <i>581,830</i> |

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 | | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--|--------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 | | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--|-------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |

2020-21 TO 2024-25 CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

The City maintains 537 centerline miles of streets. Preservation of the City's transportation network is achieved through reconstruction and rehabilitation of streets, bridges, sidewalks and curbs.

New Projects

T-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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>300</u> | <u>4,905</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>5,205</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>0</u> | <u>0</u> | <u>430</u> | <u>0</u> | <u>3,340</u> | <u>3,770</u> |

☐ Dewey Avenue (Felix Street to Emerson Street)

Street reconstruction, new curbing, sidewalks, water main and services, hydrants, receiving basins, street lighting and tree planting.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>6,691</u> | <u>740</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>7,431</u> |

Street Planning & Design

Staff time for design and construction of street improvement program.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 200 | 200 | 200 | 200 | 200 | 1,000 |
| Water Cash Capital | 77 | 77 | 77 | 77 | 77 | 385 |
| | <u>277</u> | <u>277</u> | <u>277</u> | <u>277</u> | <u>277</u> | <u>1,385</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 0 | 2,000 | 2,000 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>2,000</u> | <u>2,000</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |

Capital Improvement Program

**Gibbs Street and Swan Street
Reconstruction (East Avenue to
East Main Street)**

East Avenue to East Main Street

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>455</u> | <u>0</u> | <u>2,885</u> | <u>0</u> | <u>0</u> | <u>3,340</u> |

Milling & Resurfacing Program

Milling and resurfacing of streets including curb replacement, water and receiving basin improvements and traffic markings.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>3,333</u> | <u>3,743</u> | <u>3,847</u> | <u>4,559</u> | <u>4,686</u> | <u>20,168</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>3,797</u> | <u>14</u> | <u>6,509</u> | <u>14</u> | <u>414</u> | <u>10,748</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>4,580</u> | <u>5,353</u> | <u>5,494</u> | <u>5,690</u> | <u>5,840</u> | <u>26,957</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>130</u> | <u>4,425</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>4,555</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 400 | 0 | 0 | 400 |
| General Debt | 0 | 0 | 0 | 0 | 2,500 | 2,500 |
| | <u>0</u> | <u>0</u> | <u>400</u> | <u>0</u> | <u>2,500</u> | <u>2,900</u> |

Stone Street (East Main Street to East Broad Street)

Street reconstruction including new curbing, sidewalk, and other associated work

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 108 | 110 | 113 | 0 | 331 |
| General Debt | 1,137 | 1,171 | 1,173 | 1,206 | 0 | 4,687 |
| | <u>1,137</u> | <u>1,279</u> | <u>1,283</u> | <u>1,319</u> | <u>0</u> | <u>5,018</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 226 | 232 | 238 | 245 | 941 |
| | <u>0</u> | <u>226</u> | <u>232</u> | <u>238</u> | <u>245</u> | <u>941</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Local Works Cash Capital | 939 | 3,289 | 3,370 | 3,471 | 3,570 | 14,639 |
| Local Works Debt | 0 | 0 | 0 | 0 | 0 | 0 |
| | <u>939</u> | <u>3,289</u> | <u>3,370</u> | <u>3,471</u> | <u>3,570</u> | <u>14,639</u> |

Sidewalk Ramp Installation

Curb radii improvements and ADA ramps installation on residential streets at high priority locations.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Local Works Cash Capital | 0 | 351 | 361 | 372 | 383 | 1,467 |
| Water Cash Capital | 0 | 4 | 4 | 4 | 4 | 16 |
| | <u>0</u> | <u>355</u> | <u>365</u> | <u>376</u> | <u>387</u> | <u>1,483</u> |

T-6 Street Lighting System

LED Installation and Pole Replacement

Residential fixtures and poles.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 750 | 750 | 750 | 750 | 3,000 |
| | <u>0</u> | <u>750</u> | <u>750</u> | <u>750</u> | <u>750</u> | <u>3,000</u> |

Project Uplift

Enhanced street lighting where improvements will add to the public safety.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 88 | 90 | 93 | 96 | 367 |
| | <u>0</u> | <u>88</u> | <u>90</u> | <u>93</u> | <u>96</u> | <u>367</u> |

Street Lighting - Standard Allocation

Replacement, upgrades and improvement of poles and luminaries.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 151 | 155 | 160 | 170 | 636 |
| | <u>0</u> | <u>151</u> | <u>155</u> | <u>160</u> | <u>170</u> | <u>636</u> |

Street Lighting - Street Improvement projects

Street lighting improvements on adjacent streets in conjunction with street improvement projects.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 200 | 200 | 200 | 600 |
| General Debt | 0 | 200 | 0 | 0 | 0 | 200 |
| | <u>0</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>800</u> |

T-7 Bridges and Structures

Bridges - Standard Allocation

Improvements to selected bridges including design services.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 550 | 748 | 770 | 790 | 815 | 3,673 |
| | <u>550</u> | <u>748</u> | <u>770</u> | <u>790</u> | <u>815</u> | <u>3,673</u> |

East Main Street Bridge over CSX Trans/Amtrak

Preventative maintenance repairs to bridge

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Federal | 1,399 | 0 | 0 | 0 | 0 | 1,399 |
| General Debt | 200 | 0 | 0 | 0 | 0 | 200 |
| | <u>1,599</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,599</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 4,450 | 0 | 0 | 0 | 4,450 |
| | <u>0</u> | <u>4,450</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>4,450</u> |

Summary of Funding by Program: Transportation

| | | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|------------|---------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|----------------------|-------------------------------|----------------|----------------|----------------|----------------|--------------|
| T-4 | Traffic | | | | | |
| General Cash Capital | 0 | 226 | 232 | 238 | 245 | 941 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 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 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 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 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 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 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 2,149 | 5,198 | 770 | 790 | 815 | 9,722 |

TRANSPORTATION TOTALS

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 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 |
| | <u>32,262</u> | <u>36,766</u> | <u>33,156</u> | <u>33,427</u> | <u>32,290</u> | <u>167,901</u> |

2020-21 TO 2024-25 CAPITAL IMPROVEMENT PROGRAM

PUBLIC WATERFRONT

The Public Waterfront category includes projects along our two main waterways: Lake Ontario and the Genesee River. Projects involve public improvements and development to enhance open space along the City's waterfronts.

New Projects

O-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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 25 | 25 | 25 | 0 | 75 |
| | 0 | 25 | 25 | 25 | 0 | 75 |

River Street Marina

Improvements, rehabilitation.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>500</u> | <u>1,200</u> | <u>3,500</u> | <u>0</u> | <u>0</u> | <u>5,200</u> |

O-3

**Genesee Gateway Plan
Implementation**

Erie Harbor Phase 3

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 200 | 200 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>200</u> | <u>200</u> |

**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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 750 | 0 | 0 | 0 | 750 |
| General Debt | 0 | 0 | 5,900 | 0 | 0 | 5,900 |
| | <u>0</u> | <u>750</u> | <u>5,900</u> | <u>0</u> | <u>0</u> | <u>6,650</u> |

O-6 Transient Marina Development

Transient Marina
Facilities Phase II

Design and construction.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 472 | 0 | 472 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>472</u> | <u>0</u> | <u>472</u> |

Summary of Funding by Program: Public Waterfront

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|---|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>795</u> | <u>2,655</u> | <u>9,458</u> | <u>512</u> | <u>200</u> | <u>13,620</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>3,466</u> | <u>3,213</u> | <u>2,379</u> | <u>2,552</u> | <u>2,729</u> | <u>14,339</u> |

□ Holly System

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 142 | 146 | 151 | 156 | 595 |
| | <u>0</u> | <u>142</u> | <u>146</u> | <u>151</u> | <u>156</u> | <u>595</u> |

□ Hydrant and Valve Replacement Program

Replacement of hydrants and valves. Hydrants needing replacement are identified through annual inspection by the Fire Department.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 578 | 596 | 615 | 635 | 656 | 3,080 |
| | <u>578</u> | <u>596</u> | <u>615</u> | <u>635</u> | <u>656</u> | <u>3,080</u> |

□ Lead Service Replacement

Replace lead, lead lined, and galvanized water services to remove any possible sources lead contamination.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>2,032</u> | <u>3,565</u> | <u>4,599</u> | <u>4,636</u> | <u>4,672</u> | <u>19,504</u> |

Water Meter Replacement Program

Replacement and modernization of water meters.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 0 | 400 | 0 | 0 | 400 |
| | 0 | 0 | 400 | 0 | 0 | 400 |

☐ Upland Structures

Improvements to the sites, structures and systems.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 231 | 239 | 246 | 254 | 262 | 1,232 |
| | 231 | 239 | 246 | 254 | 262 | 1,232 |

Summary of Funding by Program: Water System

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 | | | | | | |
| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 1,136 | 1,788 | 1,254 | 2,046 | 1,571 | 7,795 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 1,136 | 1,788 | 1,254 | 2,046 | 1,571 | 7,795 |

P-3 **Small Equipment**

Animal Services Equipment

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Animal Control Cash Capital | 15 | 15 | 15 | 15 | 15 | 75 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 15 | 15 | 15 | 15 | 15 | 75 |

Fire Communications Equipment

Routine replacement of parts and equipment for fire communications and alerting systems

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 30 | 173 | 178 | 183 | 189 | 753 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 30 | 173 | 178 | 183 | 189 | 753 |

Firehouse Equipment

Improvement to facilities.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 100 | 100 | 100 | 100 | 450 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 50 | 100 | 100 | 100 | 100 | 450 |

Police Equipment

Police small and SWAT equipment also including body armor, surveillance equipment.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 170 | 400 | 445 | 445 | 445 | 1,905 |
| | <u>170</u> | <u>400</u> | <u>445</u> | <u>445</u> | <u>445</u> | <u>1,905</u> |

