More Jobs • Safer, More Vibrant Neighborhoods • Better Educational Opportunities

City of Rochester 2021-2022

BUDGET

Believe.

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

VISION

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

POLICY PRINCIPLES

1 HEALTHY LIVING

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

2 EQUITY

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

3 RESILIENCE

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

4 PROSPERITY

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

5 PARTNERSHIP

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

Believe.

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

CITY OFFICIALS

City Council

Loretta C. Scott (At-Large)
President

Willie J. Lightfoot (At-Large)
Vice President

Malik D. Evans (At-Large)
Mitchell D. Gruber (At-Large)
Miguel A. Meléndez, Jr. (At-Large)
LaShay D. Harris (South District)
Mary Lupien (East District)
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
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Sarah Boyce
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Joe Mustico
Sarah E. Ruekberg
Josephus Tisdale
Suzanne P. Warren

BUDGET AT A GLANCE

	Amended Budget 2020-21	Proposed Budget 2021-22	Dollar Change
BUDGET	$533,034,000	$560,867,400	$27,833,400
PROPERTY TAX LEVY (Before STAR)	$187,637,400	$187,637,400	$0
TYPICAL HOMESTEAD BURDEN*			
Property Tax	$1,544.41	$1,508.36	-$36.05
Service Charges	$1,020.18	$1,020.18	$0.00
Subtotal	$2,564.59	$2,528.54	-$36.05
TYPICAL NON-HOMESTEAD BURDEN**			
Property Tax	$11,006.98	$11,212.80	$205.82
Local Works Charge	$883.50	$883.50	$0.00
Total	$11,890.48	$12,096.30	$205.82
PROPERTY TAX RATES (PER $1,000)			
Homestead	$17.57	$17.16	-$0.41
Non-Homestead	$35.83	$36.50	$0.67
TYPICAL HOMESTEAD SERVICE CHARGES			
Water	$393.58	$393.58	$0.00
Refuse	$391.00	$391.00	$0.00
Local Works	$235.60	$235.60	$0.00
	$1,020.18	$1,020.18	$0.00

*Based on a typical house assessed at $87,900 with 40' front footage and using 80,000 gallons of water annually.
**Based on a business assessed at $307,200 with 150' front footage.

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Budget Process

This budget is for the City's 2021-22 fiscal year, which begins on July 1, 2021 and closes on June 30, 2022. The process and content requirements of the annual budget are stipulated in Section 3–9 of the City Charter. Consistent with these requirements, the Mayor prepares a proposed budget. Detailed budget requests are made by each department, reviewed and analyzed by the Office of Management & Budget, modified as necessary, and approved by the Mayor.

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

Scope of the Budget

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

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

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

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

Trust and Agency Funds: On occasion, the City receives income that is to be used for restricted purposes. An example is the income in the Job Development Fund, which is restricted to job creation and training for disadvantaged workers. Such funds are not included in the budget; their use requires City Council appropriation during the year.

Budget Format – Organization

The budget is organized into five presentations:

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

Budget Format - Departmental Sections

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

1. Mission Statement of the organization is provided. Vital Customers defines the primary recipients of this unit's work. Critical Processes present the activities this unit uses to carry out its mission. Departmental Highlights describe changes planned for the department in the new year. Key Performance Indicators measure how well objectives are being met.

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

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

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

Budget Format Year-to-Year Comparisons

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

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

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

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

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

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

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

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

Basis of Accounting

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

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

Glossary

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

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

Appropriation An authorization to expend funds for stated purposes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

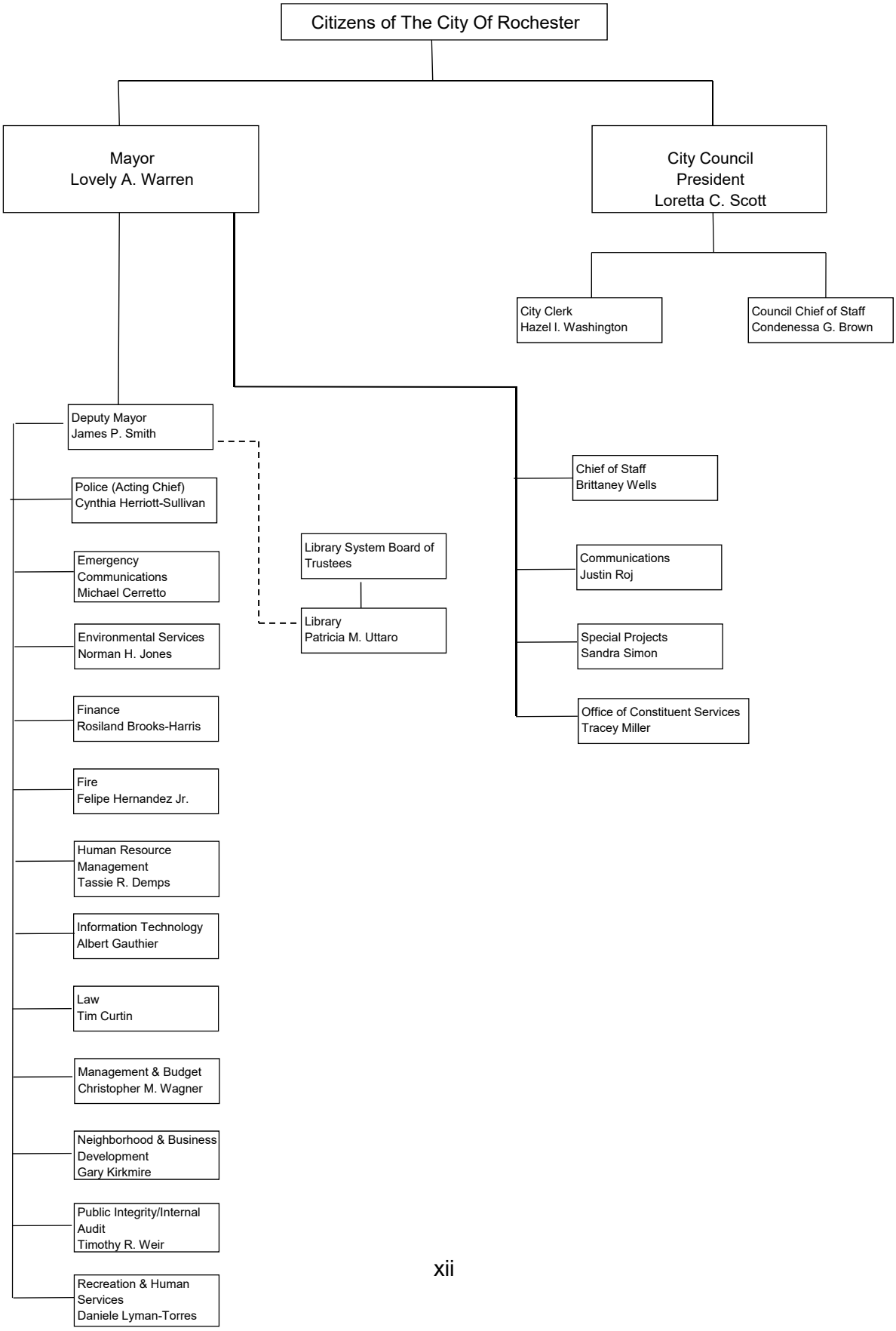
Serial Bonds A long-term borrowing instrument that requires a series of repayments to be made over a multi-year period. The repayments made include principal installments and associated interest expense.

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

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

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

ORGANIZATIONAL CHART



ROCHESTER 2034 INITIATIVE AREAS AND GOALS

ROCHESTER 2034 GOAL

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.

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.

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.

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

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.

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.

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.

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.

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.
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 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.

City of Rochester

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

Lovely A. Warren
Mayor

May 14, 2021

TO THE COUNCIL:

RE: The 2021-22 Budget

Ladies and Gentlemen:

In accordance with the City Charter, I submit to you the City of Rochester's annual budget estimate for the 2021-22 Fiscal Year. My 2021-22 Proposed Budget is $560,867,400 which is about 5.2 percent higher than the 2020-21 Amended Budget of $533,034,000.

Prior to the pandemic, our City was making significant progress in reducing crime, increasing job opportunities, and creating more educational resources. We have spent the last year responding to the pandemic and working hard to recover that momentum. We took action to mitigate impacts on the City's fiscal health, including freezing discretionary spending, worksharing or furloughing about 11% of our employees, and reducing cash capital expenses.

At the same time we provided critical assistance to residents and businesses in need by leveraging CARES Act and Treasury funding to work with our community and government partners. Over the past year we have distributed millions of meals to children, families, and seniors; dedicated $19 million for direct rent assistance to benefit tenants and responsible landlords; delivered $2.5 million in Business Emergency Retention Grants to nearly 600 local restaurants and other businesses; and supported our students with laptops, internet access and Learning Labs as they learn remotely.

The hard work we did over this past year allows me to propose a budget that contains no increase in taxes or major user fees. With the state mandated tax shift, the typical homeowner will see a reduction of $36.05 on the tax bill. While the typical business will see an increase of $205.82, the tax bill will still be slightly lower than it was two years ago.

We are thankful for the American Rescue Plan funding which will help us work to recover and emerge stronger than we were before the pandemic. However, we have not reflected receipt of the funds in the operating budget. Instead, we have budgeted for more use of fund balance until we have more clarity on exactly how those funds can be used.

As we plan to emerge from the pandemic, this budget provides the necessary investments to continue implementation of Rochester 2034, our comprehensive plan, and my Equity and Recovery Agenda to create more jobs, safer more vibrant neighborhoods and better educational opportunities. The goal of this work is to achieve equity and fairness for everyone.

Following the Children and Families Funding section is a report on the City's Budget Equity Program. That report identifies efforts to improve equity by each department as well as incremental equity investments, including:

- Expansion of the Crisis Intervention Services unit in the Department of Recreation and Human Services (DRHS)

- Funding of $1 million for implementation of RASE Commission recommendations
- Partnership with RCSD for the ROC My Brother's Keeper program
- Additional funding of $4.6 million for the Police Accountability Board (PAB)
- The creation of the Mayor's Youth Academy of Excellence pilot program
- A day labor program for panhandlers
- Creation of the Office of Neighborhood Safety
- Additional funding for adult job training

Additional highlights in this budget include:

- Restoration of Durand Eastman Beach operations
- Investment in a study of the Commissioner of Public Safety model
- Targeting homeownership and home improvement programs through a "Buy the Block Program" to begin the process of creating generational wealth for low income families
- Funding to study how ambulance services might be improved
- Implementation of a Positive Ticket program in partnership with NBD and RPD to foster improved community relations and enhance community pride
- Funding for police and fire recruit classes
- The transfer of all DRHS youth-focused services into the Bureau of Recreation and Youth Services
- Investment in the Land Management Program to improve business processes and provide more online access for customers
- Funding for an organics collection and composting pilot program
- The transfer of Animal Services to the Department of Recreation and Human Services

I solicited community input for this budget in three ways: via a telephone town hall conversation, an online survey, and a virtual town hall. A report on that input and a separate summary of Children and Families Funding follow this letter.

Closing the Budget Gap –
Planning for this budget began with an estimated $65.2 million all funds gap. An initial adjustment to estimates of $1.8 million resulted in a slightly lower adjusted gap of $63.4 million. We closed this gap and made additional investments via the following actions:

- Expenses
    - Reductions to cash capital - $36.8 million
    - Increased expenses for retirement and medical - $7.47 million
    - Additional investments in Council/Clerk including PAB - $4.73 million
    - Reduction in debt service - $4.18 million

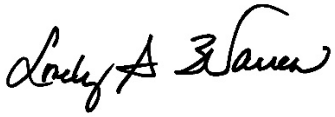
- Investments in DRHS including the Office of Neighborhood Safety and the Crisis Intervention Services unit - $2.15 million
- Investments in IT - $1.09 million
- Adding funds for implementation of RASE Commission recommendations - $1.0 million
- Increased subsidy for the Joseph A. Floreano Convention Center - $0.67 million
- Net of other expense changes - $0.04 million

- Revenues
  - Use of fund balance in tax-supported funds - $23.17 million
  - Increased revenue from Sales Tax - $11.97 million
  - Additional revenue from Sale of Property - $1.76 million
  - Increased PILOT revenue - $1.01 million
  - Additional CDBG revenue - $0.91 million
  - Grant for Police Accountability Board - $0.50 million
  - Net of other revenue changes - $0.25 million

An expected surplus in the current year resulting from curtailing expenses, the payment of AIM Aid withheld by New York State, and surprisingly strong sales tax revenue will allow us to replenish fund balance used this year and last. This enables us to use fund balance of $20.8 million in the General Fund to help close this year's gap and fund additional investments while remaining above the minimum required balance as established by City policy. I expect the revenue recovery allowed by the federal stimulus funds to further mitigate our use of fund balance in this budget.

In the coming weeks I will be soliciting community input and proposing to City Council a plan for the American Rescue Plan funding we are receiving from the federal government. I want to take this opportunity to thank Senator Schumer again for his leadership in helping to get these funds for our community. We have a tremendous opportunity to use this one-time infusion of federal money to make transformative changes in our city. We have already heard ideas like funding the nature center, grocery stores, and new play apparatus for our children, as well as using the funding to eliminate lead services from our water system. I am excited by the opportunity this presents and look forward to working with you to create an equitable recovery for Rochester.

Respectfully submitted,



Lovely A. Warren
Mayor

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 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.

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.

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.

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.
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

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

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

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

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 and Stewardship of *Rochester 2034*

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

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.

More Jobs • Safer, More Vibrant Neighborhoods • Better Educational Opportunities

CITY OF ROCHESTER 2021-2022

BUDGET

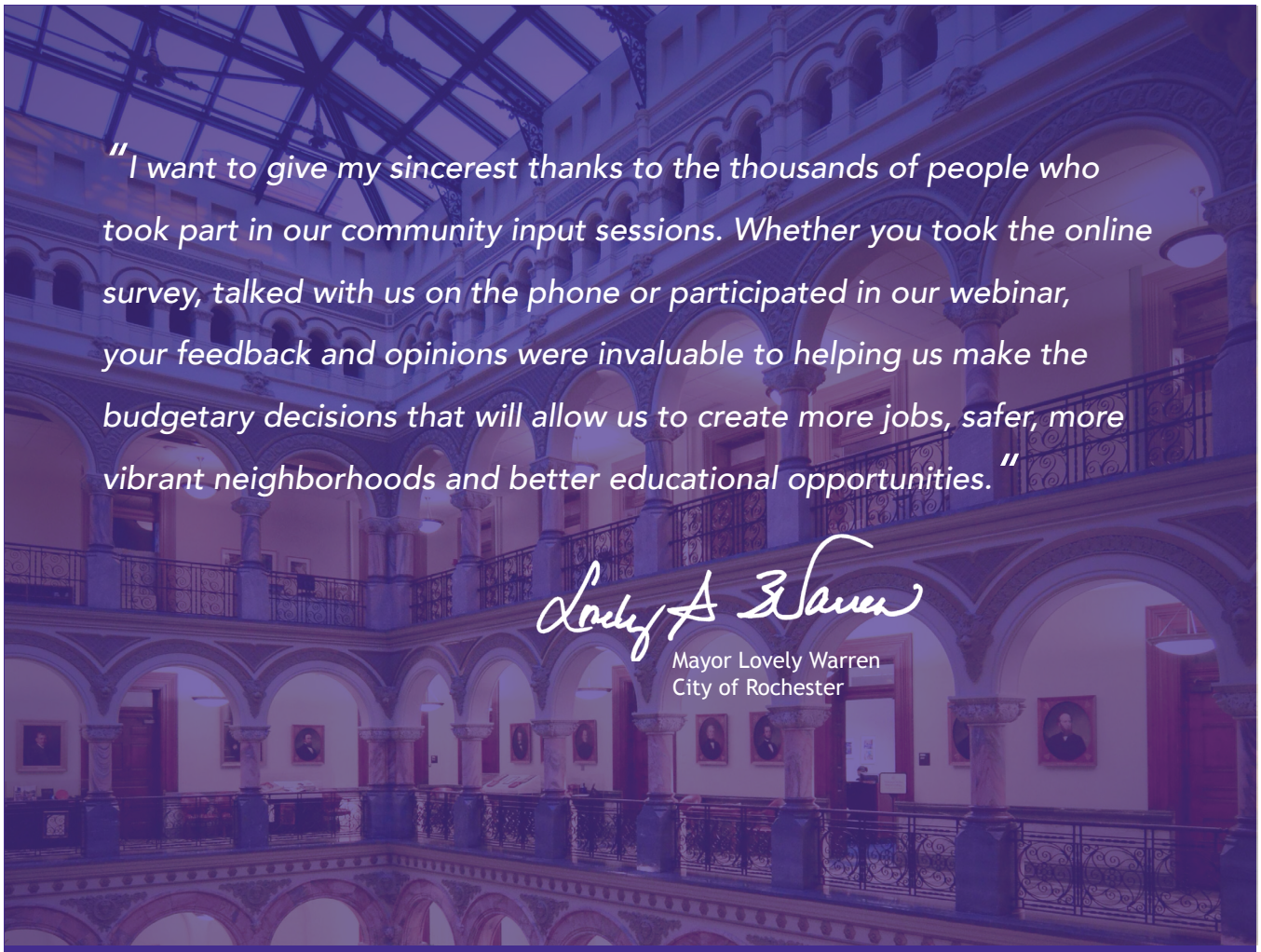
Community Input Planning Process

FINAL REPORT • MAY 2021

Your **OPINION** *Matters*

Believe.

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



"I want to give my sincerest thanks to the thousands of people who took part in our community input sessions. Whether you took the online survey, talked with us on the phone or participated in our webinar, your feedback and opinions were invaluable to helping us make the budgetary decisions that will allow us to create more jobs, safer, more vibrant neighborhoods and better educational opportunities."

Mayor Lovely Warren
City of Rochester

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INTRODUCTION

The 2021-22 City of Rochester budget reflects Mayor Lovely Warren's Equity and Recovery Agenda to drive Rochester's post-pandemic economic recovery, while ensuring a focus on racial equity. As decisions were made on how to meet multiple challenges, 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 community forum held March 9, an online survey conducted March 9 through 24; and a telephone town hall convened on March 18.

The budget closed a $65.2 million gap driven by higher pension and healthcare costs, revenue challenges due to the pandemic and uncertainty over state aid allocations. Budgetary relief in the form of federal aid from the American Rescue Plan (ARP) will provide needed resources to ameliorate some of the effects of the COVID-19 pandemic on the Rochester community. While additional guidance from the Treasury Department is still forthcoming, the ARP presents an opportunity to fund priority needs and to provide additional economic relief to residents and businesses in the city of Rochester.

Online Community Forum: In lieu of an in-person community forum this year, the Mayor hosted an online forum on March 9. The forum was accessible through YouTube and Zoom, and included a presentation by the Budget Director followed by a question and answer period. Over 85 individuals viewed the forum live, or via the YouTube recording.

Telephone Town Hall: A total of 13,523 phones were dialed in the city of Rochester and 1,774 individuals took part in the call. Mayor Warren, Budget Director Chris Wagner, Police Chief Cynthia Herriott-Sullivan, Department of Environmental Services Commissioner Norman Jones, Department of Neighborhood and Business Development Commissioner Gary Kirkmire and Department of Recreation and Human Services Commissioner Daniele Lyman-Torres provided information about current and proposed City programs and services. Six callers were put on air to ask questions and five polling 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 affected individuals and their families and the importance of investing in particular City services, such as public safety and roads. Responses were received from 337 individuals. Young adults ages 18 to 34 accounted for 37% of respondents; adults between the ages of 35 to 54 accounted for 41%; while the remaining 22% were 55 or older.