Police Patrol Rifles

Police rifles

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 8 | 8 | 8 | 8 | 8 | 40 |
| | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>8</u> | <u>40</u> |

Police Tasers

Five year replacement cycle

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 81 | 81 | 81 | 81 | 81 | 405 |
| | <u>81</u> | <u>81</u> | <u>81</u> | <u>81</u> | <u>81</u> | <u>405</u> |

SCBA Replacement

Firefighter self contained breathing apparatus replacement and parts

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 250 | 100 | 100 | 100 | 100 | 650 |
| | <u>250</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>650</u> |

Small Equipment - RFD

Scheduled replacement and new purchase of fire suppression equipment

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 250 | 437 | 450 | 463 | 477 | 2,077 |
| | <u>250</u> | <u>437</u> | <u>450</u> | <u>463</u> | <u>477</u> | <u>2,077</u> |

Small Equipment Detectors - RFD

Scheduled replacement and new purchase of smoke and CO detectors.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| General Cash Capital | 0 | 2,575 | 2,575 | 2,575 | 2,575 | 10,300 |
| General Debt | 1,300 | 0 | 0 | 0 | 0 | 1,300 |
| | <u>1,300</u> | <u>2,575</u> | <u>2,575</u> | <u>2,575</u> | <u>2,575</u> | <u>11,600</u> |

Summary of Funding by Program: Public Safety

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>6,670</u> | <u>7,022</u> | <u>6,576</u> | <u>7,436</u> | <u>7,021</u> | <u>34,725</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| New York State | 250 | 0 | 0 | 0 | 0 | 250 |
| | <u>250</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>250</u> |

El Camino Trail Connection

Design of the trailhead and access improvements to link the N. Clinton Avenue Corridor to the El Camino Trail

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 80 | 0 | 0 | 0 | 80 |
| General Debt | 0 | 0 | 420 | 0 | 0 | 420 |
| | <u>0</u> | <u>80</u> | <u>420</u> | <u>0</u> | <u>0</u> | <u>500</u> |

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 220 | 215 | 220 | 225 | 880 |
| | <u>0</u> | <u>220</u> | <u>215</u> | <u>220</u> | <u>225</u> | <u>880</u> |

Josana Trail

Construction of the first phase of the Josana Rails to Trails Feasibility study

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 375 | 0 | 0 | 0 | 375 |
| General Debt | 0 | 0 | 3,500 | 0 | 0 | 3,500 |
| | <u>0</u> | <u>375</u> | <u>3,500</u> | <u>0</u> | <u>0</u> | <u>3,875</u> |

Maplewood Park Trail Improvements

Trail improvements to enhance user safety and universal accessibility.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 150 | 0 | 0 | 0 | 150 |
| General Debt | 0 | 0 | 1,500 | 0 | 0 | 1,500 |
| | <u>0</u> | <u>150</u> | <u>1,500</u> | <u>0</u> | <u>0</u> | <u>1,650</u> |

S-2

Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 130 | 300 | 177 | 190 | 847 |
| | <u>50</u> | <u>130</u> | <u>300</u> | <u>177</u> | <u>190</u> | <u>847</u> |

Forestry Tree Program

Planting and upkeep of City trees.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 400 | 750 | 938 | 963 | 989 | 4,040 |
| | <u>400</u> | <u>750</u> | <u>938</u> | <u>963</u> | <u>989</u> | <u>4,040</u> |

S-4

Recreation

DRYS General Rehabilitation

Rehabilitation, renovation and replacement of recreation and parks facilities and attendant systems, fixtures and grounds.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 550 | 575 | 600 | 600 | 2,425 |
| | <u>100</u> | <u>550</u> | <u>575</u> | <u>600</u> | <u>600</u> | <u>2,425</u> |

Fitness Court

Purchase and install second fitness court in west-side park

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 conjunction with Phase IV

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 250 | 1,500 | 0 | 0 | 1,750 |
| | <u>0</u> | <u>250</u> | <u>1,500</u> | <u>0</u> | <u>0</u> | <u>1,750</u> |

☐ Parcel 5 Public Space

Public Space improvements and design funds

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>0</u> | <u>2,000</u> | <u>19,000</u> | <u>0</u> | <u>0</u> | <u>21,000</u> |

☐ Park Shelters

Shelters

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 750 | 0 | 0 | 0 | 750 |
| | <u>0</u> | <u>750</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>750</u> |

☐ Play Apparatus

Rehabilitation, renovation and replacement of recreation and parks facilities play apparatus.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| CDBG | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| General Cash Capital | 0 | 1,550 | 1,350 | 1,850 | 850 | 5,600 |
| | <u>1,000</u> | <u>1,550</u> | <u>1,350</u> | <u>1,850</u> | <u>850</u> | <u>6,600</u> |

☐ Pulaski Park

In-house design and construction of park improvements including park walkways, lighting, user amenities, and landscape enhancements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 75 | 500 | 335 | 370 | 510 | 1,790 |
| | 75 | 500 | 335 | 370 | 510 | 1,790 |

☐ Statue & Monument Improvement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

Cemeteries - Memorialization

Standard allocation for purchase and resale of cemetery memorials and markers, and installation of lettering on community mausoleum and columbarium crypt and niche fronts.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 160 | 170 | 180 | 190 | 700 |
| | <u>0</u> | <u>160</u> | <u>170</u> | <u>180</u> | <u>190</u> | <u>700</u> |

Cemeteries Site Improvements

Standard allocation used for the upkeep of cemetery grounds, systems, and structures.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 390 | 400 | 410 | 0 | 1,200 |
| | <u>0</u> | <u>390</u> | <u>400</u> | <u>410</u> | <u>0</u> | <u>1,200</u> |

Cemetery Development

Allocation for the design and construction of new interment space.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 500 | 600 | 600 | 0 | 1,700 |
| | <u>0</u> | <u>500</u> | <u>600</u> | <u>600</u> | <u>0</u> | <u>1,700</u> |

Mount Hope Cemetery

Fencing Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 618 | 574 | 0 | 0 | 1,192 |
| | <u>0</u> | <u>618</u> | <u>574</u> | <u>0</u> | <u>0</u> | <u>1,192</u> |

S-7

Bicycle Enhancement

Bicycle Enhancements Phase 2

Complete the Priority Bicycle Boulevard network

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>471</u> | <u>1,130</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,601</u> |

Elmwood Avenue/ Collegetown Cycle Track Eastern Extension (South Ave to Highland Crossing Trail)

Complete the final section of the Elmwood Avenue / Collegetown Cycle Track

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 80 | 420 | 0 | 0 | 0 | 500 |
| | <u>80</u> | <u>420</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>500</u> |

Summary of Funding by Program: Parks and Open Space

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 | 8,924 | 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>551</u> | <u>1,550</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>2,101</u> |

PARKS AND OPEN SPACE TOTALS

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>2,451</u> | <u>14,618</u> | <u>39,896</u> | <u>9,347</u> | <u>3,943</u> | <u>70,255</u> |

ECONOMIC DEVELOPMENT

The Economic Development Category consists of projects to preserve and enhance the employment, economy, and tax base of the City, including: neighborhood physical improvements, infrastructure to support industrial and commercial development, and remediation of contaminated sites.

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 66 | 68 | 70 | 0 | 204 |
| | <u>0</u> | <u>66</u> | <u>68</u> | <u>70</u> | <u>0</u> | <u>204</u> |

E-3 **Neighborhood Development**

Bull's Head

Land acquisition and commercial development.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 2,500 | 2,300 | 500 | 500 | 5,800 |
| General Debt | 1,371 | 400 | 1,500 | 0 | 0 | 3,271 |
| | <u>1,371</u> | <u>2,900</u> | <u>3,800</u> | <u>500</u> | <u>500</u> | <u>9,071</u> |

Project Phoenix

Rehab assistance in partnership with workforce development program and Land Bank

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

E-4 **Land Acquisition**

Acquisition/Economic Development

Purchase land/sites for development or other purposes

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 500 | 1,000 | 1,000 | 1,000 | 3,500 |
| | <u>0</u> | <u>500</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>3,500</u> |

Demolition

This supports demolition of buildings that are untenable, unneeded or to enable reuse of the parcel.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| CDBG | 1,800 | 1,400 | 1,400 | 1,400 | 1,400 | 7,400 |
| General Cash Capital | 0 | 750 | 750 | 750 | 750 | 3,000 |
| | <u>1,800</u> | <u>2,150</u> | <u>2,150</u> | <u>2,150</u> | <u>2,150</u> | <u>10,400</u> |

E-6 Environmental Compliance and Remediation

Former Piehler Pontiac Site

NYSDEC Brownfield Cleanup: Lake Avenue

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 300 | 0 | 0 | 0 | 0 | 300 |
| | <u>300</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>300</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 400 | 628 | 641 | 623 | 628 | 2,920 |
| General Debt | 900 | 0 | 0 | 0 | 0 | 900 |
| | <u>1,300</u> | <u>628</u> | <u>641</u> | <u>623</u> | <u>628</u> | <u>3,820</u> |

Investigation and Remediation - Andrews Street

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 160 | 0 | 0 | 0 | 160 |
| | <u>0</u> | <u>160</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>160</u> |

Investigation and Remediation - Emerson Street Landfill

Barrier wall cost and annual ground water monitoring

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| | <u>1,000</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,000</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 0 | 100 | 0 | 100 | 300 |
| | <u>100</u> | <u>0</u> | <u>100</u> | <u>0</u> | <u>100</u> | <u>300</u> |

Investigation and Remediation - Vacuum Oil Refinery Site

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 1,500 | 0 | 0 | 0 | 1,500 |
| | <u>0</u> | <u>1,500</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,500</u> |

Tax Delinquent Environmental Review

Screening and ranking assessment

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 60 | 60 | 60 | 60 | 60 | 300 |
| | <u>60</u> | <u>60</u> | <u>60</u> | <u>60</u> | <u>60</u> | <u>300</u> |

Vacuum Oil BOA Flint Street (Exchange Street to East End)

Extension & Landscaping.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>25</u> | <u>1,660</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,685</u> |

E-7

Housing

Affordable Housing Acquisition and Support

Support and development of affordable housing, city-wide.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 300 | 300 | 300 | 300 | 1,200 |
| | <u>0</u> | <u>300</u> | <u>300</u> | <u>300</u> | <u>300</u> | <u>1,200</u> |

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 450 | 450 | 450 | 450 | 1,800 |
| | <u>0</u> | <u>450</u> | <u>450</u> | <u>450</u> | <u>450</u> | <u>1,800</u> |

Home Rochester

Funding for income eligible homebuyers of up to 120% AMI through Home Rochester and projects through Rochester Land Bank.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 285 | 285 | 285 | 285 | 1,140 |
| | <u>0</u> | <u>285</u> | <u>285</u> | <u>285</u> | <u>285</u> | <u>1,140</u> |

Roofing Program

Replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/decking, and parapet reconstruction for income eligible homeowners.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 500 | 1,000 | 1,000 | 1,000 | 1,000 | 4,500 |
| | <u>500</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>4,500</u> |

| | |
|------------|---------------------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 250 | 250 | 0 | 0 | 500 |
| | 0 | 250 | 250 | 0 | 0 | 500 |

Summary of Funding by Program: Economic Development

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|---|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 150 | 150 | 150 | 150 | 600 |
| | 0 | 150 | 150 | 150 | 150 | 600 |

Charles Carroll Plaza Public Art

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 300 | 0 | 0 | 0 | 0 | 300 |
| | 300 | 0 | 0 | 0 | 0 | 300 |

Roc the Riverway Public Art Small Installations

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 600 | 0 | 0 | 0 | 600 |
| | 0 | 600 | 0 | 0 | 0 | 600 |

RRCC Terrace Public Art

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 500 | 0 | 0 | 0 | 500 |
| | 0 | 500 | 0 | 0 | 0 | 500 |

Sister Cities Pedestrian Bridge Public Art

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 300 | 0 | 0 | 0 | 0 | 300 |
| | 300 | 0 | 0 | 0 | 0 | 300 |

Summary of Funding by Program: Arts and Culture

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 | <u>600</u> | <u>1,250</u> | <u>150</u> | <u>150</u> | <u>150</u> | <u>2,300</u> |

PUBLIC FACILITIES

The Public Facilities category includes improvements to entities managed by City partnered operators.

New Projects

F-1 Blue Cross Arena at Rochester War Memorial

- 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Debt | 1,700 | 0 | 0 | 0 | 0 | 1,700 |
| | <u>1,700</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,700</u> |

Blue Cross Arena Building System Upgrades Phase 2: Ice Plant Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Debt | 0 | 1,400 | 0 | 0 | 0 | 1,400 |
| | <u>0</u> | <u>1,400</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,400</u> |

Facility Improvements

Capital reserve

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capital | 0 | 0 | 0 | 250 | 250 | 500 |
| War Memorial Cash Capital | 50 | 200 | 200 | 200 | 200 | 850 |
| | <u>50</u> | <u>200</u> | <u>200</u> | <u>450</u> | <u>450</u> | <u>1,350</u> |

Lobby Floor Replacement

Replacement of floor in entry, stairs and mezzanine with code compliant, slip resistant surfaces.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capital | 0 | 0 | 650 | 0 | 0 | 650 |
| | <u>0</u> | <u>0</u> | <u>650</u> | <u>0</u> | <u>0</u> | <u>650</u> |

F-2

High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 79 | 79 | 80 | 0 | 238 |
| | <u>0</u> | <u>79</u> | <u>79</u> | <u>80</u> | <u>0</u> | <u>238</u> |

F-3

Soccer Stadium

Youth Sports Training Facility

Standard allocation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 100 | 100 | 100 | 100 | 400 |
| | <u>0</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>100</u> | <u>400</u> |

Youth Sports Training Facility Renovation

Structural and building improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| | <u>1,000</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,000</u> |

F-4

Port of Rochester

Marina Facilities

Improvements, rehabilitation and renovation.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 15 | 15 | 15 | 0 | 45 |
| | <u>0</u> | <u>15</u> | <u>15</u> | <u>15</u> | <u>0</u> | <u>45</u> |

Port of Rochester Terminal Building

General improvements, rehabilitation/renovation at Port Terminal Building.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 1,172 | 0 | 1,172 |
| | 0 | 0 | 0 | 1,172 | 0 | 1,172 |

Emergency Generator Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 412 | 0 | 412 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>412</u> | <u>0</u> | <u>412</u> |

Mechanical Phase 4

RRCC lighting controls, domestic hot water heating system

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 460 | 0 | 460 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>460</u> | <u>0</u> | <u>460</u> |

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| | <u>5,000</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>5,000</u> |

Summary of Funding by Program: Public Facilities

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|---|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|---------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>7,750</u> | <u>2,999</u> | <u>1,164</u> | <u>2,809</u> | <u>670</u> | <u>15,392</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 105 | 105 | 105 | 107 | 422 |
| | 0 | 105 | 105 | 105 | 107 | 422 |

City Hall Building Historic Window Replacement

Historic window replacement.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 865 | 0 | 0 | 0 | 0 | 865 |
| | 865 | 0 | 0 | 0 | 0 | 865 |

Public Service Counter

Improvement to City Clerk Public Service Counter

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>407</u> | <u>407</u> |

CVMF Building 200

Office restroom

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 111 | 0 | 111 |
| Local Works Cash Capital | 0 | 0 | 0 | 110 | 0 | 110 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>221</u> | <u>0</u> | <u>221</u> |

CVMF Building 200 Redundant Network Frame Room

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>0</u> | <u>414</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>414</u> |

CVMF Building 200 Rooftop Unit

Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>148</u> | <u>0</u> | <u>148</u> |

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>0</u> | <u>0</u> | <u>750</u> | <u>0</u> | <u>0</u> | <u>750</u> |

CVMF Complex Storm & Sanitary Sewer Improvements

System improvements throughout CVMF complex.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Local Works Cash Capital | 240 | 0 | 0 | 0 | 0 | 240 |
| Refuse Cash Capital | 240 | 0 | 0 | 0 | 0 | 240 |
| | <u>480</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>480</u> |

CVMF Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 165 | 0 | 0 | 0 | 165 |
| | <u>0</u> | <u>165</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>165</u> |

B & L Library Heat Pump Replacement

Annual Allocation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 62 | 64 | 66 | 68 | 260 |
| | <u>0</u> | <u>62</u> | <u>64</u> | <u>66</u> | <u>68</u> | <u>260</u> |

Bausch & Lomb Library Heat Pump Replacement

Consolidated Replacement Project

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Debt | 0 | 504 | 0 | 530 | 0 | 1,034 |
| | <u>0</u> | <u>504</u> | <u>0</u> | <u>530</u> | <u>0</u> | <u>1,034</u> |

Bausch & Lomb Library Outside Air Unit Replacement and Addition

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Debt | 500 | 0 | 0 | 0 | 0 | 500 |
| | <u>500</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>500</u> |

Bausch & Lomb Roof Replacement

Roof replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 400 | 0 | 0 | 0 | 400 |
| | <u>0</u> | <u>400</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>400</u> |

Branch Facilities Annual Allocation

Standard allocation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 30 | 52 | 52 | 54 | 56 | 244 |
| | 30 | 52 | 52 | 54 | 56 | 244 |

Central Library Annual Allocation

Standard allocation.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 50 | 90 | 90 | 92 | 94 | 416 |
| | 50 | 90 | 90 | 92 | 94 | 416 |

Central Library Elevator Assessment

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 80 | 0 | 0 | 0 | 80 |
| | 0 | 80 | 0 | 0 | 0 | 80 |

Lincoln Branch Library

Renovation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 150 | 0 | 0 | 0 | 150 |
| | 0 | 150 | 0 | 0 | 0 | 150 |

Rundel Library Exterior Building Repairs Phase 2

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Debt | 0 | 2,000 | 0 | 0 | 0 | 2,000 |
| | 0 | 2,000 | 0 | 0 | 0 | 2,000 |

**2020-21 TO 2024-25
Capital Improvement Program**

MUNICIPAL FACILITIES

Winton Branch Library

Various renovations

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 0 | 1,256 | 0 | 0 | 1,256 |
| | <u>0</u> | <u>0</u> | <u>1,256</u> | <u>0</u> | <u>0</u> | <u>1,256</u> |

M-4 Recreation and Parks Facilities

Adams Street R-Center

Building and site renovations with RCSD

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 160 | 0 | 0 | 0 | 160 |
| | <u>0</u> | <u>160</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>160</u> |

Carter Street R-Center

Interior upgrades.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 550 | 0 | 0 | 550 |
| | <u>0</u> | <u>0</u> | <u>550</u> | <u>0</u> | <u>0</u> | <u>550</u> |

Carter Street R-Center Gymnasium Roof

Roof replacement.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 269 | 0 | 0 | 269 |
| | <u>0</u> | <u>0</u> | <u>269</u> | <u>0</u> | <u>0</u> | <u>269</u> |

Carter Street R-Center Roof

Roof replacement.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 657 | 0 | 657 |
| | 0 | 0 | 0 | 657 | 0 | 657 |