Most respondents (88%) live in the city. Among city residents, 51% indicated they live in the South-east quadrant; 11% live in the Southwest; 18% live in the Northwest; 13% live in the Northeast and 7% are from Center City.

Based on comments received, results are presented among five prevalent themes (Jobs and Economic Development, Neigborhoods, Police, Education, Covid-19 Pandemic.)

JOBS AND ECONOMIC DEVELOPMENT

Telephone Town Hall poll question - Housing First Trust Fund: The Telephone Town Hall included a poll question regarding the implementation of a Housing First Trust Fund. A Housing First Trust Fund would allow the City to direct revenue towards programs that promote home ownership and prevent evictions. Respondents were asked whether the City should invest in a Housing First Trust Fund and 82% of those on the call said yes, the City should invest.

Telephone Town Hall poll question - Investments in Downtown and Neighborhoods Question: How important is it to you that the City continue making investments in Downtown and our neighborhoods with projects like Roc the Riverway? 74% of respondents said these investments are essential or very important.

Importance of City Services: When asked in the online survey to rate how important it is to invest in twenty specific City services, drinking water, fire services, garbage collection, snow removal from roads and the Persons in Crisis (PIC) teams were the top five services 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	86%	9%
Fire services and fire prevention	70%	24%
Garbage collection	68%	23%
Snow removal - roads	67%	22%
Persons in Crisis teams	62%	19%
Recycling	54%	29%
Snow removal - sidewalks	51%	29%
Public library services	46%	32%
Street repair	44%	41%
Sidewalk maintenance	40%	35%
Police services and crime prevention	37%	13%
R-Centers and recreation programs	34%	40%
City parks	34%	43%
Bike lanes	22%	24%
Code enforcement (weeds, abandoned buildings)	21%	27%
Street cleaning	21%	38%
Land use, planning and zoning	17%	38%
Animal control	16%	38%
Development of Downtown riverfront aka Roc the Riverway	9%	23%
City-sponsored special events	8%	23%

Community Services Question: In a survey question about seven different types of community services a city could provide, 85% of respondents said it was either essential or very important to invest in the "overall economic health of Rochester" and 80% said it was essential or very important to invest in "job development and connecting residents to jobs." 76% responded that "transportation options" are also essential or very important.

Percent of respondents saying the community service is "essential" or "very important"	
Overall economic health	85%
Opportunities for education and enrichment	83%
Job development and connecting residents to jobs	80%
Overall feeling of safety	78%
Racial equity in community programming	76%
Transportation options	76%
Health and wellness opportunities	74%
Public Arts Funding	57%

Comments:

"Transportation is just as important for those without cars as for those with cars."

"Priorities should include first of all, the roads, they are awful. Huge potholes on every street."

"Roc the Riverway projects, though important, should be paused to make sure critical services are addressed first."

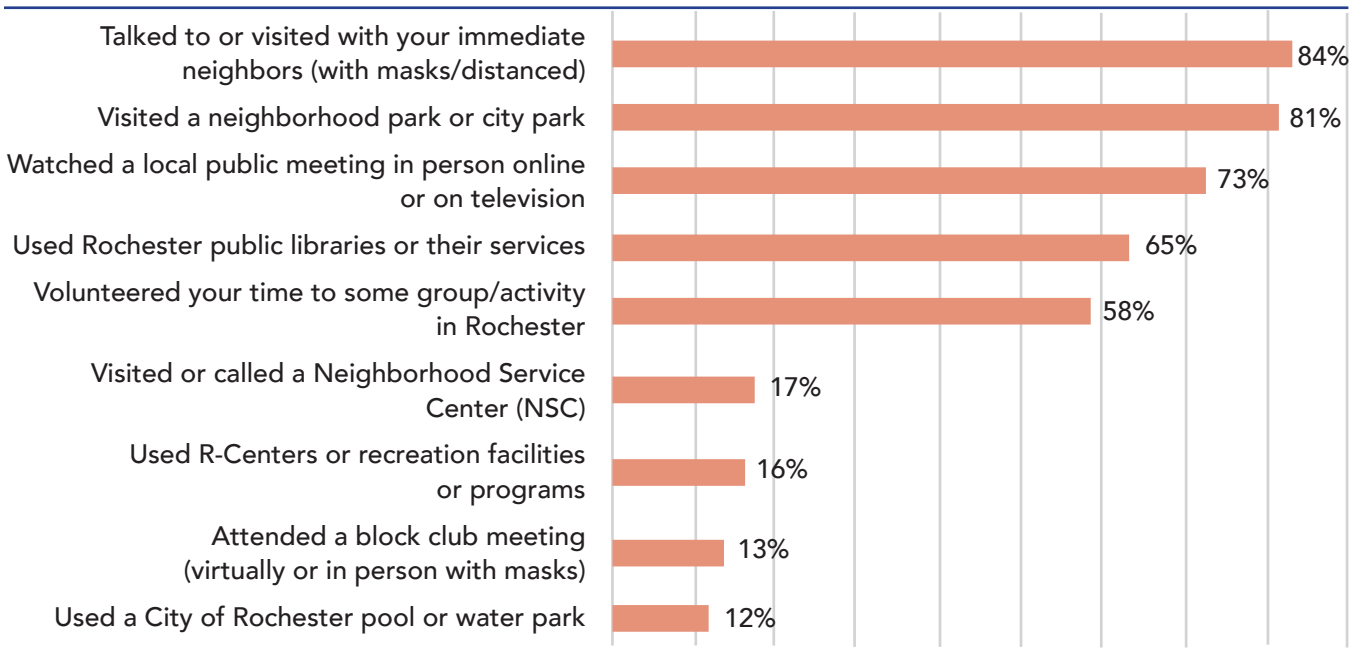
"Strong effort needs to be developed for city residents to obtain jobs in areas of the city."

"I would like to see murals of inspiration and hope, more entertainment in the city like bowling, a gym, a movie theater and more parks."

"People need real career opportunities not just at a factory worker or delivery driver."

NEIGHBORHOODS

Participation in Community Resources in the Last Year: Asked "Have you done any of the following in the last 12 months?" 84% of respondents have talked to or visited with an immediate neighbor, and 81% have visited a City or neighborhood park.



Comments:

"More needs to be done to clean up city neighborhoods. More stores to fill vacant spots Downtown."

"It is important that the City allocates funding for homeowners to be able to make repairs to our properties."

"Police in the NW have given up on traffic control thereby endangering others."

"Please step up code enforcement against landlords who have properties with multiple open violations but yet still demand rent."

"It is frustrating that we are doing bike infrastructure piecemeal."

"Stop plowing residential sidewalks."

POLICE, CRISIS INTERVENTION AND THE POLICE ACCOUNTABILITY BOARD (PAB)

Discussions around police services, mental health response for persons in crisis and the newly formed Rochester Police Accountability Board have been extensive in the last year. Comments on these topics in the community survey were also prevalent.

Telephone Town Hall Poll Question - Importance of Persons in Crisis function: When asked to how important it is to invest in PIC 24/7 response teams, 91% of callers said it is essential or very important. In the online survey 81% answered the same.

Telephone Town Hall Poll Question - Investments in Policing Data: Transparency and open data access are important and growing themes in local government. In the Telephone Town Hall, participants were asked whether it is important for the Police Department to make necessary investments to collect more data and make it available on the City website. 88% said that the City should make these investments.

In the online survey 78% responded that an "overall feeling of safety in Rochester" is critical or very important.

Comments on Crisis Intervention and Mental Health Services: Several individuals expressed support for additional mental health services, particularly in crisis response situations. Others questioned the duplication of efforts among various services in the city and county.

"Mental health services are the most important thing we can focus on. It is crucial the RPD is trained in counseling and diffusing situations without violence and a mental health counselor should be sent in more cases."

"Fund social workers, crisis intervention teams, public libraries, job coaches."

"All of the Police and crisis services should fall under a newly created City Department of Public Safety."

"Dismantle the HRT [Homicide Response Team], PIC [Persons in Crisis] and CRT [Crisis Response Team] teams. They provide a duplication of services that are already being provided by FACIT [Family and Crisis Intervention Team] and VAU [Victims Assistance Unit]."

Comments on Police Services: Nearly half of all comments received on the community survey were specific to the Rochester Police Department. Of these comments about policing, about 15% were in favor of maintaining or increasing Police services, while the remainder called for a shift of funding from the RPD to other services needs in the city.

"The Police Department is 1/5th of our budget while other services like housing, youth, jobs programs, recreation, libraries, Pathways to Peace, Crisis Intervention Services, Police Accountability Board get a fraction of the funding. I request the City reallocate funding away from Police to invest in programs that create strong and safe communities."

"Reallocate monies from law enforcement into mental health, social work and community services."

"Have you budgeted for rethinking the role of Police?"

"Police is a reactionary service for after something has gone wrong. We need to invest in proactive measures that disincentivize the need to activate a Police response."

"We want a thorough reimagining of public safety, rather than piecemeal reform."

"Cut Police spending by a substantial percentage."

"Make our city safer by drastically reducing the RPD budget. There are scores of examples shown that increased Police budgets do not create a safer city."

"Defund the Police and put money towards services that better our community and address systemic racism."

"Defund the Police and invest in education."

"Fund the Police more. They are overworked and probably stressed."

"Put the money into the Police Department so the majority of law abiding citizens of Rochester remain safe."

Comments on the Police Accountability Board:

Comments regarding the Police Accountability Board were supportive.

"Fully fund the Police Accountability Board. Decrease RPD funding and reallocate to health and education."

"The Police Accountability Board must be fully funded to be able to help residents feel safe."

"The PAB needs funding. The Police budget needs to be partially reallocated among other services to provide more effective public safety."

EDUCATIONAL OPPORTUNITIES

When asked how important it is to invest in particular community services, 83% of respondents said it was essential or very important to invest in "opportunities for education and enrichment and 74% felt it is essential or very important to invest in health and wellness opportunities.

Comments on Education:

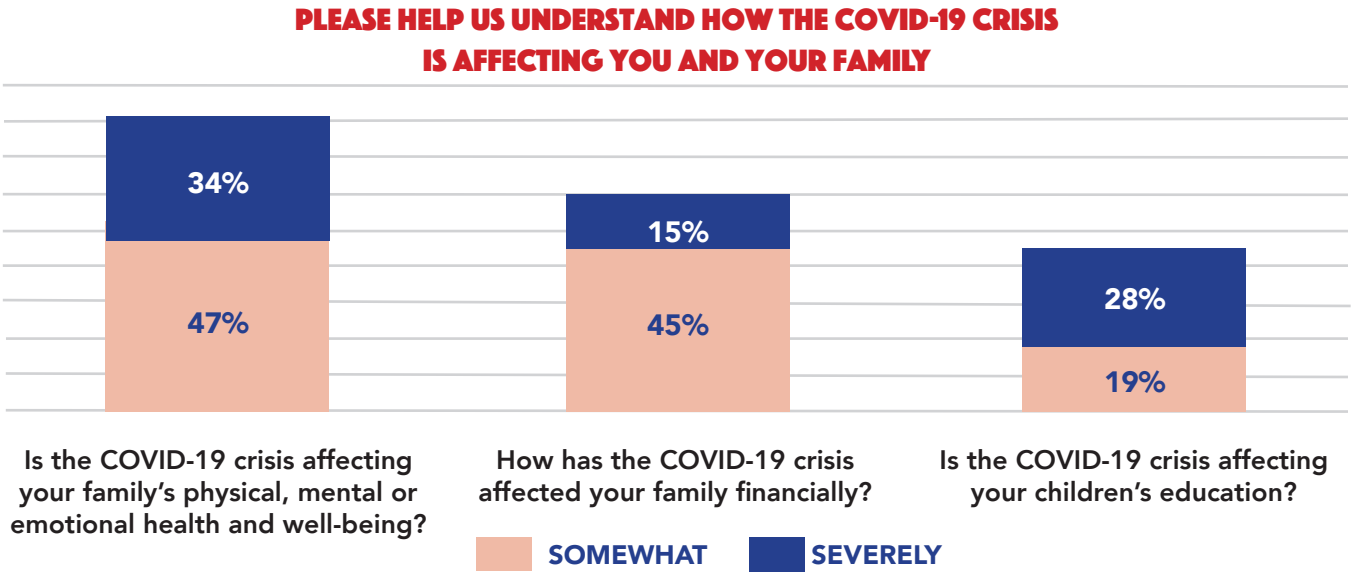
"Please invest in the Rochester City School District and be partners with them – our economic development depends on education success."

"Restart workforce development for adults."

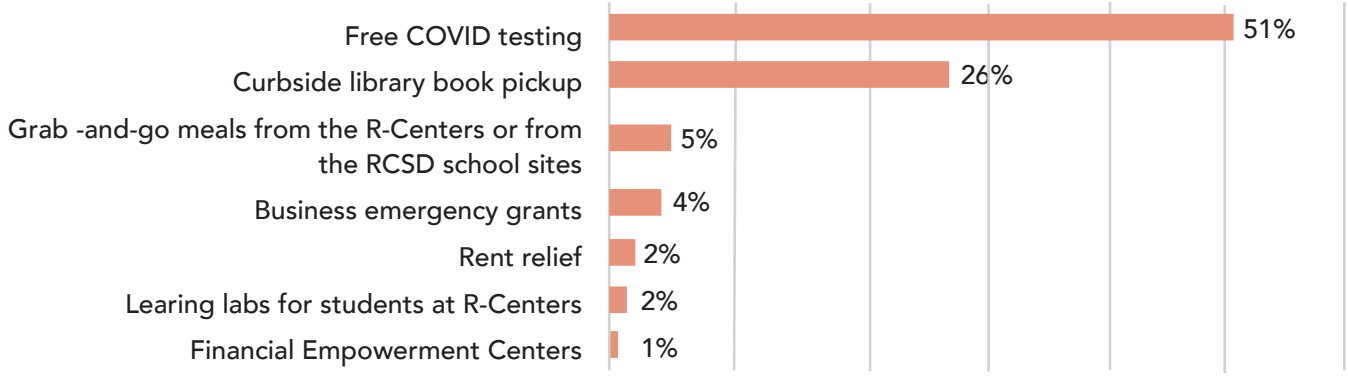
"Libraries are essential…they would be great to use as hubs for connecting people with life resources like financial literacy, health wellness, emergency services like housing and food, jobs and entertainment."

EFFECTS OF THE COVID-19 PANDEMIC

Understanding the Effects of COVID-19: The pandemic is affecting residents across a range of issues. 81% of survey respondents said the crisis is affecting their family's physical, mental, or emotional health and well-being somewhat or severely; 60% answered somewhat or severely when asked how it is affecting them financially; and 47% answered somewhat or severely when asked how it is affecting their children's education.



Survey takers were also asked whether they have used any of the various COVID related services provided by the City in the last year. Over half the respondents have used free COVID testing and more than one-quarter have used library book curbside pickup.



Comments:

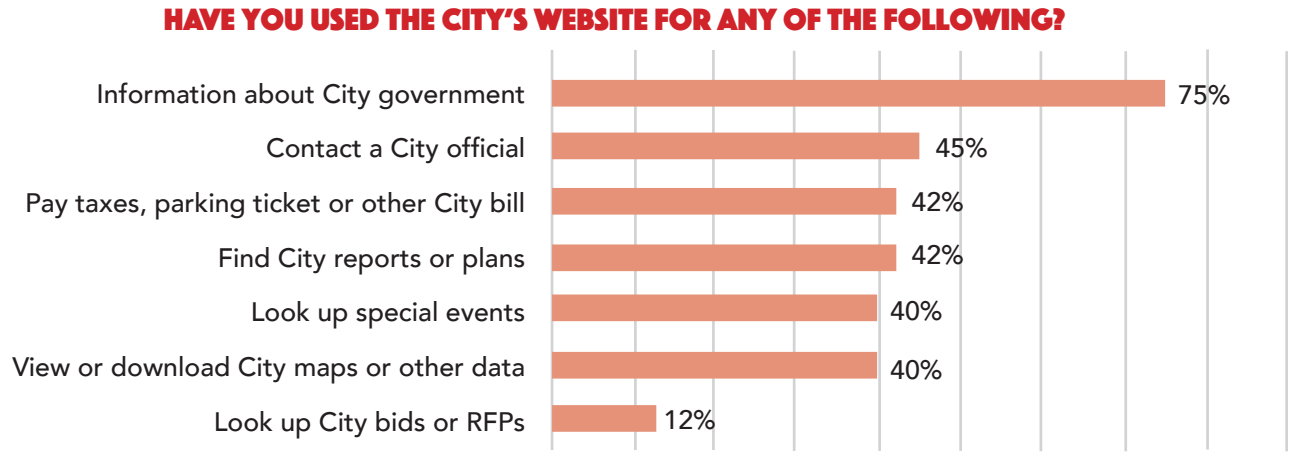
"I feel the City has done a great job using its resources during this pandemic and we need to help those most impacted by this health crisis so that we retain great communities."

OTHER

NYS Aid: Three primary sources account for about three-quarters of the City's General Fund revenue: Property Tax, Sales Tax and State Aid & Incentives to Municipalities (AIM). State Aid to the City of Rochester has been flat for nine years and is substantially lower per capita in Rochester than in Syracuse or Buffalo.

Telephone Town Hall poll question - state aid funding: Participants were asked "How much of a priority do you think it should be that New York State change its AIM formula to be more equitable?" 91% answered it is an essential or very important priority.

City Website: Asked whether they had used the City website for any of the listed options 75% of respondents used the site to look up information about City government; 45% used it contact a City official and 42% each used it to pay taxes or another bill or to find City reports or plans.