Edgerton R-Center

Interior and exterior improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 120 | 120 |
| | 0 | 0 | 0 | 0 | 120 | 120 |

Flint Street R-Center Park Renovations

Park renovations

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 292 | 292 |
| | 0 | 0 | 0 | 0 | 292 | 292 |

GVP Marina Building Roof

Replacement.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 185 | 0 | 185 |
| | 0 | 0 | 0 | 185 | 0 | 185 |

Lake Riley Lodge

Structural Remediation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 288 | 0 | 0 | 0 | 0 | 288 |
| | 288 | 0 | 0 | 0 | 0 | 288 |

**2020-21 TO 2024-25
Capital Improvement Program**

MUNICIPAL FACILITIES

Marketview Lodge

R-Center renovation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 141 | 0 | 141 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>141</u> | <u>0</u> | <u>141</u> |

Norton Village Center

HVAC and electrical replacements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 473 | 0 | 473 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>473</u> | <u>0</u> | <u>473</u> |

Roxie Ann Sinkler R-Center

Renovations and air conditioning

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 762 | 0 | 762 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>762</u> | <u>0</u> | <u>762</u> |

Thomas P. Ryan R-Center Renovations

Building and site renovations with RCSD

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 66 | 0 | 66 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>66</u> | <u>0</u> | <u>66</u> |

M-5

Water Facilities

Felix Street HVAC

HVAC & plumbing improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 38 | 0 | 0 | 0 | 0 | 38 |
| | <u>38</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>38</u> |

Hemlock Filtration Plant Geothermal HVAC Upgrade

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Debt | 961 | 0 | 0 | 0 | 0 | 961 |
| | <u>961</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>961</u> |

Hemlock Operations Center

Hemlock Operations vehicle storage and office building upgrades

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 600 | 0 | 0 | 0 | 600 |
| | <u>0</u> | <u>600</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>600</u> |

Parking Lot Improvements

Sealing & striping of lots on a semi annual basis

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 0 | 42 | 0 | 0 | 42 |
| | <u>0</u> | <u>0</u> | <u>42</u> | <u>0</u> | <u>0</u> | <u>42</u> |

Water Bureau - Felix St. Building System Modernization

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 0 | 196 | 0 | 0 | 196 |
| | <u>0</u> | <u>0</u> | <u>196</u> | <u>0</u> | <u>0</u> | <u>196</u> |

M-6 **General Rehabilitation**

414 Andrews Street Various Improvements

Windows, Masonry, Interior Improvements

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 450 | 0 | 0 | 450 |
| | 0 | 0 | 450 | 0 | 0 | 450 |

ADA Upgrades for All Facilities

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 100 | 100 | 100 | 0 | 300 |
| | 0 | 100 | 100 | 100 | 0 | 300 |

Asbestos Management

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 90 | 90 | 90 | 90 | 360 |
| | 0 | 90 | 90 | 90 | 90 | 360 |

Chamber Building Annual Allocation

Annual Allocation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 48 | 48 | 50 | 50 | 196 |
| | <u>0</u> | <u>48</u> | <u>48</u> | <u>50</u> | <u>50</u> | <u>196</u> |

Large Parking Lot Program

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 200 | 295 | 0 | 0 | 495 |
| | <u>0</u> | <u>200</u> | <u>295</u> | <u>0</u> | <u>0</u> | <u>495</u> |

Parks Operations Center

Roof Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 649 | 0 | 0 | 0 | 0 | 649 |
| | <u>649</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>649</u> |

Roof Improvement Allocation

Annual allocation for roof improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 84 | 84 | 84 | 86 | 338 |
| | <u>0</u> | <u>84</u> | <u>84</u> | <u>84</u> | <u>86</u> | <u>338</u> |

M-7

Garages

Broad Street Tunnel

Underground parking

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 0 | 200 | 400 | 0 | 0 | 600 |
| Parking Debt | 0 | 0 | 0 | 4,900 | 0 | 4,900 |
| | <u>0</u> | <u>200</u> | <u>400</u> | <u>4,900</u> | <u>0</u> | <u>5,500</u> |

Garage Elevator Program

Comprehensive elevator rehabilitation program.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Debt | 0 | 750 | 0 | 0 | 0 | 750 |
| | <u>0</u> | <u>750</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>750</u> |

Garage Improvement Program

Annual parking garage evaluation and improvement program.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 695 | 1,250 | 1,250 | 1,250 | 1,250 | 5,695 |
| | <u>695</u> | <u>1,250</u> | <u>1,250</u> | <u>1,250</u> | <u>1,250</u> | <u>5,695</u> |

Garage Revenue Control Equipment

Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 86 | 0 | 0 | 0 | 0 | 86 |
| | <u>86</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>86</u> |

South Avenue Garage Upgrades

Supplemental P/T and improvements, new revenue control.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 1,300 | 979 | 1,371 | 1,248 | 1,194 | 6,092 |
| | <u>1,300</u> | <u>979</u> | <u>1,371</u> | <u>1,248</u> | <u>1,194</u> | <u>6,092</u> |

Stone Street garage

Stone Street wing of South ave. garage

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Debt | 0 | 699 | 611 | 632 | 845 | 2,787 |
| | <u>0</u> | <u>699</u> | <u>611</u> | <u>632</u> | <u>845</u> | <u>2,787</u> |

M-8 Public Safety Facilities

Animal Services Renovation or New Build

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 0 | 1,700 | 0 | 1,700 |
| Private Funding | 0 | 0 | 0 | 1,000 | 0 | 1,000 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>2,700</u> | <u>0</u> | <u>2,700</u> |

Broad & Allen Firehouse

Kitchen Upgrades, exhaust hood, and fire suppression system installation.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 249 | 0 | 0 | 0 | 249 |
| | <u>0</u> | <u>249</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>249</u> |

**2020-21 TO 2024-25
Capital Improvement Program**

MUNICIPAL FACILITIES

☐ Chestnut Firehouse

Skylight & window improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 310 | 0 | 0 | 310 |
| | <u>0</u> | <u>0</u> | <u>310</u> | <u>0</u> | <u>0</u> | <u>310</u> |

☐ Chestnut Firehouse Protectives

Kitchen upgrades, exhaust hood and fire suppression installation.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 350 | 0 | 0 | 350 |
| | <u>0</u> | <u>0</u> | <u>350</u> | <u>0</u> | <u>0</u> | <u>350</u> |

☐ Emergency Communications Facility

Phased facility improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 255 | 0 | 0 | 0 | 255 |
| General Debt | 0 | 0 | 0 | 896 | 0 | 896 |
| | <u>0</u> | <u>255</u> | <u>0</u> | <u>896</u> | <u>0</u> | <u>1,151</u> |

☐ Emergency Communications Roof

Roof restoration.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 0 | 475 | 0 | 0 | 475 |
| | <u>0</u> | <u>0</u> | <u>475</u> | <u>0</u> | <u>0</u> | <u>475</u> |

☐ Fire Facilities

General upkeep of buildings

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 20 | 50 | 50 | 50 | 50 | 220 |
| | <u>20</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>220</u> |

**2020-21 TO 2024-25
Capital Improvement Program**

MUNICIPAL FACILITIES

Goodman Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations, flooring, ceiling and painting.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 240 | 0 | 0 | 0 | 240 |
| General Debt | 0 | 0 | 1,172 | 0 | 0 | 1,172 |
| | <u>0</u> | <u>240</u> | <u>1,172</u> | <u>0</u> | <u>0</u> | <u>1,412</u> |

Monroe Avenue Firehouse

Masonry improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 172 | 0 | 0 | 0 | 172 |
| | <u>0</u> | <u>172</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>172</u> |

Police Facilities

Security improvements.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 35 | 35 | 35 | 35 | 140 |
| | <u>0</u> | <u>35</u> | <u>35</u> | <u>35</u> | <u>35</u> | <u>140</u> |

Police Section Offices

Construction of RPD Goodman Section Office and SE NSC, RPD Lake Section Office and NW NSC, and RPD Genesee Section Office

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| General Debt | 10,000 | 21,000 | 0 | 0 | 0 | 31,000 |
| | <u>10,000</u> | <u>21,000</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>31,000</u> |

Public Safety Building Canopy Roof

Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 150 | 0 | 150 |
| | 0 | 0 | 0 | 150 | 0 | 150 |

Public Safety Building Generator

Construction.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Debt | 0 | 2,450 | 0 | 0 | 0 | 2,450 |
| | 0 | 2,450 | 0 | 0 | 0 | 2,450 |

Public Safety Building Lobby Floor

Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 75 | 155 | 155 | 155 | 155 | 695 |
| | 75 | 155 | 155 | 155 | 155 | 695 |

University Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|--|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>749</u> | <u>1,022</u> | <u>1,567</u> | <u>824</u> | <u>726</u> | <u>4,888</u> |
| 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 |
| | <u>2,081</u> | <u>3,878</u> | <u>3,632</u> | <u>8,030</u> | <u>3,289</u> | <u>20,910</u> |
| 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 |
| | <u>10,095</u> | <u>24,872</u> | <u>3,925</u> | <u>3,986</u> | <u>240</u> | <u>43,118</u> |

Summary of Funding by Program: Municipal Facilities

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| MUNICIPAL FACILITIES TOTALS | | | | | | |
| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
| 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 |
| | <u>16,452</u> | <u>46,125</u> | <u>15,968</u> | <u>17,361</u> | <u>6,473</u> | <u>102,379</u> |

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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 10 | 10 | 10 | 10 | 40 |
| | 0 | 10 | 10 | 10 | 10 | 40 |

Environmental Services - Operations

Routine replacement of office furnishings.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Local Works Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| Refuse Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| | 0 | 10 | 10 | 10 | 10 | 40 |

Environmental Services - Water

Routine replacement of office furnishings.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 0 | 20 | 21 | 22 | 22 | 85 |
| | 0 | 20 | 21 | 22 | 22 | 85 |

Recreation and Youth Services

Routine replacement of office furnishings.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 21 | 21 | 22 | 23 | 87 |
| | <u>0</u> | <u>21</u> | <u>21</u> | <u>22</u> | <u>23</u> | <u>87</u> |

Recruitment and civil service tracking (NEOGOV)

Recruitment and civil service tracking solution

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

B-2

Small Equipment

Cemeteries Small Equipment

Standard allocation used for the replacement of equipment.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 45 | 45 | 45 | 0 | 135 |
| | <u>0</u> | <u>45</u> | <u>45</u> | <u>45</u> | <u>0</u> | <u>135</u> |

Emergency Communications

Standard allocation for replacement of equipment.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 20 | 35 | 35 | 35 | 35 | 160 |
| | <u>20</u> | <u>35</u> | <u>35</u> | <u>35</u> | <u>35</u> | <u>160</u> |

Environmental Services

Standard allocation for replacement of equipment.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 |
| | <u>325</u> | <u>411</u> | <u>420</u> | <u>430</u> | <u>439</u> | <u>2,025</u> |

Recreation and Youth Services

Standard allocation for replacement of equipment.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 36 | 37 | 38 | 39 | 150 |
| | <u>0</u> | <u>36</u> | <u>37</u> | <u>38</u> | <u>39</u> | <u>150</u> |

B-3

Technology

Application Upgrades

Business application upgrades

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 75 | 75 | 75 | 75 | 300 |
| | <u>0</u> | <u>75</u> | <u>75</u> | <u>75</u> | <u>75</u> | <u>300</u> |

Branch Libraries Technology

Provision for cyclical replacement of branch IT equipment including computers, servers, large equipment, network/telephony and public use devices.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 50 | 50 | 45 | 10 | 10 | 165 |
| | <u>50</u> | <u>50</u> | <u>45</u> | <u>10</u> | <u>10</u> | <u>165</u> |

Database Management and GIS

Creates map of water grid with access to system features, placement and service history.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 110 | 0 | 0 | 0 | 0 | 110 |
| | <u>110</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>110</u> |

PSB and U of R Data Centers modernization

Replace hardware in PSB and U of R Data Centers

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 100 | 100 | 0 | 0 | 0 | 200 |
| | <u>100</u> | <u>100</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>200</u> |

Street Pavement Management System

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 99 | 101 | 103 | 105 | 108 | 516 |
| | <u>99</u> | <u>101</u> | <u>103</u> | <u>105</u> | <u>108</u> | <u>516</u> |

Upland PC's

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 5 | 5 | 5 | 5 | 5 | 25 |
| | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>25</u> |

B-4

PSI

IT Roadmap/Legacy Replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 250 | 700 | 700 | 0 | 1,650 |
| | <u>0</u> | <u>250</u> | <u>700</u> | <u>700</u> | <u>0</u> | <u>1,650</u> |

Website Revitalization Implementation

New content management system and site design

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 0 | 0 | 0 | 50 |
| | <u>0</u> | <u>50</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>50</u> |

B-5 Business Equipment

Communications - Video Equipment

Appropriation of annual grant from Time-Warner.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| | <u>0</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>20</u> |

B-94 Client Technology Solution Support

Client Services and Revitalization

Focus on the standard PC refresh including client virtualization, cloud technologies, and automated deployments.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 150 | 450 | 450 | 450 | 450 | 1,950 |
| | <u>150</u> | <u>450</u> | <u>450</u> | <u>450</u> | <u>450</u> | <u>1,950</u> |

Printer Consolidation

Replace printers 5 years or older with allowance for new demand

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 150 | 200 | 250 | 100 | 700 |
| | <u>0</u> | <u>150</u> | <u>200</u> | <u>250</u> | <u>100</u> | <u>700</u> |

Refresh wireless capabilities

Upgrade the Cisco Wireless Controllers and replace 50 Access Points each year for 3 years

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>200</u> |

B-96 Network Telecommunications & Security

Data Center Expansion

Software and hardware to expand capacity and support technology changes. Storage replacement required in FY20.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 200 | 200 | 200 | 200 | 800 |
| | <u>0</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>800</u> |

Disaster Recovery

Add capacity for more applications in the DR site.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 200 | 50 | 50 | 50 | 400 |
| | <u>50</u> | <u>200</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>400</u> |

Information Security

Classify, protect, manage risk to City information.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 200 | 200 | 200 | 200 | 850 |
| | <u>50</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>850</u> |

Mobile Device Management

Selection and implementation of MDM solution to support Land Management and DRYS mobile check-ins

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 25 | 25 | 25 | 25 | 25 | 125 |
| | <u>25</u> | <u>25</u> | <u>25</u> | <u>25</u> | <u>25</u> | <u>125</u> |

Network Expansion/Refresh

Telecom hardware to expand capacity and support technology changes.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 200 | 200 | 200 | 200 | 800 |
| | 0 | 200 | 200 | 200 | 200 | 800 |

Telephony Expansion

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 10 | 0 | 0 | 0 | 10 |
| | 0 | 10 | 0 | 0 | 0 | 10 |

Body Camera Infrastructure

Expand video storage.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 surveillance 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 430 | 430 | 430 | 0 | 1,290 |
| | 0 | 430 | 430 | 430 | 0 | 1,290 |

City Facilities Security Camera Improvements

Annual Allocation

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 50 | 200 |
| | 0 | 50 | 50 | 50 | 50 | 200 |

Police Body Worn Cameras

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 296 | 140 | 140 | 140 | 140 | 856 |
| | 296 | 140 | 140 | 140 | 140 | 856 |

Police Body Worn Cameras - Hydra System

Hydra System

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 50 | 50 | 50 | 0 | 150 |
| | <u>0</u> | <u>50</u> | <u>50</u> | <u>50</u> | <u>0</u> | <u>150</u> |

Video Surveillance Camera Network

Back-end support for the blue light camera system

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 50 | 500 | 200 | 200 | 200 | 1,150 |
| | <u>50</u> | <u>500</u> | <u>200</u> | <u>200</u> | <u>200</u> | <u>1,150</u> |

Summary of Funding by Program: Business Equipment

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|---|----------------|----------------|----------------|----------------|----------------|---------------|
| B-5 Business Equipment | | | | | | |
| General Cash Capital | 0 | 5 | 5 | 5 | 5 | 20 |
| | <u>0</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>20</u> |
| B-94 Client Technology Solution Support | | | | | | |
| General Cash Capital | 150 | 650 | 700 | 750 | 600 | 2,850 |
| | <u>150</u> | <u>650</u> | <u>700</u> | <u>750</u> | <u>600</u> | <u>2,850</u> |
| B-96 Network Telecommunications & Security | | | | | | |
| General Cash Capital | 125 | 875 | 725 | 725 | 725 | 3,175 |
| | <u>125</u> | <u>875</u> | <u>725</u> | <u>725</u> | <u>725</u> | <u>3,175</u> |
| B-97 Technology | | | | | | |
| General Cash Capital | 0 | 25 | 0 | 0 | 0 | 25 |
| General Cash Capital | 491 | 1,730 | 1,420 | 920 | 440 | 5,001 |
| | <u>0</u> | <u>1,730</u> | <u>1,420</u> | <u>0</u> | <u>0</u> | <u>5,001</u> |
| BUSINESS EQUIPMENT TOTALS | | | | | | |
| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
| 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 |
| | <u>1,509</u> | <u>5,919</u> | <u>6,264</u> | <u>4,795</u> | <u>2,936</u> | <u>21,423</u> |

2020-21 TO 2024-25 CAPITAL IMPROVEMENT PROGRAM

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

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 70 | 65 | 39 | 40 | 214 |
| | <u>0</u> | <u>70</u> | <u>65</u> | <u>39</u> | <u>40</u> | <u>214</u> |

DES Architecture and Engineering

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 24 | 25 | 0 | 27 | 76 |
| | <u>0</u> | <u>24</u> | <u>25</u> | <u>0</u> | <u>27</u> | <u>76</u> |

DES Buildings & Parks

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 1,155 | 936 | 564 | 558 | 3,213 |
| | <u>0</u> | <u>1,155</u> | <u>936</u> | <u>564</u> | <u>558</u> | <u>3,213</u> |

DES Cemeteries

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Cemetery Cash Capital | 0 | 150 | 184 | 104 | 134 | 572 |
| | <u>0</u> | <u>150</u> | <u>184</u> | <u>104</u> | <u>134</u> | <u>572</u> |

DES Commissioner

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 36 | 36 | 0 | 58 | 130 |
| | <u>0</u> | <u>36</u> | <u>36</u> | <u>0</u> | <u>58</u> | <u>130</u> |

DES Equipment Services

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 83 | 0 | 31 | 134 | 248 |
| | <u>0</u> | <u>83</u> | <u>0</u> | <u>31</u> | <u>134</u> | <u>248</u> |

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| 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 |
| | <u>426</u> | <u>1,682</u> | <u>2,329</u> | <u>4,013</u> | <u>3,839</u> | <u>12,289</u> |

DES War Memorial

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| War Memorial Cash Capit | 0 | 0 | 0 | 0 | 90 | 90 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>90</u> | <u>90</u> |

DES Water

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Water Cash Capital | 891 | 524 | 404 | 370 | 103 | 2,292 |
| | <u>891</u> | <u>524</u> | <u>404</u> | <u>370</u> | <u>103</u> | <u>2,292</u> |

Human Resources

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 30 | 30 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>30</u> | <u>30</u> |

2020-21 TO 2024-25**Capital Improvement Program****NON-PUBLIC SAFETY FLEET****Information Technology**