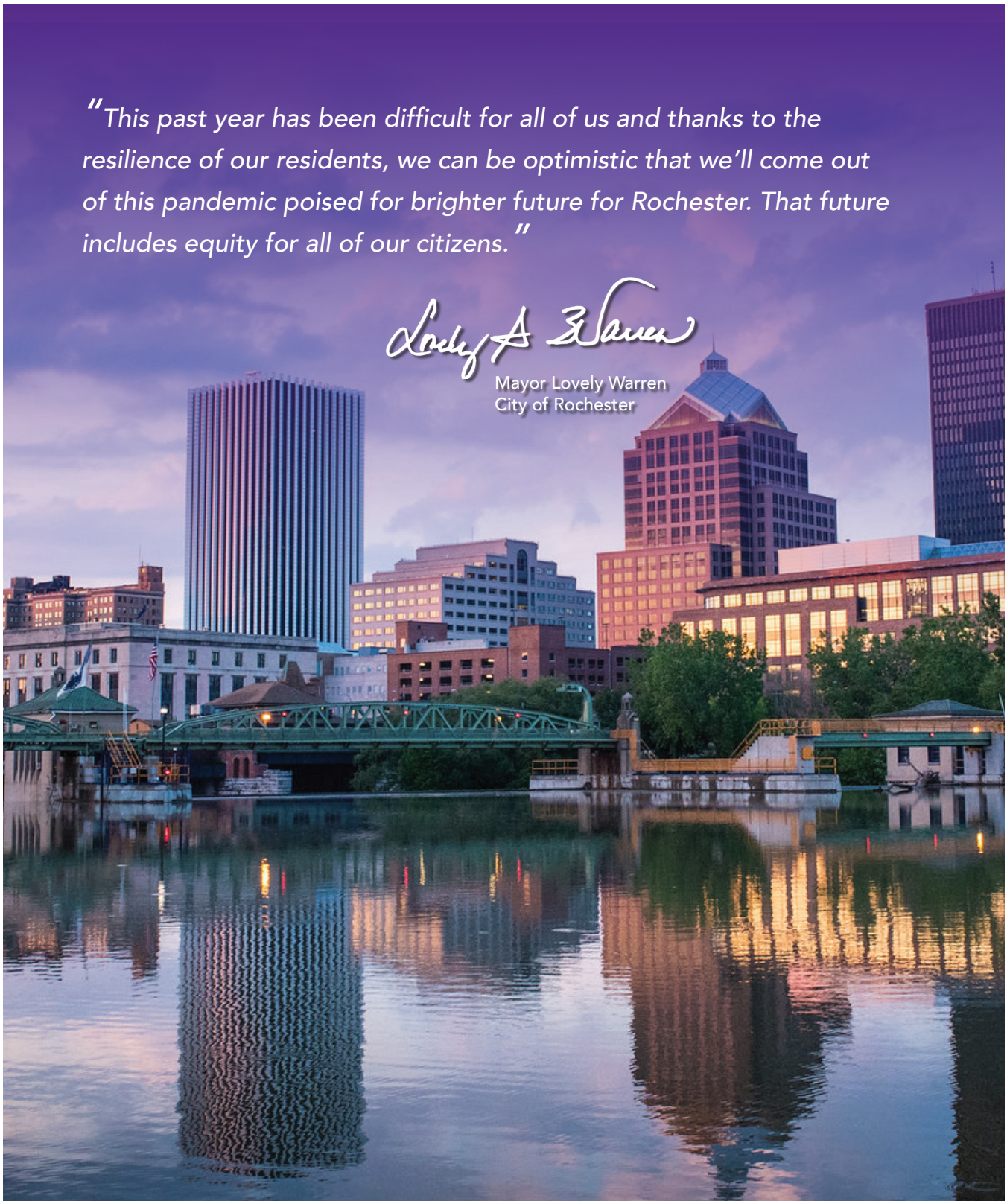


911 Services: 6% of survey respondents said they have texted to 911 and 14% have registered for reverse 911.

A survey respondent commented *"please make sure to highly fund 311, they are essential to linking the community with government services."*

Public Arts Funding: Slightly more than half of survey respondents (57%) said that Public Arts Funding is essential or very important.

"I would like to see murals of inspiration and hope, more entertainment in the city like bowling, a gym and movie theater, more parks for the kids."


"This past year has been difficult for all of us and thanks to the resilience of our residents, we can be optimistic that we'll come out of this pandemic poised for brighter future for Rochester. That future includes equity for all of our citizens."
Mayor Lovely Warren
City of Rochester

City of Rochester, NY

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

Produced by the City of Rochester Communications Bureau, 2021.

2021-22 CHILDREN AND FAMILIES FUNDING

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

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

ROC the Future Topic: Every Child is School Ready

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

City Program	Description	2021-22 Allocation	Why This is Important
Developmental Screening of Three-Year Olds	Supports the screening of 3-year-olds with the aim of identifying developmental delays and intervening where appropriate.	$50,000	In 2018, 74% of eligible children participated in Rochester City School District prekindergarten programs. Early emphasis on reading and social skills prepares children to succeed later in their education. (Source: ACT Rochester, NYS Department of Education)
Lead Hazard Control	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	Provides funding through a NYS grant to assist with proactive lead paint inspections and testing.	$310,000	
Lincoln Toy Library	Offers a wide variety of toys and equipment to support the cognitive, creative, social-emotional, perceptual, and physical developmental needs of children.	$83,600	Developing satisfactory social, physical, and academic skills in pre-K and kindergarten sets a crucial foundation for future success. In 2019 18% of RCSD third graders met or exceeded the state standard on the NYS Grade 3 English exam. (Source: ACT Rochester, Children's Institute)
Raising a Reader	Fosters healthy development, relationships, literacy, and a passion for reading by involving parents or guardians and children in a book sharing routine.	$144,400	
Early Education and Literacy	Focuses on literacy for pre-school age through elementary age.	$147,000	

City Program	Description	2021-22 Allocation	Why This is Important
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.*			
Community Libraries and Other City Tax Support	Total City funds for community libraries, exclusive of specific programs listed elsewhere.	$6,324,800	Public libraries supply communities with vital resources including books, access to technology, and special programming to support their specific patrons. Libraries also function as a "Safe Place" for youth.
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.	$299,200	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 2018, the City of Rochester's teen pregnancy rate was 3.5%, down from 9.7% in 2009. (Source: ACT Rochester, NYS Department of Health)
Sexual Risk Avoidance Education Grant	Delivers evidence-based health education and youth development curriculum 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	Offers first-rate R-Centers and other recreation facilities, programs, and professional staff to promote healthy living, education, creativity, self-discovery, and positive relationships.	$7,930,000	Rochester's 2019 School Age Program Quality Assessment (SAPQA) score is 3.76/5.0. Rochester exceeded national scores in the categories of Supportive Environment and Engagement, and was slightly below the national sample in Interaction. Rochester's 2019 Youth Program Quality Assessment (YPQA) score is 3.82/5.0. Rochester exceeded national scores in all three categories, including Supportive Environment, Engagement, and Interaction. (Source: Greater Rochester After School Alliance)
Rochester Community Sports Complex		$1,313,300	
Rehabilitation at Recreation facilities		$350,000	
Safe to be Smart/ ImagineYOU	Provides programming opportunities for children and adolescents in a consistent manner at five branch libraries as well as Central Library.	$479,900	

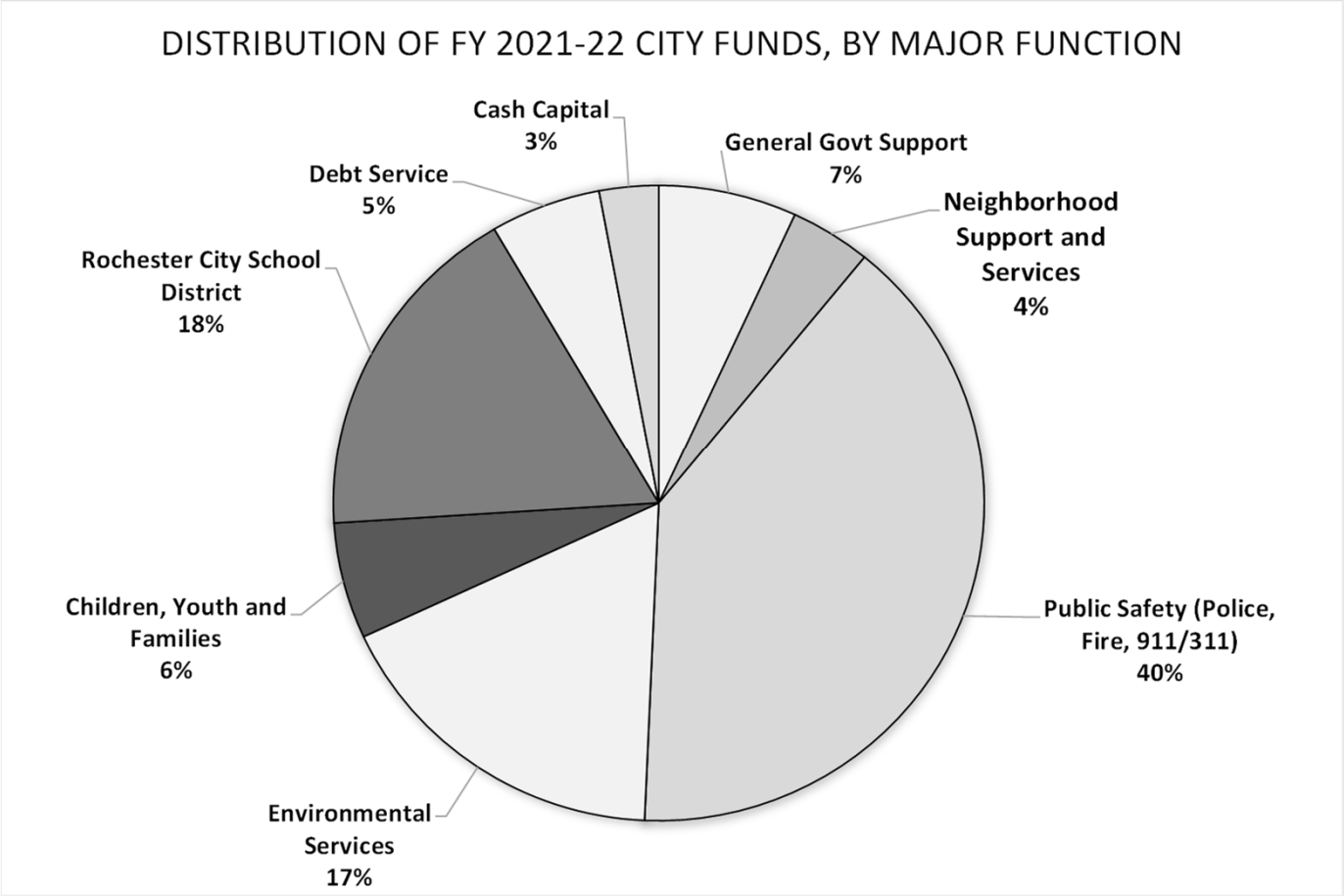
City Program	Description	2021-22 Allocation	Why This is Important
After School in the Park (ASIP)	Provides homework help, fitness and arts activities, healthy snacks and dinners, and field trips in Cobb's Hill Park.	$130,400	Rochester's 2019 School Age Program Quality Assessment (SAPQA) score is 3.76/5.0. 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)
Quad A for Kids	Provides after school programming in three elementary schools that links academics to youth development activities.	$40,000	
Youth Bureau Funded Programming	OCFS funding passed through Monroe County to the City for youth development.	$54,000	
Youth Voice One Vision - the Mayor's Youth Advisory Council	Young people working together to make Rochester a better place to live.	$212,100	Youth participating in YVOV - the Mayor's Youth Council are developing as youth leaders and as future community leaders.
Summer Food Service 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 live in Rochester.	$450,900	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.
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.*			
RCSD Maintenance of Effort	A state-required annual payment from the City to the RCSD.	$119,100,000	A solid academic foundation is vital to a child's success in school and life. Meeting key milestones throughout their academic career is a good indicator that children are on the right track to academic success and post-secondary achievement.
Teen Empowerment	Empowers youth and adults as agents of individual, institutional, and social change.	$35,000	This program inspires young people and the adults who work with them to think deeply about the most difficult social problems in their communities, and gives them tools to work with others in creating positive change.
Champion Academy	Mentoring program to help middle and high school youth become more positive and productive citizens.	$25,000	The Champion Academy takes pride in having the courage to do and say what is necessary to get underachieving middle and high school students to become high academic performers, leaders, and productive citizens.

City Program	Description	2021-22 Allocation	Why This is Important
Parent Leadership Training Institute	Teaches parents how to become advocates and change agents for their children.	$10,000	Leadership training for parents provides them with the skills they need to better advocate for the needs of their children and family as a whole. It can also help to improve the parent's self-worth and confidence as a caregiver.
ROC the Future Topic: Every Child is College/Career Ready *Financial self-sufficiency in the 21st Century global economy demands education beyond high school, whether it is a 2-year or 4-year college degree or a technical certification.*			
Biz Kid$	Provides interactive, applied business and entrepreneurial education to city youth ages 10-18.	$87,000	Entrepreneurial education supplies students with real-world skills and inspires the next generation of business leaders and empowered consumers.
Jr. Rec Leaders	Provides leadership training and job readiness skill building for youth.	$12,000	Youth development provides support and opportunities to help bridge a successful transition into a productive adulthood.
Mayor's Youth Academy for Excellence	This pilot program will provide leadership development and job readiness training.	$100,000	
ROC Music	After school and summer musical education program for urban youth.	$213,300	
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.	$34,200 (Emergency Comm.), $418,100 (RFD), $112,100 (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	Provides graduate and undergraduate students an introduction to the governance, operations, and administration of City government.	$407,800	Fellowships or internships are valuable educational experiences that open doors, spark ideas and enrich the knowledge and skills of students who take part.
Summer of Opportunity Program	An employment and training program for youth ages 14-20 and who are still in high school.	$929,200	Provides training and employment opportunities to youth while making a direct connection to success in school.

City Program	Description	2021-22 Allocation	Why This is Important
Roc My Brother's Keeper	A national initiative launched by President Obama in 2014 that targets mentoring and support for the personal, academic, and social success of youth of color. The Roc MBK program is a collaboration between the City of Rochester and the RCSD, funded by the NYS Education Department.	$947,300	Provides educational and community-based outcomes for young boys and men of color.
United Negro College Fund	Provides 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.
Additional Items in Support of Mayor's Priorities *This section includes programs that do not fall directly in the four ROC the Future categories, but align with the Mayor's priorities: Safer and More Vibrant Neighborhoods, More Jobs, Better Educational Opportunities, and Innovation and Efficiency.*			
Community Outreach Program	Expands fire safety education in schools and increases the amount of outreach events.	$232,400	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.	$79,600	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.	$2,000,000	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.	$707,600	In 2019 Monroe County had 11.4 homeless persons per 10,000 residents, up from 8.1 per 10,000 in 2008. (ACT Rochester, US HUD)

City Program	Description	2021-22 Allocation	Why This is Important
Parks Operations	Ensures the City's park amenities, including picnic areas, lodges, playgrounds, sports fields, courts, beaches, ice-skating rinks, and pools, are clean, safe, and attractive for residents and visitors.	$3,017,800	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.
Office of Neighborhood Safety Initiatives	Consolidates City violence prevention services, develop community provider partnerships, and implement new evidence-based initiatives.	$476,700	Youth violence and crime affect a community's economic health, as well as individuals' physical and mental health and well-being. Homicide is the third leading cause of death for youth in the United States. In 2016, more than 530,000 young people ages 10-24 were treated in emergency departments for injuries sustained from violence. (Centers for Disease Control, 2018).
Pathways to Peace	Offers prevention, intervention, and direct monitoring of youth receiving the services needed to support their positive progress.	$498,600	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	Provides 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.
Recreation on the Move	Bring the offerings and benefits of City R-Centers right to city neighborhoods.	$245,900	Play is important in keeping children active and helping them build teamwork and social skills.
International Plaza	Offers fresh produce, ethnic delicacies, specialty items, general merchandise, and more 52 weeks per year.	$164,100	The Public Market and the International Plaza 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		$1,216,500	
Public Market Funding (capital)		$54,000	
Owner Occupied Roofing Program	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.	$689,900	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.

City Program	Description	2021-22 Allocation	Why This is Important
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.	$639,400	Caring for vacant lots has proven to be the starting point for homeowners to increase the value and security of their collective neighborhoods, to improve the safety of their residents, and to encourage growth and opportunities in their area.
	TOTAL	**158,188,100**	


DISTRIBUTION OF FY 2021-22 CITY FUNDS, BY MAJOR FUNCTION
Cash Capital 3%
General Govt Support 7%
Neighborhood Support and Services 4%
Public Safety (Police, Fire, 911/311) 40%
Environmental Services 17%
Children, Youth and Families 6%
Rochester City School District 18%
Debt Service 5%

City of Rochester Budget Equity Program

Budgeting with a Racial Equity Lens

The Budget Equity Program (BEP) was developed by the Department of Human Resource Management's (DHRM) Equity Office and the Office of Management and Budget (OMB). The Program aligns with the City's ongoing efforts to improve equity through the National League of Cities' Race, Equity, and Leadership (REAL) initiative, the Racial Equity & Justice Initiative (REJI), the Commission on Racial and Structural Equity (RASE), and the Mayor's Equity & Recovery Agenda.

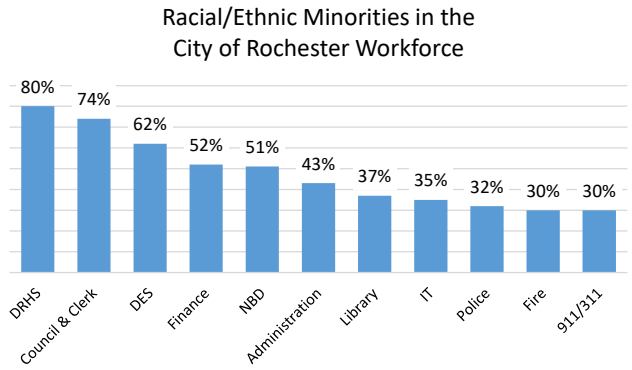
The Program was designed to:

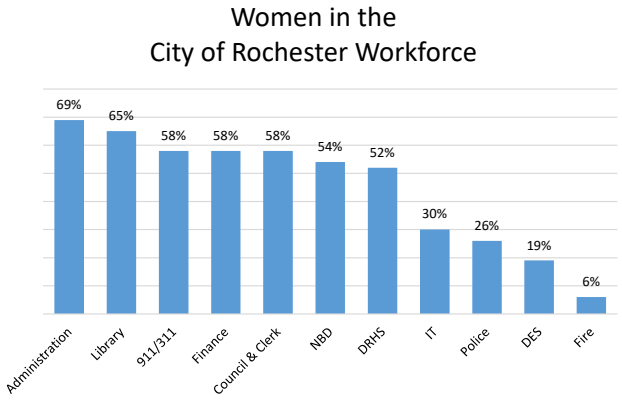
1) Systemically integrate equity metrics and considerations into the City-wide budgetary process,
2) Enhance and increase utilization of the City's Budget Equity Tool (BET),
3) Ensure that programs, projects, plans, and investments align with City priorities to increase access for underserved stakeholders (internal and external), and
4) Establish an annual process to track, benchmark, and assess efficacy of departmental Budget Equity Tool strategies.

The BET (10 equity-focused questions) provided departments the opportunity to itemize existing and planned equity strategies, and evaluate the equity implications on their 2021-22 FY budget proposals. The tool can be found at the end of this summary. Aligning data with proposed Program efforts, the BET was structured in the following categories:

1) **Benchmarking (Questions 1-2)**
   Annual tracking of BET strategies and Affirmative Action data (FY2020-21)
2) **Budget Proposals (Questions 3-8)**
   Assessment of City budget equity priorities, challenges, and strategies (FY2021-22)
3) **Community Engagement (Questions 9-10)**
   Equitable community engagement and inclusion (FY2021-22)

Annual tracking of City employee data (race/ethnicity and gender) will help assess the impact of implemented BEP strategies on the City workforce. The charts below outline respective demographic percentages for each department as of December 2020:





Acknowledging commitment to both internally-focused priorities for racial equity as well as external community-focused priorities, selected strategies require additional dedicated funding beyond that already incorporated into current policies and procedures with existing staff. The table below highlights new, incremental funding for planned investments in racial equity for access and resources for disenfranchised City residents during FY 2021-22:

Budgeted Item	**Incremental Funding in FY 2021-22**
Police Accountability Board (includes $500k from NYS grant)	$4,603,100
Implementation of RASE Commission Recommendations	$1,000,000
ROC My Brother's Keeper (MBK) (RCSD grant)	$825,000
Office of Neighborhood Safety Initiatives	$476,700
Crisis Intervention programming	$438,800
Equity Office in DHRM (staff and other expenses)*	$106,000
Day labor program for panhandlers	$120,000
Mayor's Youth Academy of Excellence	$100,000
Additional funding for YAMTEP	$100,000

**Total Equity Office dedicated funding = $246,000*

Departmental BEP Highlights

Below are departmental highlights from FY 2021-22 BEP responses organized by **internal** efforts on employee / staff diversity, equity, and inclusion, and **external** efforts to address equity in the community through City services, programs, and infrastructure.