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| General Cash Capital | 0 | 0 | 0 | 0 | 25 | 25 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>25</u> | <u>25</u> |

Library

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Library Cash Capital | 0 | 0 | 0 | 0 | 30 | 30 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>30</u> | <u>30</u> |

Parking

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Parking Cash Capital | 68 | 30 | 46 | 34 | 35 | 213 |
| | <u>68</u> | <u>30</u> | <u>46</u> | <u>34</u> | <u>35</u> | <u>213</u> |

Public Market

Fleet replacement

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Public Market Cash Capit | 40 | 0 | 0 | 18 | 53 | 111 |
| | <u>40</u> | <u>0</u> | <u>0</u> | <u>18</u> | <u>53</u> | <u>111</u> |

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

| <u>Funding Source</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>TOTAL</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| Refuse Cash Capital | 382 | 480 | 697 | 1,064 | 2,130 | 4,753 |
| | <u>382</u> | <u>480</u> | <u>697</u> | <u>1,064</u> | <u>2,130</u> | <u>4,753</u> |

Summary of Funding by Program: Non Public Safety Fleet

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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

| | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> | <u>2024-25</u> | <u>Total</u> |
|----------------------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 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 | <u>-1.1</u> |
| | =23.9 |

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. Here workload requirements change throughout the year (e.g., from Leaf Collection in the fall to Snow and Ice Control in the winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

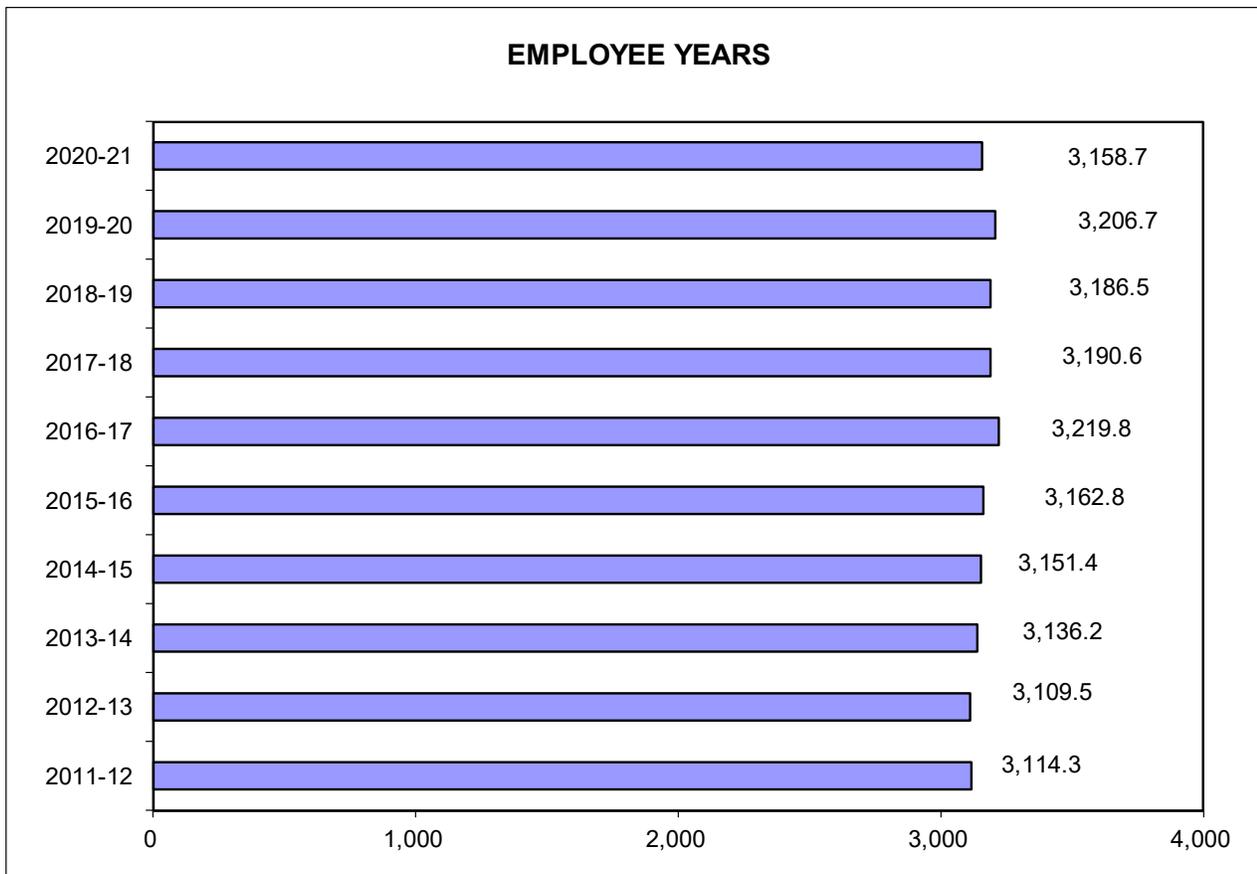
| <u>Title</u> | <u>Activities</u> | |
|--------------|--------------------|------------|
| Crew Chief | Lots & Yards | 1.2 |
| | Work Orders | 0.6 |
| | Leaf Collection | 0.3 |
| | Snow & Ice Control | <u>0.9</u> |
| | Total Authorized | 3.0 |

PERSONNEL SUMMARY
PERSONNEL RESOURCES

| Total Employee Years | Budget <u>2017-18</u> | Budget <u>2018-19</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 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 | <u>21.5</u> | <u>21.5</u> | <u>21.5</u> | <u>19.5</u> |
| | 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 | <u>0.0</u> | <u>10.6</u> | <u>10.3</u> | <u>8.5</u> |
| | 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 | <u>78.4</u> | <u>77.9</u> | <u>79.9</u> | <u>80.4</u> |
| | 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 | <u>137.2</u> | <u>138.2</u> | <u>140.8</u> | <u>141.3</u> |
| | 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 | 914.7 |

**PERSONNEL SUMMARY
PERSONNEL RESOURCES**

| Total Employee Years | Budget <u>2017-18</u> | Budget <u>2018-19</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Fire | 520.8 | 521.5 | 518.8 | 515.7 |
| Library | | | | |
| Central Library | 91.2 | 90.5 | 91.5 | 90.8 |
| Community Library | <u>42.2</u> | <u>42.3</u> | <u>42.8</u> | <u>40.5</u> |
| | 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 | 134.6 |
| Youth Services | <u>22.3</u> | <u>13.3</u> | <u>29.9</u> | <u>29.6</u> |
| | 209.8 | 193.3 | 197.6 | 182.7 |
| Total | 3,190.6 | 3,186.5 | 3,206.7 | 3,158.7 |



PERSONNEL SUMMARY
PERSONNEL RESOURCES

| Full Time Employees | Budget <u>2017-18</u> | Budget <u>2018-19</u> | Budget <u>2019-20</u> | Budget <u>2020-21</u> |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 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 | <u>21.0</u> | <u>21.0</u> | <u>21.0</u> | <u>19.0</u> |
| | 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 | <u>0.0</u> | <u>9.0</u> | <u>9.0</u> | <u>8.0</u> |
| | 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 | <u>74.0</u> | <u>74.0</u> | <u>76.0</u> | <u>77.0</u> |
| | 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 | <u>123.0</u> | <u>124.0</u> | <u>125.0</u> | <u>128.0</u> |
| | 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 | <u>20.8</u> | <u>23.0</u> | <u>24.5</u> | <u>22.3</u> |
| | 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 | <u>18.0</u> | <u>11.0</u> | <u>20.5</u> | <u>17.5</u> |
| | 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

| <u>Department</u> | <u>Amount</u> |
|-------------------------------------|------------------|
| 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 | <u>4,966,200</u> |
| | 146,914,500 |

PERSONNEL SUMMARY
BARGAINING UNITS

Portions of the City's workforce are represented by the following labor organizations:

- American Federation of State, County and Municipal Employees, Local 1635 and 1635P, Full and Part Time Units
- Rochester Police Locust Club, Inc.
- International Association of Firefighters, Local 1071, Uniformed and Non-Uniformed Units
- International Union of Operating Engineers, Local 832-S
- Civil Service Employees Association, Rochester Public Library Part Time Employees Unit, Local 828

In accordance with collective bargaining agreements, employees in the following positions are granted full release time from their regularly scheduled work, with full pay and benefits to perform union duties. These positions and associated salary and benefits are reflected in the appropriate departmental and Undistributed Expenses budgets, and are presented here for informational purposes only.

| | Salary plus benefits <u>2020-21</u> |
|--|--|
| <u>AFSCME Local 1635</u> | |
| <u>Department of Environmental Services</u> | |
| • Environmental Services Operator I | \$91,400 |
| • Environmental Services Operator I | \$91,400 |
| • Environmental Services Operator I | \$91,400 |
| • Secretary | \$75,700 |
| | |
| <u>Rochester Police Locust Club, Inc.</u> | |
| Police Department | |
| • Police Investigator | \$151,200 |
| • Police Sergeant | \$151,400 |
| | |
| <u>International Association of Firefighters, Local 1071</u> | |
| Fire Department | |
| • Lieutenant | <u>\$153,100</u> |
| | |
| Total | \$805,600 |

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

| <u>Labor Organization</u> | <u>Agreement Dates</u> |
|---|-------------------------------|
| 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 |

PERSONNEL SUMMARY
SALARY SCHEDULES

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.

A handwritten signature in black ink, reading "Lovely A. Warren". The signature is written in a cursive, flowing style.

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

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 |

PERSONNEL SUMMARY
SALARY SCHEDULES

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 |

PERSONNEL SUMMARY
SALARY SCHEDULES

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.

PERSONNEL SUMMARY
SALARY SCHEDULES

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 |

PERSONNEL SUMMARY
SALARY SCHEDULES

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 Maintenance Mechanic | P762 | 18.67 | 19.24 | 19.84 | 20.41 | 21.10 |
| Senior Maintenance 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 |
| Victim 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 | 12.50 | 13.28 | | | |
| Exam Proctor (12/31/20 - 6/30/21) | 358 | 12.50 | 12.50 | 13.28 | | | |
| 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 | | | |

PERSONNEL SUMMARY
SALARY SCHEDULES

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 May 12, 2020

President
Van Henri White
Vice President
Cynthia Elliott

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

Members
Ricardo Adams
Beatriz LeBron
Amy Maloy
Willa Powell
Natalie Sheppard

Rochester City Council
City Hall
30 Church Street
Rochester, NY 14614

Dear Mayor Warren, President Scott, Vice-President Lightfoot and Councilmembers:

*Deputy
Superintendent of
Schools*
Lynda Quick

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

- 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 |
| <u>\$927,587,824</u> | 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



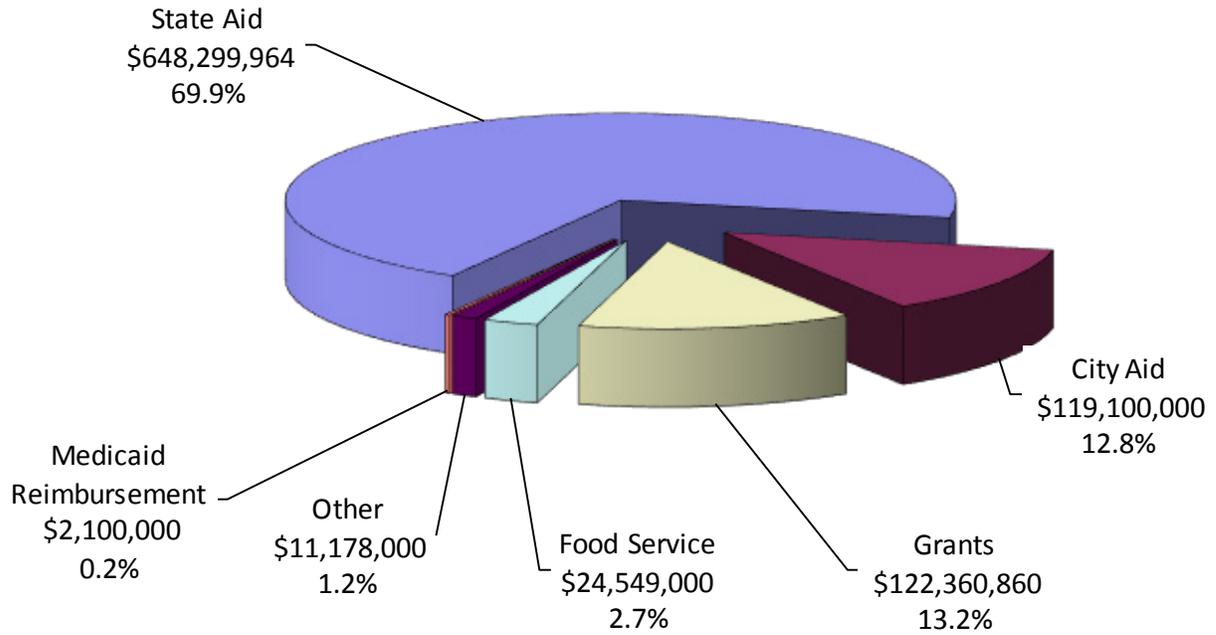
Districtwide Budget Summary



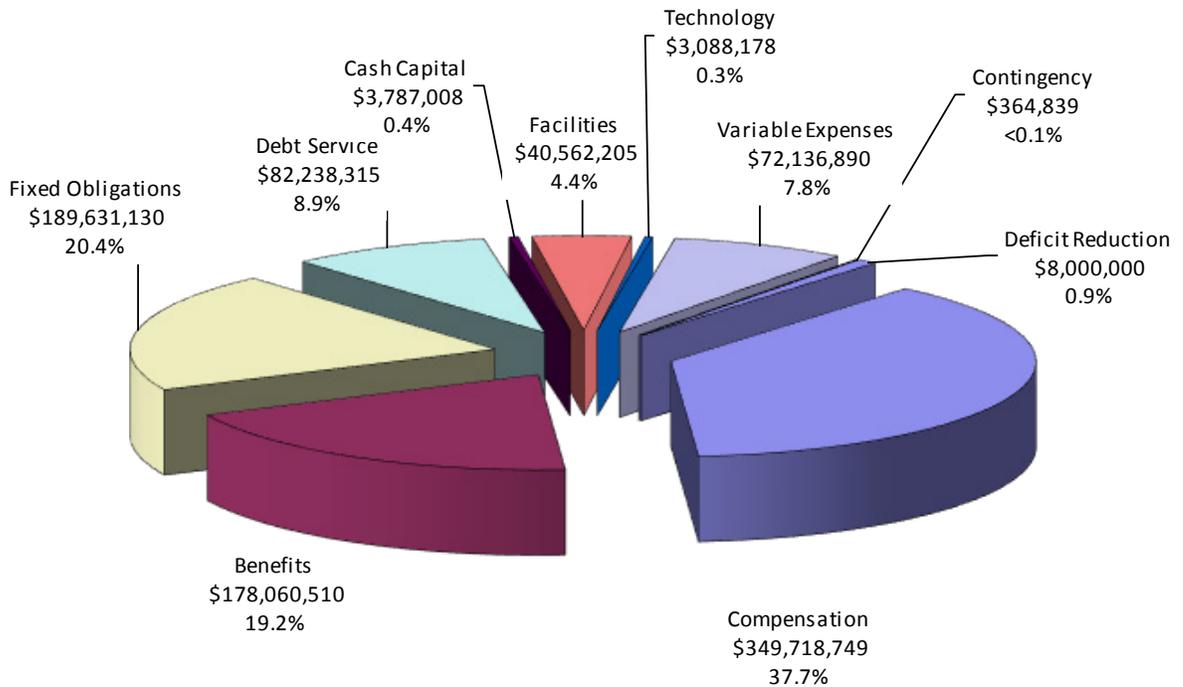
- Revenue and Expenditures Charts
- Revenue Summary and Analysis
- Grant Revenue Summary
- Grant Descriptions
- Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes
to the Budget

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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 | - |

Districtwide Budget Summary

2020-21 Proposed Budget

| | 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) |

Districtwide Budget Summary

2020-21 Proposed Budget

| | 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 |
|---|------------------------------------|
| <p>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.</p> | \$447,461,596 |
| <p>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.</p> | \$10,759,062 |
| <p>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.</p> | \$8,854,209 |
| <p>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.</p> | \$9,296,251 |
| <p>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.</p> | \$72,220,932 |
| <p>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.</p> | \$628,791 |
| <p>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.</p> | \$2,573,958 |
| <p>CHARTER SCHOOL TRANSITIONAL AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.</p> | \$5,094,180 |
| <p>CHARTER SCHOOL SUPPLEMENTAL BASIC TUITION AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.</p> | \$6,245,000 |
| <p>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.</p> | \$84,742,971 |

| | |
|---|--------------|
| <p>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</p> | \$2,800,000 |
| <p>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.</p> | -\$2,376,986 |

| CITY AND FEDERAL REVENUE | 2020-21 Proposed Budget |
|---|------------------------------------|
| <p>CITY OF ROCHESTER AID The City of Rochester funding includes the State funded STAR program.</p> | \$119,100,000 |
| <p>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.</p> | \$2,100,000 |

| OTHER LOCAL REVENUES | 2020-21 Proposed Budget |
|--|------------------------------------|
| <p>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.</p> | \$1,300,000 |
| <p>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.</p> | \$1,100,000 |
| <p>RENTAL AND USE OF BUILDINGS This represents the fees charged to various groups for the use of buildings in accordance with district policy.</p> | \$100,000 |
| <p>CURRICULUM BASED PROGRAMS Revenue generated by student curriculum programs such as the Work Experience Program.</p> | \$70,000 |
| <p>SALES OF OBSOLETE EQUIPMENT This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.</p> | \$85,000 |

| | |
|--|----------------------|
| <p>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.</p> | \$2,165,000 |
| <p>RECYCLING REVENUE The District receives revenue from the recycling of scrap materials.</p> | \$60,000 |
| <p>PRIOR YEARS REFUND This revenue accounts for refund of prior year expenditures.</p> | \$1,000,000 |
| <p>STUDENT AND OTHER FEES This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.</p> | \$30,000 |
| <p>E-RATE REVENUE Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.</p> | \$500,000 |
| <p>EARNINGS - GENERAL FUND INVESTMENTS This revenue from investments is earned by the district's cash management program.</p> | \$200,000 |
| <p>PREMIUMS ON OBLIGATIONS This revenue represents the premium on a revenue anticipation note (RAN) to support cash flow needs.</p> | \$500,000 |
| <p>MISCELLANEOUS REVENUE This represents revenues that do not fit in any other categories and are non-recurring.</p> | \$700,000 |
| <p>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.</p> | \$3,368,000 |
| <p>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.</p> <p><i>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.</i></p> | \$0 |
| <p>APPROPRIATIONS FROM FUND BALANCE An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.</p> | \$0 |
| <p>GRAND TOTAL GENERAL FUND REVENUE</p> | \$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 | - |