City Council / Clerk

Internal: Diversity appointments were made to the Preservation Board (1), Civil Service Commission (1), Zoning Board of Appeals (1), City Planning Commission (1), and Board of Ethics (1). Council held a retreat to develop new Council Priorities that included a discussion around equity.

External: The Police Accountability Board (PAB) will provide an accountability process for the community by evaluating patterns, policies, and procedures of the RPD through investigations.

The Clerk's Office provided relief by reducing/suspending some licensing fees for small business owners and constituents during the COVID-19 pandemic.

Mayor's Office

Internal: Several Mayor's Office staff have completed the three-day Undoing Racism® Workshop offered in 2019. Over the next year additional staff will participate in the training if the opportunity arises. Additional training completed by selected Office of Public Integrity staff includes:

- Embracing Diversity and Inclusion, Institute of Management Accountants
- Gender Communication Differences: The Impact at Work, CPA Academy
- Communicating with People Who Don't Think Like You, Institute of Internal Auditors
- Keeping the Conversation Going: Practical Steps to Improve Diversity, Equity and Inclusion in the Anti-Fraud Profession, Association of Certified Fraud Examiners

The Mayor's Office plans to assess organizational learning, climate, staff capacity, and internal and external stakeholder satisfaction. The department will also work with DHRM to monitor Affirmative Action data as the Mayor's Office staff evolves over the next fiscal year. This includes tracking recruitment and hiring pipelines when positions become available.

External: The Mayor's Office of Constituent Services is working to establish a New American Advisory Council in order to create a feedback loop between the City and this growing population of immigrants, refugees, migrant workers, and temporary residents—students and workers.

The Mayor's Office has continued external fundraising efforts for non-City support of racial and structural equity. Funding in support of the formalization of women and minority-owned small businesses operating in the informal economy is available through a new program partnership with Urban League of Rochester, via Rising Tide Capital's Community Business Academy. Another program provides inclusive procurement and compliance activities in partnership with the CitvStart and the Purchasing Office by way of Qwally's inclusive procurement solutions. In addition, development of a comprehensive food-based economic empower agenda for low-to-moderate income city-residents of Color is underway.

The Office of Educational Initiatives and Special projects continues to promote its Pillars of Hope program and My Brother's Keeper, which recruits Black and Brown volunteers to work

with RCSD students (5th & 6th graders) in an effort to increase their physical, mental and cultural health through mentorship, cultural history and excursions, basic life skills education, and career exploration; external equity-based youth development efforts. The City continues to fund the GROW program with The Children's Institute, which provides screening for three-year-olds and identifies developmental issues (e.g., physical, cognitive, social, emotional, language, health) to address and thereby increase school readiness.

Office of Management & Budget (OMB)

Internal: When vacancies arise OMB seeks a diverse applicant pool and also works with DHRM to identify internal candidates. Changes to job specifications and titles have been used to broaden the candidate pool and to reflect changing skill set needs in OMB. In the FY 2020-21 Budget Book OMB provided a summary of equity tool responses from all departments and included all existing Racial Equity Strategic Plans available at that time. Two OMB staff have completed a full year of REJI training, and it is hoped that additional staff will have the opportunity to participate in a future cohort.

External: As a back office function OMB does not provide direct services or programming to the community. However, as part of the Mayor's annual budget process OMB coordinates an online budget survey and a telephone town hall that calls out to thousands of households all over the city. In addition, in recent years OMB has held a virtual community input session, rather than an in-person session, to ensure access for all community members to provide input on the budget process.

The Budget Director and Finance Director are actively engaged in a Bloomberg Budgeting for Equity and Recovery program for select municipalities. This program will provide technical assistance for an evaluation of the newly developed Persons in Crisis (PIC) program, which is designed to address mental health and other needs of city residents, particularly those who are traditionally underserved in the mental health/medical sphere.

Law Department

Internal: With a focus on diversity in hiring practices, the Law department can measure the following success: While the American Bar Association's National Lawyer Population Survey indicates that 63% of attorneys are male and 86% are white, at the City more than 60% of the attorneys are female and over 30% are people of color.

External: Law will continue to work with NBD in quality of life and nuisance abatement cases in order to support city residents living in poor housing conditions. Law is working with NBD, the Planning Office, and local organizations to establish a Housing Trust Fund that will provide a local, sustainable source of revenue dedicated to promoting housing opportunity and stability for people at the highest risk of displacement in the city, such as low-income women of color with children in their household.

Law is working with the Planning Office, Foodlink, Common Ground Health, and city residents to establish a Food Policy Council that will research and recommend policies to improve the local food system and support every resident having equitable access to high-quality foods that

support their health and opportunities to participate in the local food economy. The majority of the seats on the Food Policy Council will be filled by city residents that reflect the diversity of the city, and the elected leadership will be residents.

Law continues to manage the Traffic Prosecutor's role at the City's Traffic Violations Agency (TVA). The establishment of the TVA was intended to reduce inequity in the prior system by providing Rochester residents the same opportunity afforded to suburban residents to more easily contest tickets, work out payment plans, or plead to lesser violations.

Communications

Internal: In April 2020 Communications implemented a social media campaign highlighting 29 women to show the diversity of women who work at City Hall; 72% of those highlighted were minority.

External: Communications engaged in several projects and initiatives this year to support racial equity internally and in the community. The department supported the REAL team with its goals and evolving scope and supported the launch of the RASE commission.

The department established a relationship with founding chairs of the New American advisory council, and promoted a citizenship ceremony in City Hall. Communications increased the number of community facing documents that were translated into Spanish.

COVID presented numerous community needs Communications was able to fill by promoting and providing staff for COVID testing centers in the city of Rochester, preparing COVID preparedness plans in English and Spanish, and by contracting artists and marketing agencies from the minority community to facilitate and launch the "Protect your Circle" COVID Awareness Campaign targeting minority populations.

Department of Human Resource Management (DHRM)

Internal: An Equity Team (formerly the Change Team) within DHRM was launched, which continues to build on succession planning efforts, and to track data by race and ethnicity to help departments measure progress towards equity gaps.

An Office of Equity is established with two full time dedicated staff as well as funding to train Equity Team members on how to serve diverse communities.

In FY 2020-21 DHRM established the REAL Rapid Response Team to engage diverse underrepresented communities disproportionately impacted by COVID-19.

As the City workforce returns to standard operational status (pre-COVID), DHRM will be able to focus on supporting the Let's Get REAL Initiative in the following ways:

- Short videos that update City employees about various DHRM activities and resources including implicit bias, equity measures, job and learning opportunities will be accessible via Workday by the end of FY 2021-22.
- Institutionalize both an employee development and career development process that fosters advancement in the organization for all.

- Recruit internally before external recruitment. Utilizing Workday, all city employees will be able to highlight their KSAs on their Talent card. This will allow supervisors to review Workday to consider filling vacancies with internal candidates.
- Design and implement a communication strategy detailing progress of the identified Key Performance Indicators to internal Equity Teams. Communicate this progress via VIBE Central Diversity Dashboard (Value Inclusion Belonging and Equity for all).

External: DHRM will develop a more targeted approach for transitioning Urban Fellows from internships into full-time employment with the City upon graduation, to retain strong local talent. The department will also target local networks of professional organizations and associations to share vacancies and address underrepresented groups.

Rochester Police Department (RPD)

Internal: Rochester, along with many communities across the country, is grappling with the monumental undertaking of reforming and reimagining modern policing. RPD expanded its recruitment team by adding a person with Hispanic ethnicity to the team. The RPD also had over 600 people take the most recent Police Exam, even during the midst of a global pandemic. RPD has expanded its social media footprint with regard to recruitment, and to highlight departmental diversity.

RPD will continue to focus on minority hiring and recruitment. This will be accomplished by radio and TV advertising, social media, and in-person recruitment efforts. We will advertise through N.O.B.L.E and other minority based organizations and publications. RPD will partner with local faith based organizations and youth groups to recruit our city's youth population while enhancing our Explorer program. The Career Pathways to Public Safety program will continue to showcase our department to RCSD youth.

RPD has put in place training designed to improve police officer's response to crowd control, officer wellness, de-escalation, compassion fatigue and mindset training.

External: Police-Community Engagement in Marginalized Communities - The President's Task Force on 21st Century Policing, already adopted by the Rochester Police Department, calls for the department to embrace its first pillar "Building Trust and Legitimacy".

Policies Reform Designed to Modify Policing Practices - The development and introduction of policies designed to create standards that hold employees accountable and change culture. Policy change with an emphasis on concerns to address police reform and re-imagining policing serves as the guide to introduce and provide police officers with a renewed and guided way to go about performing their jobs and interacting with the community they serve.

Department of Environmental Services (DES)

Internal: DES has a continued focus on recruitment, hiring and promotion of minorities, females, veterans, and disabled individuals. Succession planning for an aging and retiring

workforce also provides advancement opportunities. DES focuses on retention whereby new hires not only learn the job but also the workplace culture and how they can contribute and thrive.

During the current budget year, 55% of new full-time hires have been racial/ethnic minority individuals. DES was also able to recruit for seasonal employees to help provide critical services such as leaf collection and snow plowing. The continuation of the REJob program, which provides workforce development training to underserved City residents, provided additional candidates to fill departmental vacancies.

External: Funding continues for the REJob program which recruits and trains up to 60 unemployed or underemployed City residents in occupational fields and provides certification toward work in the asbestos abatement, hazardous waste remediation, and environmental cleanup fields and places successful students in full-time employment.

The Adopt-A-Block program, which is administered by the NYS Department of Corrections & Community Supervision, places people with criminal records who are on probation or parole in transitional jobs picking up litter along major corridors in the City.

Improvements to our transportation infrastructure make sidewalks safe and accessible, enhance sidewalk snow plowing during winter months, and add bike lanes in challenged and disadvantaged areas. A continuing service that aims to promote equity for communities is the contracted vacant lot-mowing program. There are higher concentrations of vacant lots in disenfranchised communities.

Other areas of community focus include:

- Maintenance and upkeep of our recreation facilities to ensure that they benefit all.
- Making safe accessible drinking water for all.
- Continued efforts to achieve high MWBE benchmarks on all construction related projects.

Finance

Internal: Finance staff includes a 58% female workforce, and several Bureau leadership positions are occupied by women. Staff also include three bilingual cashier employees to assist the public. As staff retire the department will actively evaluate departmental needs to ensure fair representation among new hires.

External: The Purchasing Bureau's Office of Compliance is currently working on the apprenticeship program requirements for the city, with a goal to expand the capacity and the workforce on city-funded projects. In addition the Purchasing Bureau consistently engages with Minority & Women Owned Business Enterprises within the city of Rochester. The City offers a 5% incentive for prime contractors that hire minorities in the most disadvantaged zip codes within the City of Rochester for city projects.

Emergency Communications Department (911/311)

Internal: In the next year, ECD plans to increase the volume of applicant pools when filling vacancies. All candidates who pass the civil service test will start the hiring process which will give greater opportunity to candidates who may not test well but have the skill set needed to succeed in ECD. ECD also plans to develop a training guide to help candidates prepare for the Civil Service test.

ECD will continue to use the Career Pathways to Public Safety as a gateway for high school students to possibly start a career at ECD.

For the upcoming class of new hires ECD will continue working with DHRM to implement an expanded probationary period. This will assist in the evaluation of the candidates to see if they have been properly trained and can apply that training in the workplace.

In the next 3 years ECD plans to continue to work within the Civil service hiring process to encourage employees to take advantage of promotional opportunities when they arise. In FY 2019-20, 14 employees in 911 took and passed a Supervisor exam. Over the course of the following year several women and minority candidates became certified acting Supervisors, which allows them to fill in for Supervisors when staffing needs arise.

External: The computer aided dispatch system at 911 is programmed to determine by event type whether or not police, fire, ambulance, mental health services, animal control or other services might be needed and to what location. ECD will continue to utilize language services and Spanish speaking Telecommunicators when needed.

Department of Recreation & Human Services (DRHS)

Internal: This department is highly diverse with staff composition of 52% females and 80% minority individuals.

External: DRHS has a number of programs and services focused on equity and access in the City. For physical recreation opportunities DRHS oversees implementation of the Maguire building renovation which will provide an indoor public training facility for Rochester athletes. Rochester's first public skate park – the Roc City Skate Park – enjoyed a grand opening in November 2020.

DRHS will purchase a handicap-accessible vehicle, allowing for transportation of youth with disabilities to and from recreation activities and special offerings. The department also plans to increase its work with Accessible Adventures to increase inclusive swim and wheelchair basketball programs.

Development of the Crisis Intervention Unit creates a non-law enforcement, comprehensive community response to all homicides, as well as all calls involving mental health, domestic violence and other related crises.

Implementation of a new Recreation registration and facility reservation platform with public interface will improve customer access to DRHS services, greatly expand DRHS marketing and

communications abilities, and allow for interface with other systems like RCSD/RPL to track participation and outcomes across other youth serving systems.

Flower City AmeriCorps focuses on increasing equitable access to employment and service opportunities for individuals living in poverty. Roc MBK initiatives target young men of color for leadership development and successful high school graduation.

Programming targeted to lower income residents includes the meal programs that provide breakfast, lunch, and dinner to youth at our R-Centers and Summer Food program as well as fresh produce offerings at the Public Market. The department offers low cost vendor opportunities at the International Plaza. Many free programs are offered in youth development, adult and youth sport programs, aquatics programs, nature activities, education enrichment, theatre, visual and fine arts programs. DRHS hosts vaccine clinics leading the way on advocacy for equity and access, and providing neighborhood access.

Rochester Fire Department (RFD)

Internal: Targeted recruitment resulted in 40% minority and female participation in the most recent Firefighter exam in 2019. The RFD conducts routine surveys to engage employee feedback on needs for targeted training as needed and to monitor workplace environment.

RFD has a goal of increasing minority representation in the workplace by 3% every year. The department also plans to update its equity strategic plan. RFD is committed to the elimination of all barriers to access, advancement, opportunity, and outcomes based on social or cultural factors (race and gender), and aims to provide a strategy for succession planning that promotes continuation of diversity and inclusion throughout the ranks on a long-term basis.

External: Firehouses are a community resource and interaction with the neighborhoods is a core cultural value of the department. The department has a presence throughout the city, and participates in the surrounding neighborhood support groups, business organizations and provides education to the community stakeholders.

Neighborhood & Business Development (NBD)

Internal: Between December 2019 and December 2020, NBD maintained a high representation of female and minority workforce. The numbers remained unchanged at 54% and 51% respectively.

A new Code Enforcement Officer position in FY 2021-22 will provide an opportunity for increased diversity. For retention efforts NBD will implement/promote the job-shadowing program to improve promotional opportunities for staff when vacancies occur in those titles. This may include alternative processes to qualify candidates for promotional opportunities through internal training programs. NBD will also increase efforts to advertise job vacancies within the New Americans community.

External: NBD will implement a Property Manager Licensing program to create a more equitable environment for citizens who are renters, and to improve the habitability of many rental units. The Emergency Abatement program will provide more equity for residents whose landlords will not attend to the timely repair of items that impact health and safety.

The expansion of the CHOICE tax abatement program will increase homeownership opportunity through new housing construction for 60% AMI residents. The Housing Trust Fund (if approved) will study and structure a program to promote housing stability and opportunity for people at the highest risk of displacement locally, such as low-income women of color renters with children.

The Street Manager program continues to fund direct outreach to businesses located in underserved commercial corridors to ensure they have access to the City's business development grants. Individuals from community organizations continuously walk/manage commercial coordinators in low-mid income areas to keep the businesses in those areas up to date with access to services and grants and to help new businesses occupy the vacant commercial spaces in those areas.

Code enforcement has a goal of gaining voluntary compliance with ensuring the health and safety of residents while attempting to minimize the negative impact exterior code violations have on the quality of life of citizens. Most residents are renters and of low income. NBD convened a Landlord/Tenant Advocate Committee, which is in place to discuss, develop and implement equitable code enforcement strategy. NBD's nationally recognized proactive rental inspection program via their renewable certificate of occupancy process which has led to a 98% reduction in the number of resident children with lead poisoning since 1998.

NBD will continue to work with partners (e.g., Office of Community Wealth Building and REDCO) to increase minority business participation in business development programs. NBD loans and grants to property developers will continue to require MWBE and workforce goals aimed at increasing participation of historically marginalized contractors, subcontractors and workforce representation in housing development.

NBD will continue to grow and expand programs that focus on creating owner occupancy opportunities for our low-income residents. NBD proposes a new construction owner-occupant program for residents earning 60% AMI and below; working with COMIDA to secure a tax abatement for the program.

Information Technology (IT)

Internal: A 2019 "Diversity in Tech" report by the U.S. Equal Opportunity Commission indicated that white individuals are overrepresented in the IT field in the United States, making up 60% of the total population but 68% of those employed in tech. Meanwhile, Black / African American individuals and Hispanic individuals are greatly underrepresented (making up 13% and 18% of the total population but only 7% and 8% of those working in IT, respectively). The report also shows that women make up 48% of the overall labor force but only 36% of the IT labor force.

According to City data, our IT department has 35% minority representation, far above the national average.

IT started a partnership with Edison Tech High School to form relationships with and advertise technology-related employment opportunities at the City to young adults entering the workforce. Minority leaders within the IT department will meet monthly with Edison Tech freshman students who are interested in pursuing careers in the IT field. The short-term goal of this partnership is to mentor the same group of students throughout their high school careers in hopes of them obtaining internships with the City's IT department. The long-term goal is for them to ultimately gain the experience and knowledge to eventually become permanent employees of the IT department. We will evaluate our career development efforts by actively tracking professional development taken by employees, by demographics; and promotions / advancements by position, by demographics. In addition, seasonal internships will be tracked by demographics.

External: IT works to provide personal computers to those in need by donating viable units that have been replaced at the City. IT participates in the community-wide Broadband Taskforce committee established by Monroe County. The City is leveraging its fiber infrastructure to help the community effort. IT provides free Wi-Fi at City facilities, a free resource for citizens who may not have internet access at home. IT continues to add wireless internet capacity and improve quality across City facilities.

Rochester Public Library

Internal: Equity is part of every decision made in the Library's internal hiring process. Every vacant position is reviewed for skill set requirements, and to help identify the best possible candidates. One departmental strategy to increase diversity is to encourage diverse entry-level staff to pursue a master's degree in library science, to bolster upward career mobility. Converting part time positions held by primarily racial minority individuals to full time is another objective, budget permitting.

Library will track the number of staff who pursue their education through the MLS track and will provide learning and development opportunities for staff outside their specific jobs to encourage educational and workplace advancement.

Library's relationship with RochesterWorks is helpful as a resource to place young people in the libraries for summer work. Similarly, Library has used the Summer Literacy Aide program to introduce young people to work in the library and education fields.