Districtwide Budget Summary

2020-21 Proposed Budget

| | | | | |
|---------|--|----------------------|----------------------|----------------------|
| 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 <i>(Federal Funding)</i> | 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 <i>(Foundation Funding)</i> | 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 <i>(Local Funding)</i> | 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 <i>(State Funding)</i> | The Consolidated Funding Application supports the Certified Nurse Assistant program at OACES, including salaries and instructional materials and supplies. |
| EMPLOYMENT PREPARATION EDUCATION (EPE) <i>(State Funding)</i> | 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 <i>(State Funding)</i> | 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 <i>(State Funding)</i> | 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 <i>(Local/Foundation Funding)</i> | The Greater Rochester Health Foundation awards grants to schools to help students develop healthy lifestyles through increased physical activity and good nutrition. |
| IMPACT AID <i>(Federal Funding)</i> | 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. |

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| INDIVIDUALS WITH DISABILITIES ACT (IDEA) <ul style="list-style-type: none"> • Support Services (Section 611) • Preschool Services (Section 619) <i>(Federal Funding)</i> | <p>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).</p> |
| LEARNING TECHNOLOGY GRANT <i>(State Funding)</i> | <p>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.</p> |
| MCKINNEY-VENTO HOMELESS CHILDREN & YOUTH <i>(Federal Funding)</i> | <p>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.</p> |
| MENTOR TEACHER INTERNSHIP PROGRAM <i>(State Funding)</i> | <p>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.</p> |
| MONROE COUNTY / CAREERS PROGRAM <i>(County Funding)</i> | <p>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.</p> |
| MONROE COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES (MCDHS) / ADMINISTRATIVE SPECIALIST <ul style="list-style-type: none"> · RAISE THE AGE (RTA) · SUPERVISION AND TREATMENT SERVICES FOR JUVENILES PROGRAM (STSJP) <i>(Local/County Funding)</i> | <p>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.</p> |
| MY BROTHER’S KEEPER CHALLENGE GRANT <i>(State Funding)</i> | <p>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.</p> |
| OFFICE OF TEMPORARY AND DISABILITY ASSISTANCE (OTDA) / MAKING A CONNECTION ACADEMY <i>(Federal Funding)</i> | <p>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.</p> |

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| <p>PATHWAYS TO TECHNOLOGY EARLY COLLEGE HIGH SCHOOL (P-TECH) <i>(Federal Funding)</i></p> | <p>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.</p> |
| <p>PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / ADULT PROGRAMS <i>(Federal Funding)</i></p> | <p>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.</p> |
| <p>PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / SECONDARY <i>(Federal Funding)</i></p> | <p>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.</p> |
| <p>PREKINDERGARTEN - UNIVERSAL <i>(State Funding)</i></p> | <p>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.</p> |
| <p>PRESCHOOL-AGE CHILDREN - SPECIAL EDUCATION REIMBURSEMENT</p> <ul style="list-style-type: none"> • ADMINISTRATION / CPSE • EXTENDED SCHOOL YEAR (ESY) • EVALUATIONS • INTEGRATED SERVICES • RELATED SERVICES • SEIT • SPECIAL CLASS <p><i>(County Funding)</i></p> | <p>Monroe County reimburses RCSD for many special education services delivered to preschool children. Reimbursement is provided at the NYS/county rate for the following:</p> <ul style="list-style-type: none"> • 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) |
| <p>PRIMARY PROJECT PRIMARY PROJECT (COMET) / WILSON FOUNDATION ACADEMY <i>(Local Funding)</i></p> | <p>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.</p> |

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| Refugee Social Services Program (RSSP2) <i>(Federal Funding)</i> | 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 <i>(State Funding)</i> | RCSD receives reimbursement for the cost of tuition for Students With Disabilities who attend the Rochester School for the Deaf. |
| SCHOOL HEALTH SERVICES <i>(State Funding)</i> | 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) <i>(Federal Funding)</i> | 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 <ul style="list-style-type: none"> • Automation • Operating • Supplemental <i>(State Funding)</i> | 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) <i>(State Funding)</i> | 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 <i>(State Funding)</i> | 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 <i>(State Funding)</i> | 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 <i>(State Funding)</i> | 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) <ul style="list-style-type: none"> • 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 <i>(Federal Funding)</i> | 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. |

| | |
|--|---|
| <p>TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) SCHOOL IMPROVEMENT GRANT SECTION 1003 BASIC (Federal Funding)</p> | <p>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).</p> |
| <p>TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) SCHOOL IMPROVEMENT GRANT SECTION 1003 TARGETED SUPPORT (Federal Funding)</p> | <p>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.</p> |
| <p>TITLE II, PART A OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) PREPARING, TRAINING, AND RECRUITING HIGH QUALITY TEACHERS & PRINCIPALS (Federal Funding)</p> | <p>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.</p> |
| <p>TITLE III OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) ENGLISH LANGUAGE LEARNERS (Federal Funding)</p> | <p>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.</p> |
| <p>TITLE IV OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) STUDENT SUPPORT & ACADEMIC ENRICHMENT (Federal Funding)</p> | <p>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.</p> |
| <p>WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) TITLE II / ADULT BASIC EDUCATION & LITERACY SERVICES (Federal Funding)</p> | <p>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.</p> |
| <p>WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) TITLE II / INCARCERATED (Federal Funding)</p> | <p>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.</p> |
| <p>WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) TITLE II / LITERACY ZONES • North • South • East • West (Federal Funding)</p> | <p>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.</p> |

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 |

Districtwide Budget Summary

2020-21 Proposed Budget

| | 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:

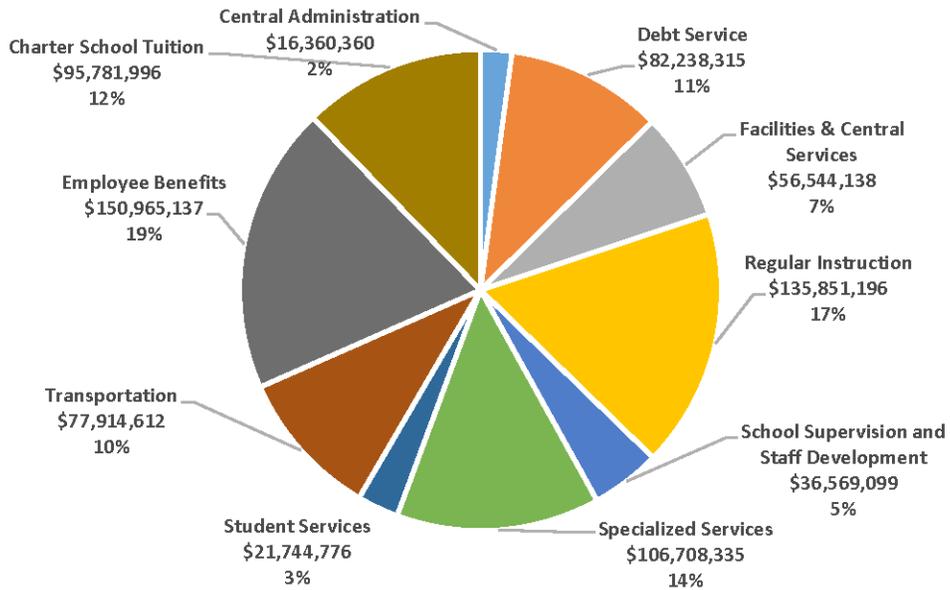
- Reduction of -\$7.5 million (-1.4%) for salaries, other compensation, and employee benefits due to the year-to-year reduction of 395 FTEs (budgeted positions).
- Reduction of -\$8.3 million (-23.6%) in professional technical services, due to the expansion of in-district Pre-Kindergarten seats and the 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% |

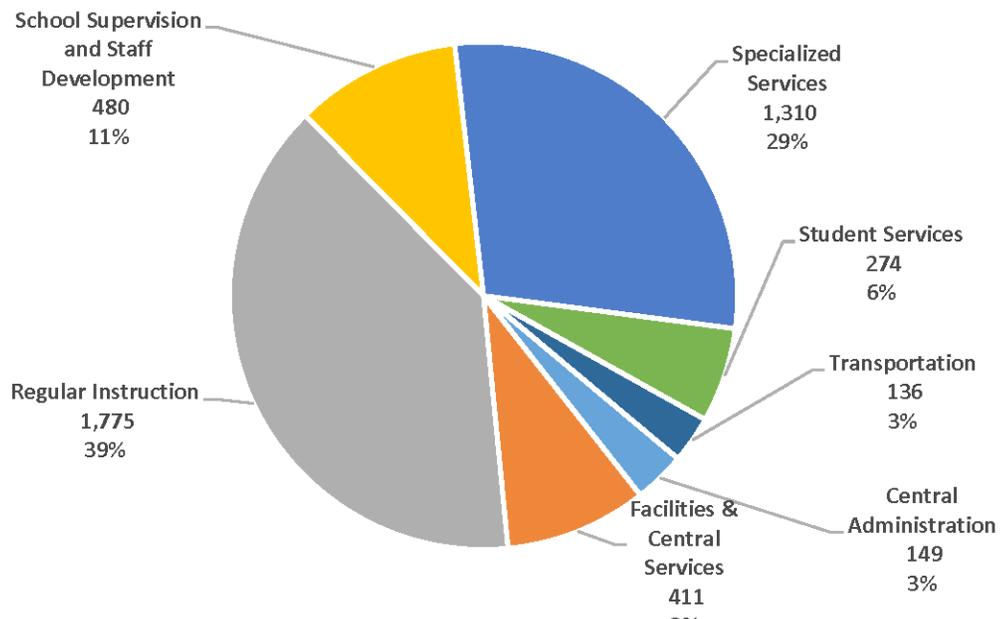
2020-21 Proposed Budget – General Fund Expenditures by Function

Total = \$780,677,964



2020-21 Proposed Budget – General Fund FTEs by Function

4,535 FTEs



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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| Operations | Treasury |
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