The Library's Equity Team suggested the development of a mentoring program designed for staff who are interested in moving up through the organization. Mentors who worked their way from Library Page to Librarian and beyond will work individually with staff who are interested in that same career path. The Equity Team also recommended that information on scholarships and other education funding programs and job opportunities be abundantly shared with staff through the library system staff portal.

External: Rochester Public Library will continue to provide direct services to the public, including but not limited to: computers, internet, and educational resources / literacy activities for the community at large. They will continue to support the Mayor's literacy initiatives, work with Roc the Future and other community partners on early grade literacy.

The Central Library Business Insight Center will continue to provide assistance to emerging small businesses, inventors, and entrepreneurs in the forms of market research, legal assistance via a partnership with Tracy Jong Law Firm, and general research support for businesses. The Central Library Technology Center will fully open to offer classes, one-on-one assistance, computer access and quiet workspace to community members.

Budget Equity Tool

Benchmarking

1. Reviewing your 2020-2021 fiscal year (FY) Budget Equity Tool (BET) submissions, please provide departmental status updates for each response documented for question #3 – "What will your department do to improve equity in the next year? In the next three years?"

a. What were your successes?
b. What were your challenges?
c. As departmental leader, what will you do to address identified challenges?

2. Comparing 2019 and 2020 Affirmative Action Annual departmental data (race, gender, disability status, veteran status, etc.), what progress was made in "closing representation gaps" among department personnel in the past FY?

a. Please list area(s) of benchmarked progress with correlating data (i.e. increase of 5 women).
b. Please provide response for why you believe there was or was not progress made in "closing representation gaps."

Budget Proposal

3. Utilizing 2020 Affirmative Action Annual data, what are two to three (2-3) equity priorities your department will focus on for the 2021-2022 FY budget?

4. What budgetary considerations are reflected in your 2021-2022 FY proposal which support your department's two to three (2-3) Affirmative Action equity priorities?

5.What proposed 2021-2022 FY budget considerations (continuing and/or new) are focused to reduce or eliminate inequities experienced by underserved, underrepresented, and/or disenfranchised communities (internal or external to City structures) respective to your department?

6. In review of all budget considerations proposed for the 2021-2022 FY, what equity challenges may be created or increased for underserved, underrepresented, and/or disenfranchised groups - internally within your department or the communities served by your department?

a. Please list specific internal/external underserved stakeholder populations served by your department
b. Please list each equity challenge and its potential impact on internal/external City stakeholders
c. Per your list, are there any 2021-2022 budget considerations which can be revised to reduce disproportionate equity challenges on already disenfranchised communities?

7. What supplemental equity strategies (resources, programs, structures) will you increase or establish to reduce inequities caused by your 2021-2022 FY budgetary proposal – impacting departmental underserved, underrepresented and/or disenfranchised personnel groups, and/or the diverse communities served by your department?

8. Accountability Measures: Per equity strategy (resources, programs, structures), please provide the following:

a. How will you assess the effectiveness of the equity strategy?
b. What are the milestones for strategy success during the 2021-2022 FY?
c. Who is the responsible party (departmental personnel) leading the equity strategy?
d. What is the expected outcome of the equity strategy?

Community Engagement

9. What methods were used to confirm equitable representation and feedback (input) from the Rochester community in determining your 2021-2022 FY budgetary priorities and process?

10.How did your department (1) actively engage with underserved, underrepresented, and/or disenfranchised communities before, during, and after the budget season (considering access gaps), and (2) incorporate their distinct community needs into your 2021-2022 FY budget proposal?

a. Where are these needs reflected specifically within your 2021-2022 FY proposed budget?

Increases

Revenue:

- Sales tax increases $24,082,900
- In lieu of tax payments
- Appropriation of fund balance for tax relief
- Appropriation of fund balance for retirement costs
- NYS Consolidated Highway Improvement Program funds (CHIPs)

Expense:

- Cash capital expense
- 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:

- Transfer from Premium & Interest Fund
- Use of General Fund Surplus
- Federal Nutrition Program

Expense:

- Program eliminations or reductions in departmental sections
- Departmental reductions and efficiencies
- Payments for debt service

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

General Fund 2021-22 revenue estimates are $430,982,200, 7.4% more than 2020-21 Budget. Sales tax revenues increase $24,082,900 as federal stimulus funds and enhanced unemployment benefits bolstered consumer spending in 2020-21 and is expected to continue in 2021-22 with slight growth. Appropriation of fund balance committed for tax relief increases $9,062,300 as use of General Fund Surplus is eliminated $5,800,000. Appropriation of fund balance committed for retirement costs increases $2,803,900 to offset increased pension expenditures. NYS Consolidated Highway Improvement Program (CHIPs) funding to offset investments in roadway infrastructure increases $1,526,300. Transfer from Premium & Interest to offset debt service declines $1,000,000 as debt payments decline.

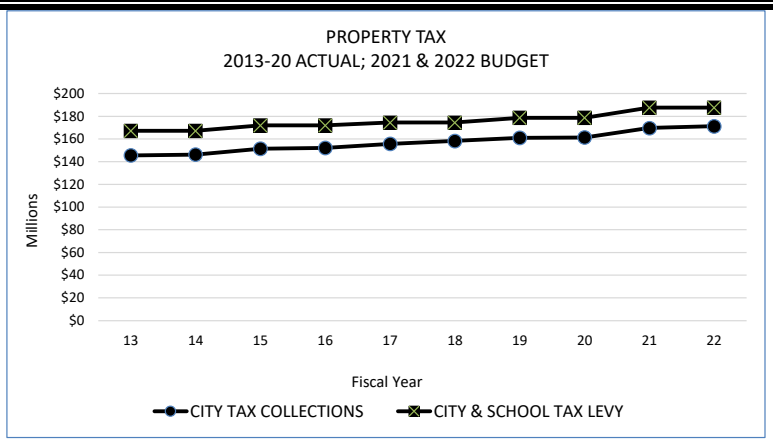
Special Fund 2021-22 revenue estimates are $20,140,700, 4.8% more than the 2020-21 Budget. Property tax support to Library increases $322,000.The appropriation of Library fund balance increases $260,000 to offset increased capital expenditures. Friends of Verona Street Animal Society provide $106,400 in grant funds to offset personnel expenditures. County reimbursement to offset the cost of the Central Library increases $104,000. Animal Control property tax support increases $81,200 to support operating budget expenditures.

Enterprise Fund 2021-22 revenue estimates are $109,744,500 or 2.5% less than the 2020-21 Budget. Parking ramp and parking meter revenue decrease a total of $3,200,800 due to the decline in projected demand resulting from the pandemic. Appropriation of fund balance in the Water Fund declines $2,492,600 resulting from lower capital expenditures and debt service expense. Appropriation of Local Works fund balance increases $1,059,500 to offset increases in planned capital expenditures. Collections for residential and commercial refuse services increase $733,300. Appropriation of Refuse fund balance increases $341,200. A transfer of $190,000 from the Perpetual Care Fund is budgeted to help offset Cemetery Fund capital expenditures. Ticket surcharge activity for the War Memorial declines additional $125,000 as a result of event cancellations or postponements resulting from the pandemic.

REVENUE SUMMARY
SUMMARY OF REVENUE CHANGES

	Amended 2020-21	Proposed 2021-22	Change	Percent Change
General				
Taxes				
Property Tax (City & School)	159,227,900	160,137,500	909,600	0.6%
Delinquent & Supplemental Taxes	7,550,300	7,463,000	-87,300	-1.2%
In-Lieu-of-Tax Payments	14,071,700	15,080,400	1,008,700	7.2%
Interest & Penalties	2,120,000	2,120,000	0	0.0%
Sales Tax	137,693,200	161,776,100	24,082,900	17.5%
Utilities Gross Receipts Tax	7,200,000	6,900,000	-300,000	-4.2%
Mortgage Tax	2,000,000	2,300,000	300,000	15.0%
Taxes Total	329,863,100	355,777,000	25,913,900	7.9%
Departmental Income	9,184,500	8,149,400	-1,035,100	-11.3%
Use of Money & Property	1,299,800	963,600	-336,200	-25.9%
Fines & Forfeitures	4,452,100	3,687,600	-764,500	-17.2%
Licenses & Permits	3,190,000	3,245,200	55,200	1.7%
Sale of Property & Compensation for Loss	2,331,600	2,641,200	309,600	13.3%
Miscellaneous	18,003,000	24,242,300	6,239,300	34.7%
Intergovernmental – New York State	103,935,300	105,398,600	1,463,300	1.4%
Intergovernmental – Federal	7,463,500	6,324,300	-1,139,200	-15.3%
Intergovernmental – Other	22,203,600	22,191,000	-12,600	-0.1%
Interfund Revenue & Transfers	-100,639,900	-101,638,000	-998,100	1.0%
General Total	401,286,600	430,982,200	29,695,600	7.4%
Animal	2,172,200	2,373,500	201,300	9.3%
Library	17,049,400	17,767,200	717,800	4.2%
Water	42,004,100	39,648,700	-2,355,400	-5.6%
War Memorial	2,296,200	2,255,400	-40,800	-1.8%
Parking	14,191,900	11,292,800	-2,899,100	-20.4%
Cemetery	2,693,000	3,233,800	540,800	20.1%
Public Market	1,818,600	1,799,700	-18,900	-1.0%
Refuse	28,533,900	29,406,700	872,800	3.1%
Local Works	20,988,100	22,107,400	1,119,300	5.3%
Grand Total	533,034,000	560,867,400	27,833,400	5.2%

Property Tax



New York State General City Law authorizes Rochester to levy taxes on the value of real property. The assessed value of the property and the tax rate determine the amount of tax to be paid by a property owner. Taxes are billed annually, and quarterly installments are allowed for the first $8,200 owed on each parcel. Responsibility for collecting property taxes is vested in the Department of Finance, Bureau of Treasury. Property taxes are allocated to various funds as necessary to balance them. Beginning in 1994-95 City and School property tax collections are accounted for within the City Budget. Funding for the City School District is provided within the Interfund revenue section. Prior to 1994-95 the School District received property tax collections outside of the City Budget. Beginning in 1998-99 the STAR program enabled a decrease in the property tax billings with an equal offset in State aid. Beginning in 2011-12 the annual increase in STAR is capped at 2%. In 2016-17, the credit for STAR exemptions for properties purchased after February 1, 2015 is no longer issued on the property tax bill but instead is issued by check directly from New York State in accordance with the Governor's STAR program. For detailed information on the calculation of property taxes, see the Property Tax Computation and Analysis section, which follows the Revenue Summary section.

Major Change

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

1. The Tax Base – The total assessed valuation of the City is the base on which revenues are generated. The assessed valuation decreases by $615,759 or 0.01% from the 2020-21 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 2020-21 budget:

	2020-21	2021-22	Change
Expenses	533,034,000	560,867,400	27,833,400
Non-Property Tax Revenue	363,359,800	389,584,000	26,224,200
Property Tax Required (City & School)	169,674,200	171,283,400	1,609,200

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

3. The Collection Rate – It is anticipated that 94.0 percent of the tax levy will be collected during 2021-22. In addition, anticipated collections for the first sixty days following the current year are accrued as 2020-21 receipts. This accrual is estimated to be 1.5 percent of the tax levy, bringing total collections to 95.5 percent. A Tax Reserve of 4.5 percent of the required property tax revenue is also levied to compensate for those taxes that will not be collected or accrued during 2021-22 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 $90,550 or less. Approximately 4,542 property owners will benefit from this program in 2021-22. All owner-occupied property owners with incomes less than $250,000 are eligible for the “Basic” STAR exemption program. Approximately 13,776 property owners will take advantage of the “Basic” program in 2021-22. 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
Collections increase $938,200 due to a more favorable collection rate. Property tax distributed to the tax-supported Special and Enterprise funds increases by $699,600. Reduction in STAR credits from NYS shifts to property tax collections $671,000.

Year-to-Year Comparison
All Funds

2020-21	2021-22	Change
169,674,200	171,283,400	1,609,200

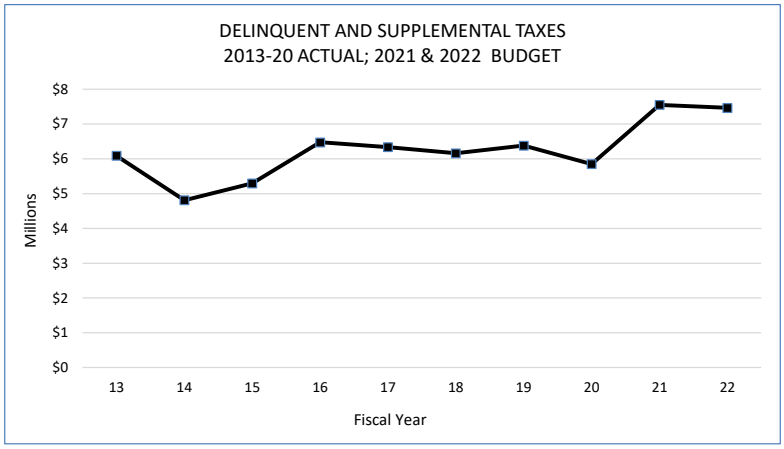
General Fund

2020-21	2021-22	Change
159,227,900	160,137,500	909,600

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.

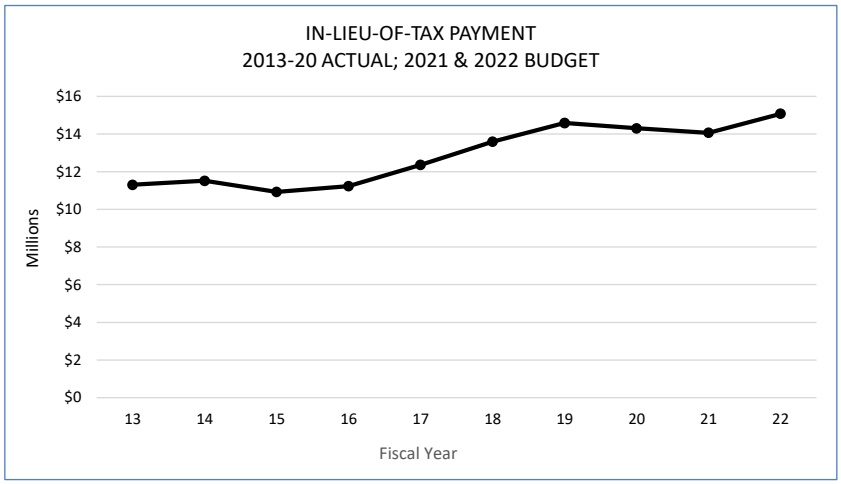


Major Change
Supplemental taxes decrease $55,500. Delinquent tax collections decrease $31,800 despite a larger beginning delinquent balance. Uncertainty about future foreclosure activity is expected to negatively impact collection rates.

Year-to-Year Comparison

2020-21	2021-22	Change
7,550,300	7,463,000	-87,300

In Lieu Of Tax Payments



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

1. The Private Housing Finance Law applies to projects constructed with private resources to provide housing for low and moderate income families. Payments for such projects are generally calculated at a rate of 10% of sheltered rents. Sheltered rents are determined by subtracting that portion of rent needed for utility service from total rent payments.
2. The Public Housing Law authorizes payments in lieu of taxes for property owned by public housing agencies. Payments are calculated in the same manner as those covered under the Private Housing Finance Law.
3. The Urban Development Act provides tax exemptions for properties owned by the Urban Development Corporation (UDC). When such properties are leased, payments in lieu of taxes are negotiated. For housing projects, the sheltered rent formula is generally applied, while economic development projects pay based on the percent of floor space occupied or percent of operating revenues.
4. The General Municipal Law authorizes the County of Monroe Industrial Development Agency (COMIDA) to receive tax exemptions on properties owned. In lieu of tax payments are negotiated when such properties are leased. Generally, the payments are equal to the amount that would have been paid if the property were not owned by COMIDA.

There will be one-hundred fifty COMIDA projects that make payments in lieu of taxes in 2021-22. Seventy-nine housing projects will make shelter rent payments. The Department of Finance, Bureau of Accounting, administers these accounts.

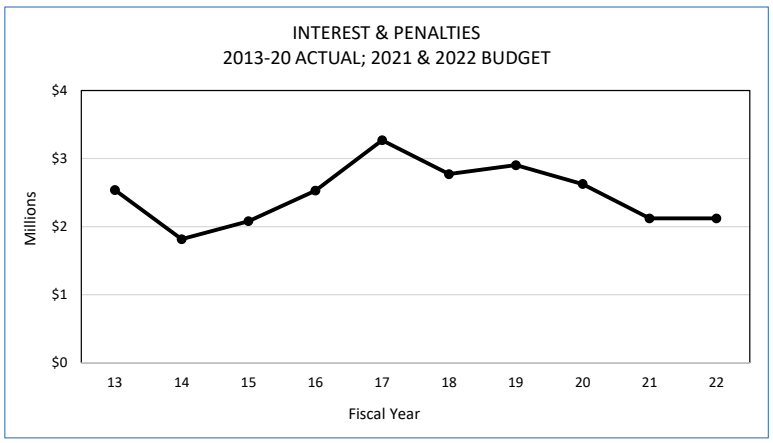
Major Change

Revenue increases primarily due to declining COMIDA exemption schedules and shelter housing projects being added. A higher non-homestead tax rate results from the tax shift and assessment decreases.

Year-to-Year Comparison

2020-21	2021-22	Change
14,071,700	15,080,400	1,008,700

Interest & Penalties



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

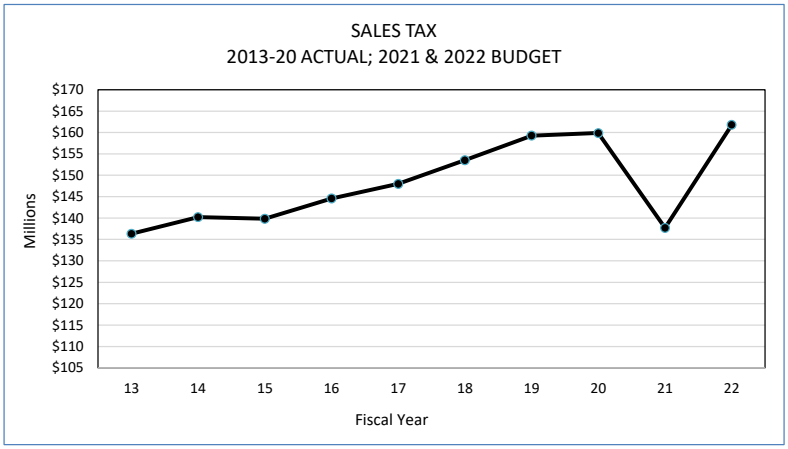
Year-to-Year Comparison

2020-21	2021-22	Change
2,120,000	2,120,000	0

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

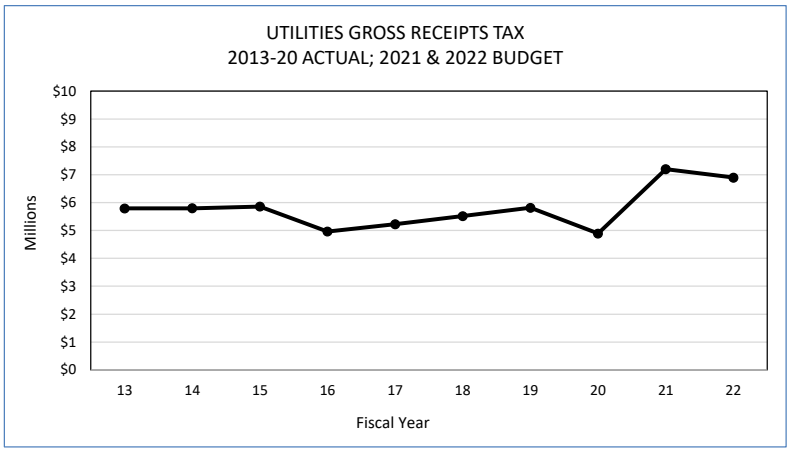
Sales Tax revenue is expected to increase 17.5% compared to the 2020-21 budget. Revenues exceeded expectations for 2020-21 as federal stimulus funds and enhanced unemployment benefits bolstered consumer spending. Slight growth is projected in 2021-22 as federal funding is expected to continue to support economic recovery from the pandemic.

Year-to-Year Comparison

2020-21	2021-22	Change
137,693,200	161,776,100	24,082,900

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

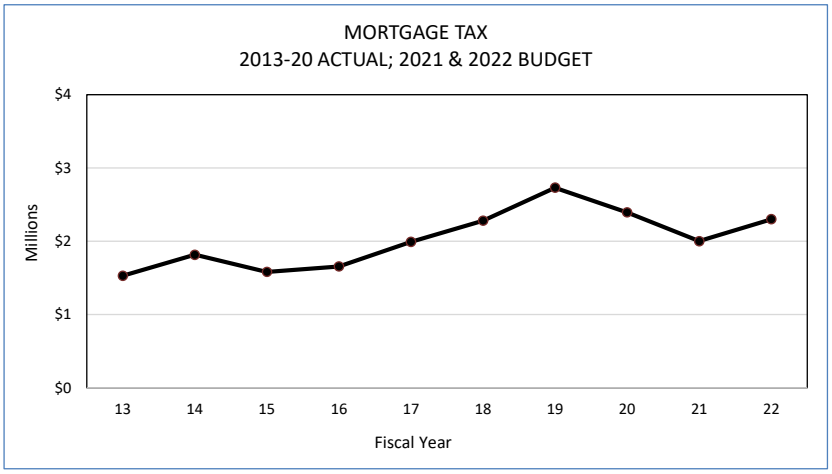
Decrease is due to milder weather and potential for non-collection resulting from the halting of utility shut-offs as a result of the economic downturn caused by COVID-19.

Year-to-Year Comparison

2020-21	2021-22	Change
7,200,000	6,900,000	-300,000

Mortgage Tax

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



Major Change

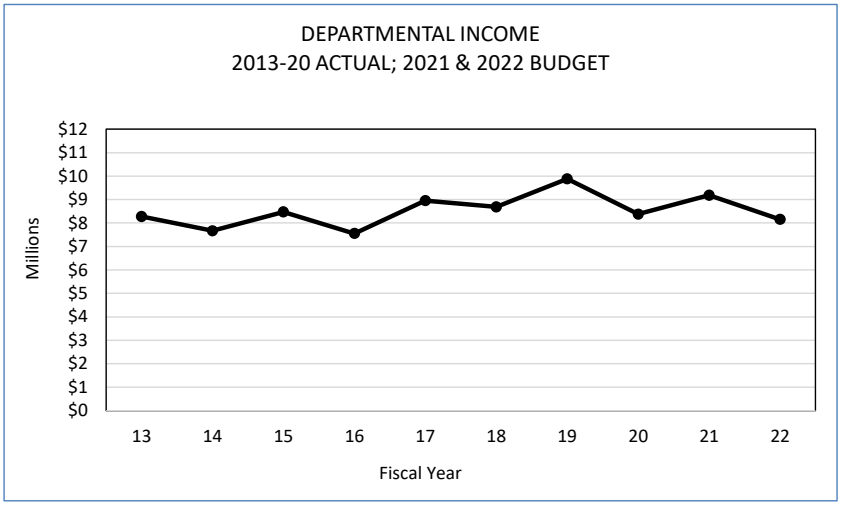
Higher property market values combined with low interest rates increases revenue.

Year-to-Year Comparison

2020-21	2021-22	Change
2,000,000	2,300,000	300,000

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

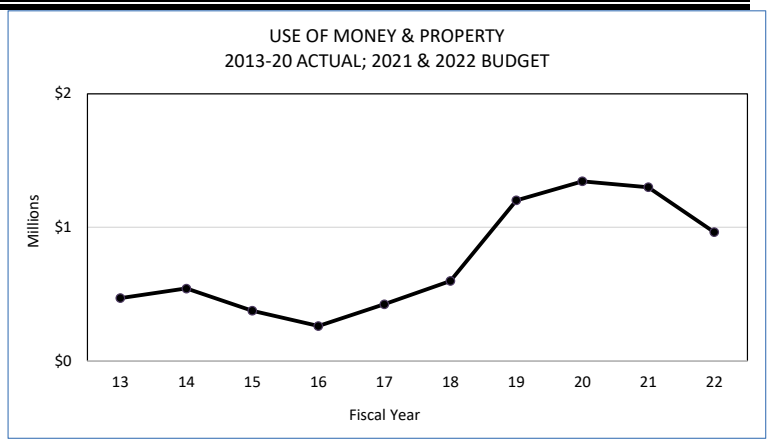
One time capital reimbursements from Rochester Joint School Construction Board and Rochester City School district do not recur $785,500. Net decrease of $261,100 in grants for the Office of Community Wealth Building to operate Financial Empowerment Centers and other miscellaneous program activities. Fees for special services provided by Environmental Services decline $200,000 as special events are limited. City towing and storage fees increase $180,000. Rochester City School District reimbursement for Pathways to Peace does not recur $153,800. Revenue from West Brighton for fire service increases $106,700 in accordance with agreement. Overtime reimbursement for police special events increases $90,000 due to slight recovery in special events. Recreation fees decrease net of $11,200 based on historical activity and cancellations related to COVID-19. Net of other changes is a decrease of $200.

Year-to-Year Comparison

2020-21	2021-22	Change
9,184,500	8,149,400	-1,035,100

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

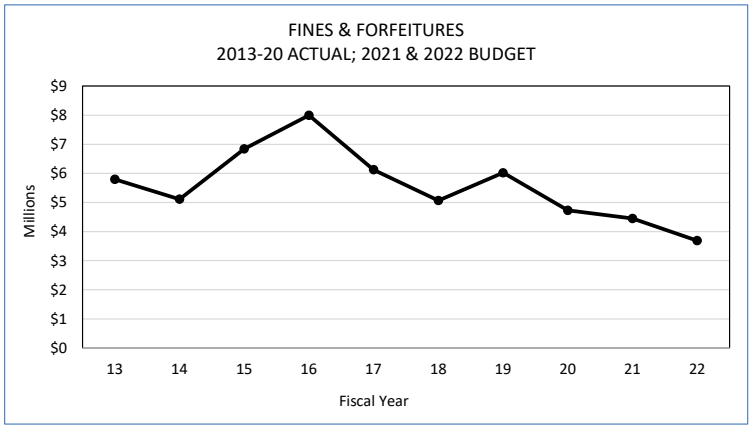
Revenue from telecommunications equipment in the City right of way declines $350,000 due to current legal challenges. Chamber Building rental income is budgeted $37,600 based on rent schedule. Rental revenue from Southwest Quadrant Recreation Center declines $23,800.

Year-to-Year Comparison

2020-21	2021-22	Change
1,299,800	963,600	-336,200

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

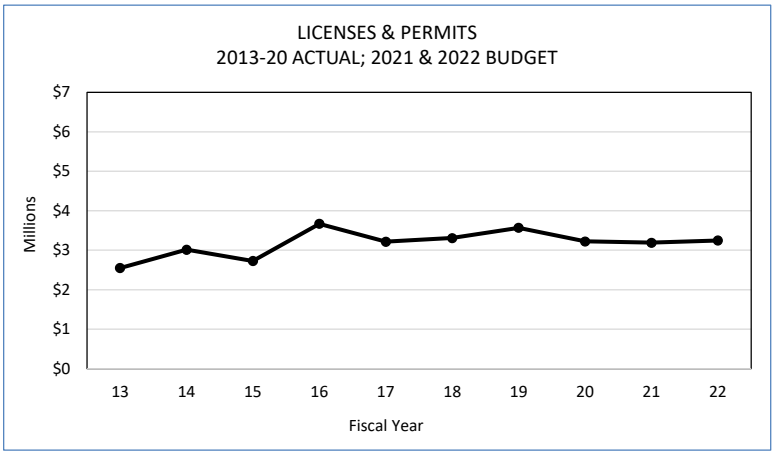
Revenue from moving violations decreases $638,000 resulting from fewer tickets being written during NYS PAUSE combined with lower collection activity. Parking ticket collection decreases $126,500 for similar reasons.

Year-to-Year Comparison

2020-21	2021-22	Change
4,452,100	3,687,600	-764,500

Licenses & Permits

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



Major Change

Professional licenses increase $256,500 due to on-year of biannual renewal. Street opening permits decrease $120,000 with expected

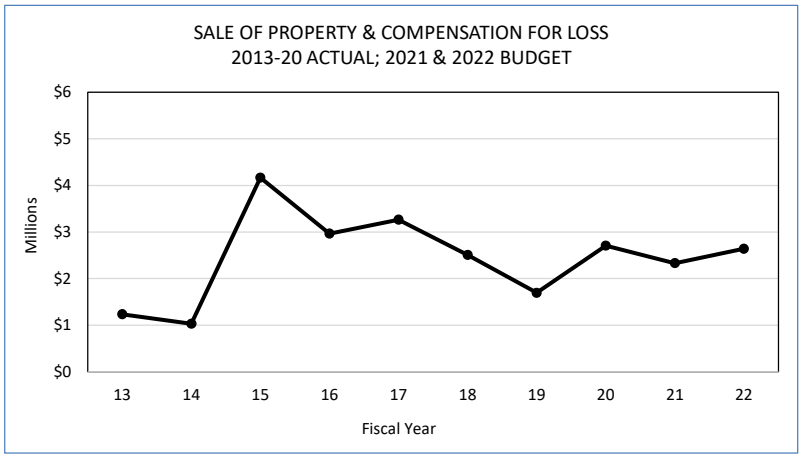
activity. Business permits decline $41,500 as pandemic closures continue. Taxi cab licenses decline $30,800. Net of other changes is a decrease of $9,000.

Year-to-Year Comparison

2020-21	2021-22	Change
3,190,000	3,245,200	55,200

Sale of Property & Compensation for Loss

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



Major Change

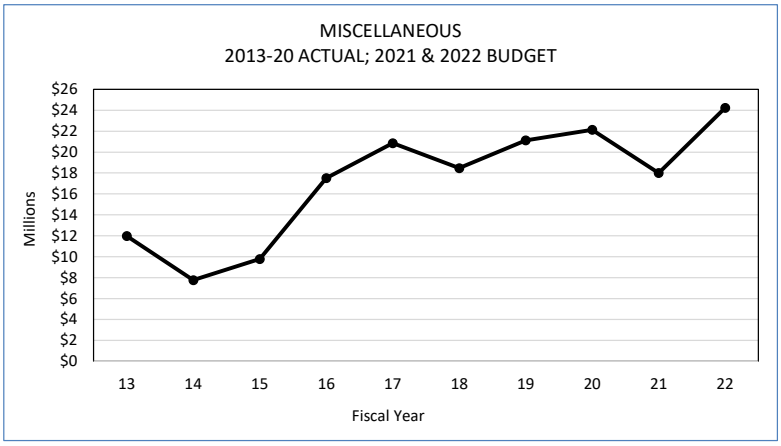
Proceeds from unclaimed property auctions expected to increase $315,000. Net of other changes is a decrease of $5,400.

Year-to-Year Comparison

2020-21	2021-22	Change
2,331,600	2,641,200	309,600

Miscellaneous

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



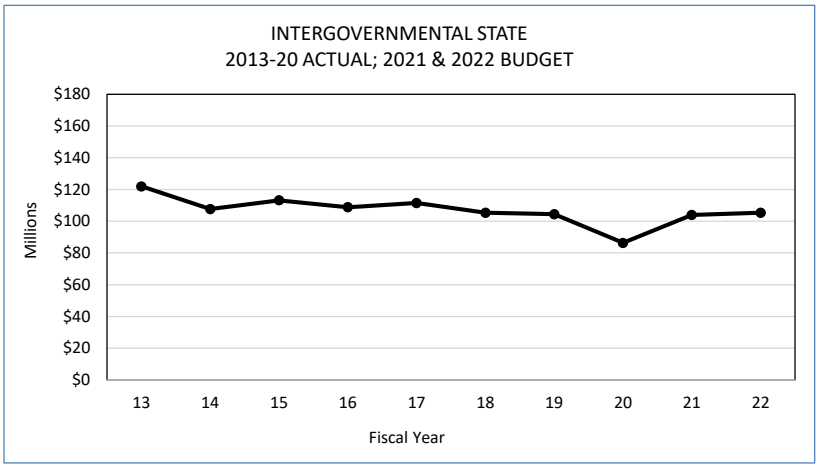
Major Change

Use of fund balance committed for property tax relief increases by $9,062,300. Use of $5,800,000 in General Fund Surplus is eliminated due to reduction in available fund balance at the end of 2019-20. Appropriation of fund balance committed for retirement costs increases $2,803,900. Cable TV franchise revenue increases due to deferred revenue associated with the Rochester Community TV, Inc. contract $173,100.

Year-to-Year Comparison

2020-21	2021-22	Change
18,003,000	24,242,300	6,239,300

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.

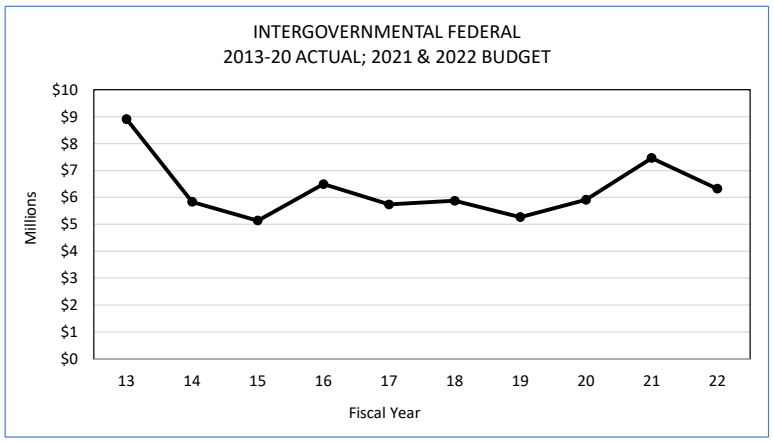
4. The New York State Tax Relief (STAR) Program provides revenue to municipalities to offset school property tax relief for targeted taxpayers. This only applies to STAR exemptions applied prior to February 1, 2015.

Major Change
Increase in Consolidated Highway Improvement Program (CHIPs) reimbursement for roadwork $1,526,300. STAR revenue is reduced $671,000 as direct credits from NYS to taxpayers continue to increase rather than credit on tax bill. Grant funds of $500,000 to support Police Accountability Board are included. Pass through grant for RCSD after school and summer programming increases $440,900. Cities Rise grant does not recur $125,000. Net reduction in pregnancy prevention grant funds $64,100. Census 2020 grant does not recur $51,000. Crime Victim's Service Program grant is reduced $44,400. Net reduction in Pedestrian Safety grant $29,000. Net reduction of $24,000 in Motor Vehicle Theft & Insurance Fraud grant pending new award in 2022. Net of other changes is an increase $4,600.

Year-to-Year Comparison

2020-21	2021-22	Change
103,935,300	105,398,600	1,463,300

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.



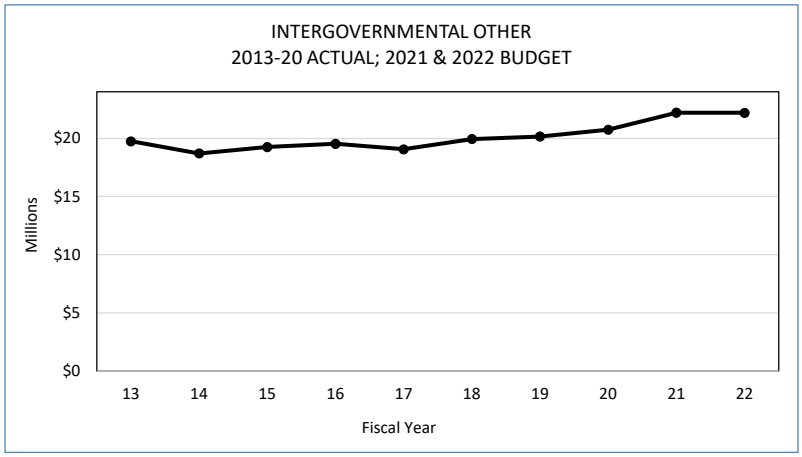
Major Change
Federal nutrition reimbursement declines $565,700 after one-time adjustments were made in 2020-21 due to the pandemic. Net reduction of $175,200 in AmeriCorps grant. Net decrease in Project CLEAN grant funds $155,100. Net decrease in Emergency Food and Shelter Program $93,700. Justice Assistance grant is eliminated $87,200. Net increase in Violent Crime Task Force reimbursements

$77,100. Reduction in reimbursement from Brownfield assessments $75,000. Aid for pregnancy prevention grants declines $64,100. Net of other changes is a decrease of $300.

Year-to-Year Comparison

2020-21	2021-22	Change
7,463,500	6,324,300	-1,139,200

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



Major Change
Reimbursement for traffic shares from County increase $108,000 with increase in planned expenditures. STOP-DWI grant funding decreases $106,400 pending new grant awards in calendar year 2022. County reimbursement for Emergency Communications increases $80,400 to correspond with the 2021 County budget. Off Track Betting proceeds decrease with downturn in economy $50,000. Net reduction of $40,000 in Hotel/Motel Tax for Convention Center as 2020-21 budget included a one-time adjustment from the final two quarters of 2019-20. Net of other changes is a reduction of $4,600.

Year-to-Year Comparison

2020-21	2021-22	Change
22,203,600	22,191,000	-12,600

Interfund Revenues & Transfers
Interfund transfers consist of three categories:

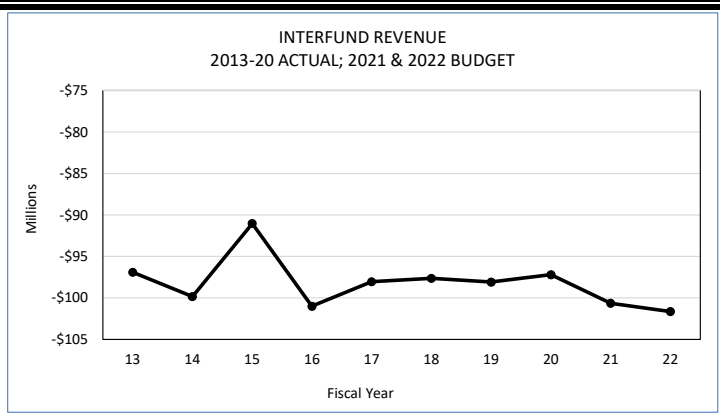
1. Reimbursements to the General Fund for services provided to other operating funds. In these cases, the cost of services (street cutting and administrative chargeback) are included in the General Fund as well as the appropriate non-General Fund. The reimbursements offset the General Fund expense. Revenues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

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

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

Major Change

Transfer from Premium & Interest decreases $1,000,000. Transfer from Downtown Special Events trust fund to offset special events expense is restored as events are expected to resume $250,000. Reduction of $250,000 in forfeiture funds as one time study of police policies and procedures does not recur. Forfeiture funds for community-based programs increase $27,300. Downtown Enhancement District transfer decreases $46,500. Transfer from Firefighters 2% Fund increases $18,300 in accordance with approved expenditures. Net of other changes is an increase of $2,800.

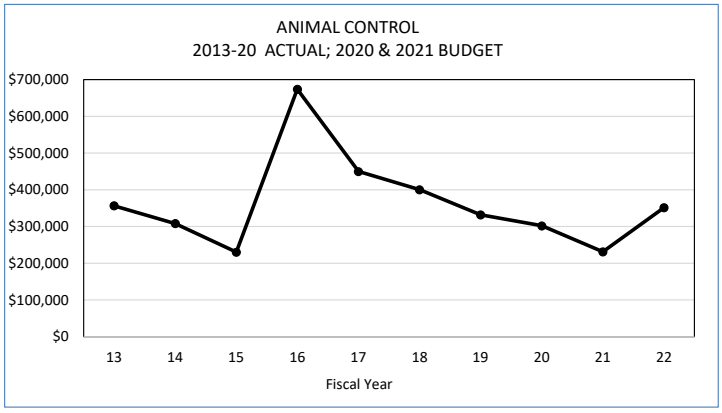


Year-to-Year Comparison

2020-21	2021-22	Change
-100,639,900	-101,638,000	-998,100

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

Friends of Verona Street Animal Society provides funds to offset staffing expense $106,400. Increase in Maddie's Fund grant $37,500. PETCO grant expires $10,000. Sale of cats and dogs along with miscellaneous charges decline $6,500 as overall activity at the shelter is down due to the pandemic. Dog licensing fees decrease $4,300. Rachel Ray grant expires $2,500. Payment of fines decreases $500 based on historical trend. Property tax support needed to balance the budget increases $81,200.

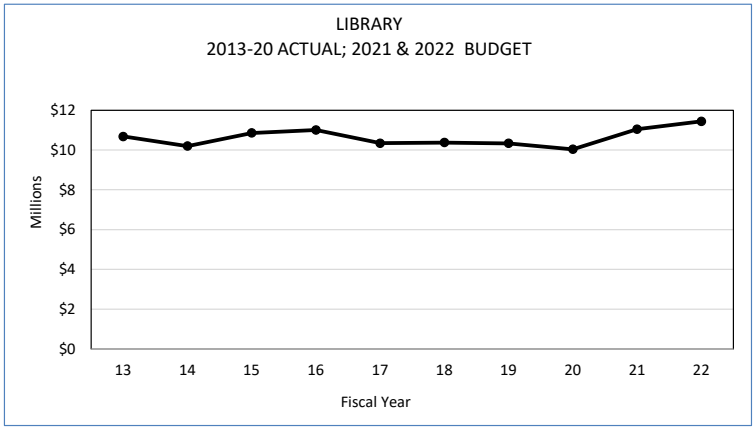
Year-to-Year Comparison

	2020-21	2021-22	Change
Operating Revenue	231,200	351,300	120,100
Property Tax	1,941,000	2,022,200	81,200
Total	2,172,200	2,373,500	201,300

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.

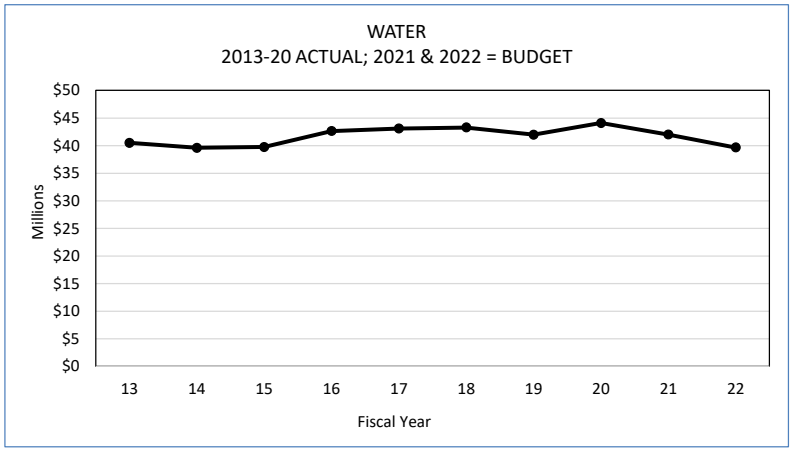
Major Change
Appropriation of fund balance increases $260,000 to correspond with increased capital expenditures. Increased support from the County for the Central Library is budgeted $104,000. Central Library service charges decrease $40,000. Friends and Foundation of Rochester Public Library grant funds of $35,500 are provided to support the Raising A Reader program. Transfer from Premium & Interest to offset interest expense on debt service increases $33,600. Net of other changes is an increase of $2,700. Property tax support needed to balance the budget increases $322,000.



Year-to-Year Comparison

	2020-21	2021-22	Change
Operating Revenue	11,046,600	11,442,400	395,800
Property Tax	6,002,800	6,324,800	322,000
Total	17,049,400	17,767,200	717,800

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.

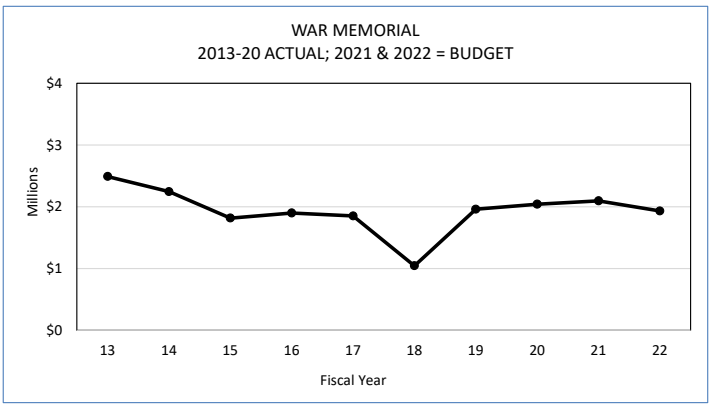


Major Change
Appropriation of fund balance of $2,492,600 is eliminated which corresponds with decreased capital expenditures and debt service. Upland sales and sales to other municipalities increase $110,000. Penalties for non-payment increase $50,000 reflecting actual collections. Delinquent collections decrease $26,200 resulting from uncertain foreclosure activity. Net of other changes is an increase of $3,400.

Year-to-Year Comparison

2020-21	2021-22	Change
42,004,100	39,648,700	-2,355,400

War Memorial Fund
This fund records the expenses and revenues from the Blue Cross Arena at the War Memorial. The Arena is operated by a private contractor from whom the City receives 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



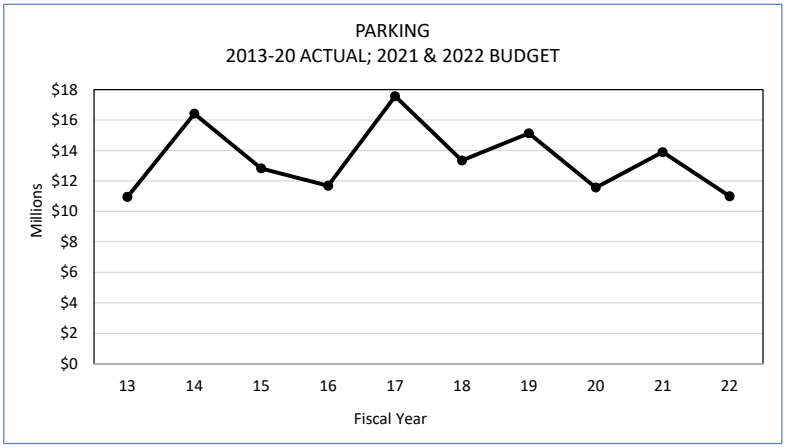
of the Hotel/Motel Occupancy Tax is credited to this fund.

Major Change
Ticket surcharges decline $125,000 from pandemic-related cancellations and postponements. Activity expected to resume in late spring of 2022. Utility reimbursements from operator decline based on actual expense $50,000. Transfer from Premium & Interest to offset interest expense on debt service increases $11,300. Property tax support needed to balance the budget increases $122,900.

Year-to-Year Comparison

	2020-21	2021-22	Change
Operating Revenue	2,096,900	1,933,200	-163,700
Property Tax	199,300	322,200	122,900
Total	2,296,200	2,255,400	-40,800

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

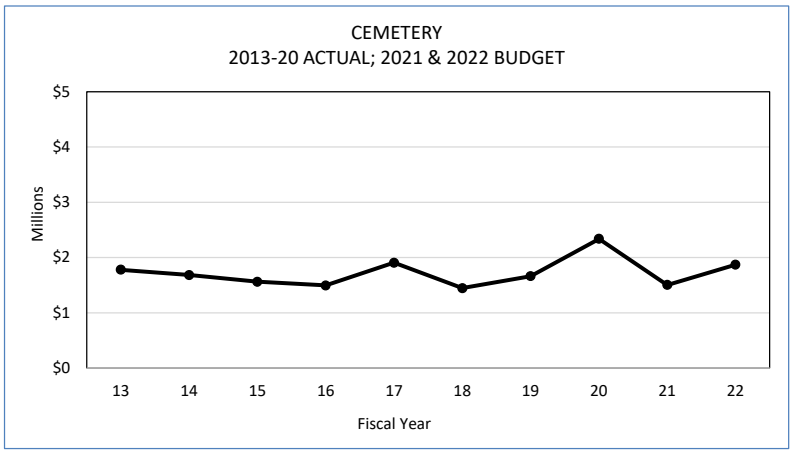


Major Change
Appropriation of fund balance increases $725,000. Revenue decreases to align with projected demand resulting from the pandemic in the following garages: Washington Square Garage $706,800, Court Street Garage $480,100, Sister Cities Garage $455,000, East End Garage $353,200, Crossroads Garage $272,900, High Falls Garage $288,300, South Avenue Garage $161,600, and Mortimer Garage $16,100. On-street meter revenue and parking ticket collection revenue decrease to align with actual experience resulting from the pandemic $466,800 and $395,000. Rental of real property for office space decreases $31,100. Transfer from Premium & Interest to offset interest expense on debt service increases $18,300. Interest on receivable decreases $15,500 as payments are made on the Midtown loan.

Year-to-Year Comparison

	2020-21	2021-22	Change
Operating Revenue	13,893,300	10,994,200	-2,899,100
Property Tax	298,600	298,600	0
Total	14,191,900	11,292,800	-2,899,100

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.

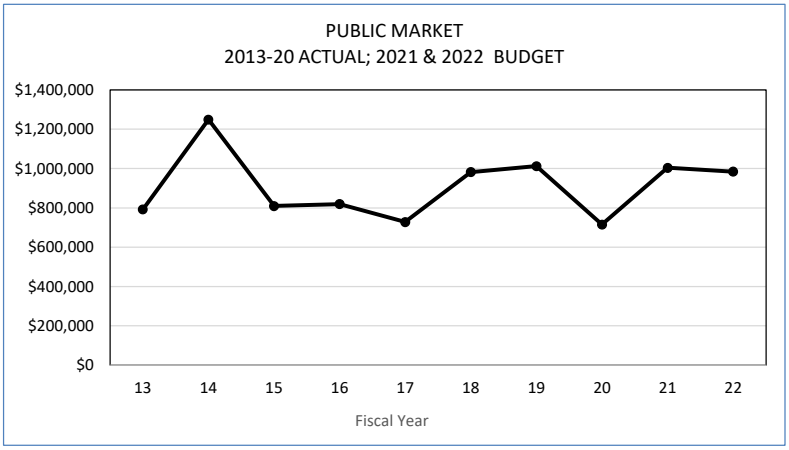


Major Change
A transfer of $190,000 from the Perpetual Care Fund is budgeted to offset capital expenditures. An appropriation of fund balance of $100,000 is also budgeted to offset capital expenditures. Sales increase $40,700 and cremations increase $37,000 due to increased activity. Property tax support needed to balance the budget increases $173,100.

Year-to-Year Comparison

	2020-21	2021-22	Change
Operating Revenue	1,503,200	1,870,900	367,700
Property Tax	1,189,800	1,362,900	173,100
Total	2,693,000	3,233,800	540,800

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

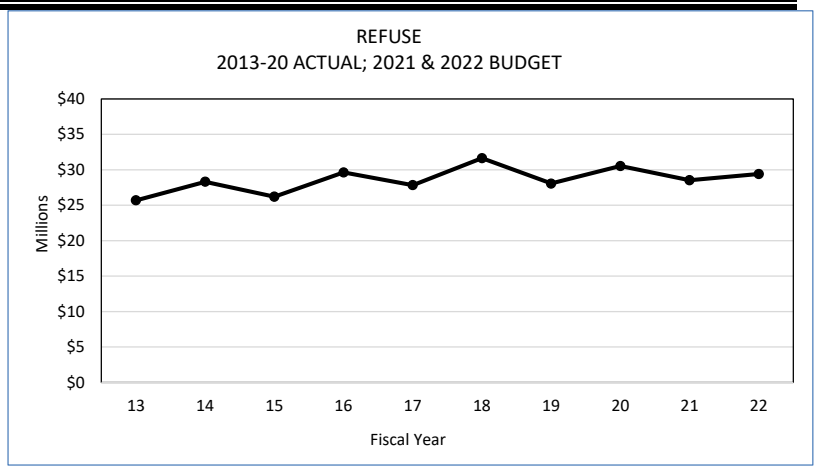


Major Change
Market fees decrease $70,000 to reflect expected activity. Appropriation of fund balance is budgeted to offset capital expenditures $50,900. Transfer from Premium & Interest to offset interest expense on debt service decreases $200. Property tax support needed to balance the budget increases $400.

Year-to-Year Comparison

	2020-21	2021-22	Change
Operating Revenue	1,003,800	984,500	-19,300
Property Tax	814,800	815,200	400
Total	1,818,600	1,799,700	-18,900

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

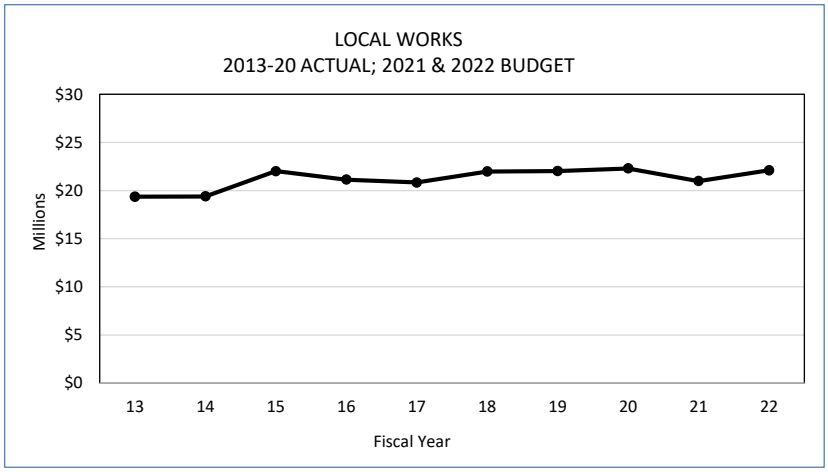


Major Change
Current residential collections expected to increase $483,300 due to favorable collection rates. Appropriation of fund balance increases $341,200 to support proposed new organics collection and composting pilot program. Expected economic recovery of commercial businesses increases revenue $250,000. Delinquent collections decline $201,300 based on uncertainty of future foreclosure activity. Transfer from Premium & Interest to offset debt service decreases $25,400. Code enforcement violation revenue increases $25,000.

Year-to-Year Comparison

2020-21	2021-22	Change
28,533,900	29,406,700	872,800

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



Major Change
Appropriation of fund balance increases $1,059,500 as cash capital expenditures increase. Current collections increase with more favorable collection rate $195,500. Delinquent collections decrease $172,700 based on uncertainty about potential foreclosure activity. Transfer from Premium & Interest to offset interest expense on debt service increases $37,000.

Year-to-Year Comparison

2020-21	2021-22	Change
20,988,100	22,107,400	1,119,300

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
General				
Taxes				
Property Tax (City & School)	150,108,148	160,659,000	159,227,900	160,137,500
Delinquent & Supplemental Taxes	5,851,102	6,233,500	7,550,300	7,463,000
In-Lieu-of-Tax Payments	14,307,179	13,908,400	14,071,700	15,080,400
Interest & Penalties	2,626,082	2,132,000	2,120,000	2,120,000
Sales Tax	159,852,110	159,700,000	137,693,200	161,776,100
Utilities Gross Receipts Tax	4,893,378	6,500,000	7,200,000	6,900,000
Mortgage Tax	2,393,445	2,400,000	2,000,000	2,300,000
Taxes Total	340,031,444	351,532,900	329,863,100	355,777,000
Departmental Income				
Police Fees	1,265,435	1,096,200	1,095,500	1,358,900
Fire Fees	668,961	614,300	724,600	672,500
Finance Fees	288,342	8,200	286,000	286,000
Repairs & Clean-up Fees	425,394	405,600	600,000	600,000
Recreation Fees	714,692	646,900	981,000	969,800
Zoning Fees	91,080	90,000	90,000	90,000
Charges for Service	3,243,413	2,308,300	2,605,900	2,558,800
Other Dept. Income	1,680,551	2,397,200	2,801,500	1,613,400
Departmental Income Total	8,377,868	7,566,700	9,184,500	8,149,400
Use of Money & Property				
Interest Earnings	635,112	150,000	150,000	150,000
Rental of Real Property	708,796	850,800	1,149,800	813,600
Use of Money & Property Total	1,343,908	1,000,800	1,299,800	963,600
Fines & Forfeitures				
City Court Fines	9,504	0	15,000	15,000
Moving Violations	2,068,711	1,719,600	2,175,000	1,537,000
Parking Violations	649,742	638,400	760,800	634,300
Municipal Code Fines	1,968,656	1,612,500	1,500,000	1,500,000
Miscellaneous	2,035	1,600	1,300	1,300
Red Light Camera Violations	29,546	24,100	0	0
Fines & Forfeitures Total	4,728,194	3,996,200	4,452,100	3,687,600
Licenses & Permits				
Business & Occupational Licenses	196,897	59,700	241,800	169,500
Bingo Licenses	6,749	5,000	10,000	5,000
Professional Licenses	264,920	39,000	41,000	297,500
Other Licenses	67,510	59,600	78,200	74,200
Building Permits	2,348,843	2,056,100	2,244,000	2,244,000
Street Opening Permits	337,207	455,000	575,000	455,000
Licenses & Permits Total	3,222,126	2,674,400	3,190,000	3,245,200
Sale of Property & Compensation for Loss				
Sale of Scrap	131,547	524,300	250,000	250,000
Sale of Real Property	2,161,338	1,000,000	1,700,000	1,700,000
Sale of Unclaimed Property	269,919	482,600	231,500	546,200
Other Compensation for Loss	143,414	129,300	150,100	145,000
Sale of Property & Compensation for Loss Total	2,706,218	2,136,200	2,331,600	2,641,200

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Miscellaneous				
General Fund Surplus	5,700,000	5,800,000	5,800,000	0
Appr. Of Fund Balance Retirement Costs	4,300,000	5,127,100	5,127,100	7,931,000
Appr. Of Fund Balance Tax Relief	4,600,000	3,827,100	3,827,100	12,889,400
Cable TV Franchise Revenue	2,020,067	2,148,800	2,148,800	2,321,900
Miscellaneous	5,506,019	1,725,000	1,100,000	1,100,000
Miscellaneous Total	22,126,086	18,628,000	18,003,000	24,242,300
Intergovernmental – New York State				
Aid & Incentives to Municipalities	70,673,060	101,469,600	88,234,400	88,234,400
STAR	9,278,940	8,469,300	8,581,300	7,910,300
Youth Aid	54,301	54,300	54,300	54,300
Consolidated Highway Improvements	5,034,740	4,783,000	5,035,300	6,561,600
Miscellaneous	1,332,379	2,328,600	2,030,000	2,638,000
Intergovernmental – New York State	86,373,420	117,104,800	103,935,300	105,398,600
Intergovernmental – Federal				
Community Development Block Grant	4,140,882	4,623,100	4,650,800	4,655,800
Transportation Grants	57,550	50,000	50,000	30,000
Federal Nutrition	206,096	652,300	1,014,000	448,300
Lead Programs	35,347	7,200	0	0
Miscellaneous	1,471,681	4,973,100	1,748,700	1,190,200
Intergovernmental – Federal Total	5,911,556	10,305,700	7,463,500	6,324,300
Intergovernmental – Other				
Off Track Betting	258,901	75,000	150,000	100,000
Emergency Communications	18,923,475	18,939,300	20,086,200	20,166,600
Police Services-Firearms Instruction	52,127	55,700	55,700	55,700
Election Inspectors	218,410	279,800	279,800	274,500
Traffic Shares	20,367	192,000	192,000	300,000
STOP-DWI	89,716	135,200	135,200	28,800
Hotel/Motel Tax (Convention Center)	795,000	915,000	915,000	875,000
Miscellaneous	382,225	389,700	389,700	390,400
Intergovernmental – Other Total	20,740,221	20,981,700	22,203,600	22,191,000
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	31,543	31,800	28,200	31,000
Premium & Interest Fund	5,800,000	4,500,000	4,500,000	3,500,000
Foreign Insurance Fund	170,785	189,100	170,800	189,100
Downtown Enhancement District	745,780	740,000	770,500	724,000
Seized Property Fund	383,081	627,900	627,900	405,200
Capital Funds	463,000	350,000	350,000	350,000
Trans. Refunds & Overpayment	750,000	0	0	0
Health Care Reserve Fund	1,301,000	0	0	0
Special Events Trust Fund	250,000	0	0	250,000
Interfund Revenue & Transfers Total	-97,192,111	-100,648,500	-100,639,900	-101,638,000
General Total	398,368,930	435,278,900	401,286,600	430,982,200

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Animal				
Animal Control Center Fees	162,104	93,000	130,000	123,500
Dog Licenses	29,779	30,400	42,900	38,600
Animal Fines	10,313	9,000	7,500	7,000
Miscellaneous	99,629	50,800	50,800	182,200
Property Tax	1,828,600	1,941,000	1,941,000	2,022,200
Animal Total	2,130,425	2,124,200	2,172,200	2,373,500
Library				
Library Charges	2,486,257	2,582,100	2,822,700	2,784,500
County Reimbursement	6,557,192	6,640,100	6,975,000	7,079,000
State Aid	843,029	865,600	924,300	960,700
Miscellaneous	138,311	0	0	0
Trans. Premium & Interest	13,400	24,600	24,600	58,200
Appropriation of Fund Balance	0	300,000	300,000	560,000
Property Tax	6,251,200	6,002,800	6,002,800	6,324,800
Library Total	16,289,389	16,415,200	17,049,400	17,767,200
Water				
Metered Water Sales	33,126,554	33,202,000	33,402,000	33,402,000
Upland Sales/MCWA	2,285,215	2,135,300	2,135,300	2,220,300
Other Municipalities	401,397	400,000	400,000	425,000
Delinquent Collections	926,811	931,000	1,093,300	1,067,100
Service Charges	304,434	150,000	150,000	150,000
Interest & Penalties	899,343	800,000	800,000	850,000
State Aid	526,837	0	0	0
Miscellaneous	447,987	235,400	235,400	255,400
Interest Earnings	162,521	50,000	50,000	50,000
Intergovernmental – Federal	2,472	1,700	2,500	900
Trans. Premium & Interest	1,000,000	1,000,000	1,000,000	985,000
MCWA Reimbursements	243,000	243,000	243,000	243,000
Trans. Health Care Reserve	71,100	0	0	0
Appropriation of Fund Balance	3,686,900	2,492,600	2,492,600	0
Water Total	44,084,571	41,641,000	42,004,100	39,648,700
War Memorial				
Hotel/Motel Tax	905,000	905,000	905,000	905,000
War Memorial Revenue	1,125,745	705,000	1,180,000	1,005,000
Miscellaneous	0	38,000	0	0
Interest Earnings	5,130	0	0	0
Trans. Premium & Interest	6,400	11,900	11,900	23,200
Property Tax	352,500	199,300	199,300	322,200
War Memorial Total	2,394,775	1,859,200	2,296,200	2,255,400

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Parking				
Parking Ramps	5,406,062	4,453,900	8,229,400	5,495,400
Parking Lots	210,306	208,200	208,200	208,200
Meters	1,047,133	596,400	1,467,100	1,000,300
Parking Fines	2,109,406	2,027,100	2,409,300	2,014,300
Miscellaneous	121,504	81,300	99,600	68,500
Trans. Premium & Interest	124,000	160,600	160,600	178,900
Trans. Health Care Reserve	20,900	0	0	0
Use of Money & Property	235,248	138,000	138,000	122,500
Appropriation of Fund Balance	2,283,700	1,181,100	1,181,100	1,906,100
Property Tax	298,600	298,600	298,600	298,600
Parking Total	11,856,859	9,145,200	14,191,900	11,292,800
Cemetery				
Sales	466,215	700,000	440,000	469,200
Service Charges	529,561	630,000	570,000	581,400
Miscellaneous	122,475	160,000	122,000	127,000
Interest Earnings	98,615	35,000	40,000	35,100
Interfund Revenue & Transfers	750,000	0	0	190,000
Trans. Premium & Interest	11,200	11,200	11,200	11,200
Cremation Service fees	359,582	360,000	320,000	357,000
Appropriation of Fund Balance	0	0	0	100,000
Property Tax	1,726,400	1,189,800	1,189,800	1,362,900
Cemetery Total	4,064,048	3,086,000	2,693,000	3,233,800
Public Market				
Market Fees	632,462	750,000	920,000	850,000
Embellishment Fees	51,665	52,200	49,700	49,700
Miscellaneous	9,749	0	0	0
Interest Earnings	7,064	2,000	2,000	2,000
Trans. Premium & Interest	14,000	32,100	32,100	31,900
Appropriation of Fund Balance	0	0	0	50,900
Property Tax	799,000	814,800	814,800	815,200
Public Market Total	1,513,940	1,651,100	1,818,600	1,799,700
Refuse				
Current Collections	21,895,681	21,697,400	21,336,000	21,819,300
Commercial Charges	3,868,139	3,600,000	3,350,000	3,600,000
Delinquent Collections	2,127,764	1,871,100	2,354,400	2,153,100
Miscellaneous	488,218	450,000	420,000	445,000
Interest Earnings	151,826	60,000	60,000	60,000
Intergovernmental – New York State	1,925,358	0	0	0
Sale of Scrap	3,585	5,000	10,000	10,000
Trans. Premium & Interest	19,600	72,400	72,400	47,000
Trans. Health Care Reserve	63,300	0	0	0
Appropriation of Fund Balance	0	931,100	931,100	1,272,300
Refuse Total	30,543,471	28,687,000	28,533,900	29,406,700

REVENUE SUMMARY
REVENUE ESTIMATES

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Local Works				
Current Collections	18,877,475	18,947,000	18,751,900	18,947,400
Delinquent Collections	1,249,591	1,187,000	1,616,200	1,443,500
Miscellaneous	210,579	150,000	150,000	150,000
Interest Earnings	3,340	29,000	29,000	29,000
State Reimbursement-Snow & Ice Control	72,760	75,000	75,000	75,000
Trans. Premium & Interest	63,000	83,900	83,900	120,900
Trans. Health Care Reserve	43,700	0	0	0
Appropriation of Fund Balance	1,773,900	282,100	282,100	1,341,600
Local Works Total	22,294,345	20,754,000	20,988,100	22,107,400
Total All Funds	533,540,753	560,641,800	533,034,000	560,867,400

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 2021-22 STAR revenue of $7,910,300 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 2021-22 is $87,900. The assessed value for a typical commercial property (Non-Homestead) is $307,200 in 2021-22.

	2020-21	2021-22	Change	Percent Change
TAX RATE (per $1,000)				
Homestead Class				
- City	6.42	6.27	-0.15	-2.34%
- School	11.15	10.89	-0.26	-2.33%
Total	17.57	17.16	-0.41	-2.33%
Non-Homestead Class				
- City	13.09	13.33	0.24	1.83%
- School	22.74	23.17	0.43	1.89%
Total	35.83	36.50	0.67	1.87%
TAX BURDEN				
Single Family Residence				
- City	$564.32	$551.13	-$13.19	-2.34%
- School	$980.09	$957.23	-$22.86	-2.33%
Total	$1,544.41	$1,508.36	-$36.05	-2.33%
Commercial Property				
- City	$4,021.25	$4,094.98	$73.73	1.83%
- School	$6,985.73	$7,117.82	$132.09	1.89%
Total	$11,006.98	$11,212.80	$205.82	1.87%

REVENUE SUMMARY
PROPERTY TAX COMPUTATION & ANALYSIS

Computation of City 2021-22 Property Tax Levy

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	502,851,100			502,851,100
Cash Capital		20,788,000		20,788,000
Debt Service			37,228,300	37,228,300
Tax Reserve	1,538,591	741,185	804,407	3,084,183
Total	504,389,691	21,529,185	38,032,707	563,951,583
REVENUE				
Operating	470,198,783			470,198,783
Cash Capital		5,058,400		5,058,400
Debt Service			20,157,000	20,157,000
Total	470,198,783	5,058,400	20,157,000	495,414,183
TOTAL TAX LEVY	34,190,908	16,470,785	17,875,707	68,537,400
Homestead (41.60944%)**				28,518,028
Non-Homestead (58.39056%)**				40,019,372
ASSESSED VALUE				7,548,247,047
Homestead				4,547,141,792
Non-Homestead				3,001,105,255
TAX RATE				
Homestead	3.13	1.51	1.63	6.27
Non-Homestead	6.65	3.20	3.48	13.33

**In accordance with the New York State Real Property Tax Law, the levy is apportioned between the Homestead and the Non-Homestead classes. The 2021-22 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2020-21 Homestead and Non-Homestead apportionment was 42.50944% and 57.49056% respectively.

Computation of School 2021-22 Property Tax Levy

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

	Current Operations	Cash Capital	Debt Service	Total
EXPENSE				
Operating	78,257,870			78,257,870
Cash Capital		14,009,471		14,009,471
Debt Service			86,816,701	86,816,701
Tax Reserve	3,687,544	471,204	1,200,752	5,359,500
Total	81,945,414	14,480,675	88,017,453	184,443,542
REVENUE				
Operating	0	0	0	0
Cash Capital		4,009,471		4,009,471
Debt Service*	0	0	61,334,071	61,334,071
Total	0	4,009,471	61,334,071	65,343,542
TOTAL TAX LEVY	81,945,414	10,471,204	26,683,382	119,100,000
Homestead (41.60944%)**				49,556,843
Non-Homestead (58.39056%)**				69,543,157
ASSESSED VALUE				7,550,000,963
Homestead				4,548,895,708
Non-Homestead				3,001,105,255
TAX RATE				
Homestead	7.49	0.96	2.44	10.89
Non-Homestead	15.94	2.04	5.19	23.17

*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 2021-22 apportionment reflects the state mandated adjustment as calculated by the formula specified by Article 19. The 2020-21 Homestead and Non-Homestead apportionment was 42.50944% and 57.49056% respectively.

Computation of Property Tax Revenue For The General Fund

City Property Tax Levy	68,537,400
School Property Tax Levy	119,100,000
Total Property Tax Levy	187,637,400
Less: Allowance for Uncollectables (Tax Reserve)	8,443,683
Less: STAR Revenue	7,910,300
Combined City and School Property Tax Revenue	171,283,400
Distributions from the General Fund Property Tax Revenue to non-self supporting Special and Enterprise Funds:	
Animal Control Fund	2,022,200
Library Fund	6,324,800
War Memorial Fund	322,200
Parking Fund	298,600
Cemetery Fund	1,362,900
Public Market Fund	815,200
Net General Fund Property Tax Revenue	160,137,500

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 2021-22 at the revised homestead and non-homestead tax rates results in increased revenue of approximately $1,008,700. The cap calculation is also adjusted by any pension contribution increases that exceed two percentage points of covered payroll. For 2021-22 the increase in Police & Fire Retirement System contributions results in an allowable increase in the levy of $2,377,719. 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 increased in 2020-21 by less than the maximum allowed which establishes a carry-over in 2021-22 in the amount of $1,172,465. For 2021-22, the allowable levy growth factor is 1.31% as published by the NYS Office of the Comptroller. The resulting allowable total tax levy increase for 2021-22 is $6,613,116. No increase to the property tax levy for 2021-22 is proposed.

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 $90,550 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 4,542 property owners will benefit from the existing Enhanced STAR program and 13,776 property owners for the Basic STAR program in 2021-22 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 began denying Basic STAR exemptions and credits to property owners with delinquent property taxes.

Eligible property owners for the 2021-22 program receive up to a $47,370 and $20,100 assessment exemption for the Enhanced program and Basic program respectively. The exemption levels for 2020-21 were $46,770 and $20,100. 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 2020-21 for the Enhanced and Basic programs were $821 and $376 respectively. The 2021-22 maximum STAR savings will remain at $821 for the Enhanced program and decreases to $353 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 2021-22 STAR revenue estimate to be reimbursed from the state for those enrolled in the original STAR program is as follows:

	Assessed Value Exemption	Tax Rates	STAR Revenue	Capped STAR Revenue
City:				
Homestead	455,089,836	6.27	2,854,323	2,854,323
Non-Homestead	3,562,128	13.34	47,501	32,523
	458,651,964		2,901,824	2,886,846
School:				
Homestead	455,932,942	10.89	4,966,933	4,966,933
Non-Homestead	3,562,128	23.17	82,545	56,518
	459,495,070		5,049,479	5,023,451
Total	N/A	N/A	7,951,303	7,910,298

Assessed Value – Changes

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

2021-22 Assessed Value	7,548,247,047
2020-21 Assessed Value	7,548,862,806
Change	-615,759
Percent Change	-0.01%

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

Non-Homestead Assessment:	
Roll Section 5 (Special Franchise)	7,174,993
Roll Section 7 (Railroad)	3,504,856
500 Avis St. (ICM Properties LLC-from COMIDA)	540,000
100-140 S. Clinton (Xerox Tower)	-8,855,000
120-124 E. Main Street	-6,200,000
131 Chestnut St. (Xerox Tower)	-1,304,300
460 Buffalo Rd. (Buffalo Rd. Business Center - to COMIDA)	-2,470,000
1040 University Ave. (University Business Center-to COMIDA)	-1,598,700
441 East Ave (441 East LLC -to COMIDA)	-974,600
55 Vanguard Pkwy (Magna Real Property - to COMIDA)	-858,000
47 Savannah St. (Fivetwentyfive East Broad - to COMIDA)	-493,900
1185-1223 E. Main St. (Block Chain Properties LLC)	-375,000
61-91 S. Union St. (Fivetwentyfive East Broad - to COMIDA)	-314,000
101-109 Marsh St. (93 Marsh St. LLC - to COMIDA)	-30,900
Non-Homestead net of other changes	2,475,766
Subtotal	-9,778,785
Homestead Assessment :	
Decrease in Veterans Exemption	-207,907
Homestead net of other changes	9,370,933
Subtotal	9,163,026
Total Assessment Change	-615,759

Assessed Valuation – Historic

Fiscal Year	General Municipal Purposes	Veterans Exemption*	Total School Purposes**	Change from Prior Year
2021-22	7,548,247,047	1,753,916	7,550,000,963	-823,666
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	2,534,057

*Subject to General Municipal Purposes but not School Purposes.
**Local Law No. 1 of 2015 adopted section 458-a (2)(d)(ii) of the Real Property Tax Law (RPTL) to apply the alternate veterans tax exemption for School Purposes as well as General Municipal Purposes. Local Law No. 5 of 2017 adopted section 458-b (2)(d)(iii) of the RPTL to apply the Cold War veterans exemption. Local Law No. 6 of 2017 adopted section 459-c of the RPTL for persons with disabilities and limited income.

Tax Collection Experience

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

A. Current Taxes

Fiscal Year	Tax Billed July 1	Current Collections	Percent of Levy	Tax Balances June 30*
2020-21	234,290,565	219,173,230	93.55	14,550,972
2019-20	225,382,495	209,032,684	92.75	16,054,521
2018-19	224,641,884	209,138,906	93.10	15,170,842
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

B. Delinquent Taxes

Fiscal Year	Delinquent Tax Balances July 1	Delinquent Tax Collections	Percent of Delinquent Tax Balances	Delinquent Tax Balances June 30*	Total Tax Balances June 30**
2020-21	28,792,051	10,584,482	36.76	18,207,569	30,906,177
2019-20	24,574,903	10,841,772	44.12	12,737,530	28,792,051
2018-19	23,470,877	12,245,213	52.17	8,426,491	24,574,903
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

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

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

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

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

Fiscal Year	Assessed Value	Equalization Ratio	Full Assessed Valuation
2021-22	7,550,000,963	94.67	7,975,072,318
2020-21	7,550,824,629	96.76	7,803,663,321
2019-20	6,459,674,430	84.42	7,651,829,460
2018-19	6,396,895,222	92.10	6,945,597,418
2017-18	6,460,534,698	98.05	6,589,020,600
	Five Year Total		36,965,183,117
	Five Year Average		7,393,036,623
	Constitutional Percentage		2%
	Constitutional Limit		147,860,732

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 2012-13 to 2021-22

Fiscal Year	Limit	Amount Used	Tax Margin
2021-22	147,860,732	111,841,800	36,018,932
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

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

Computation of Constitutional Tax Levy Margin for Fiscal Year 2021-22

Five Year Average Full Valuation		$7,393,036,623
Two Per Centum of Five Year Average Full Valuation		$147,860,732
Exclusion Added Thereto:		
School bonds and notes, principal and interest	$25,482,700	
Water bonds and notes, principal and interest	7,537,000	
Appropriation for bonded indebtedness	23,710,800	
Appropriation for objects or purpose pursuant to Section 11 of the Local Finance Law*	25,729,600	82,460,100
		230,320,832
Less: Revenue Applied to Debt		6,639,500
Maximum Taxing Power		223,681,332
Total Tax Levy**		187,662,400
Constitutional Tax Levy Margin		$36,018,932

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

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

RP-495 (9/08)

NEW YORK STATE DEPARTMENT OF TAXATION & FINANCE

OFFICE OF REAL PROPERTY TAX SERVICES

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: May 7, 2021

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2020

Total equalized value in taxing jurisdiction: $ 10,440,241,881

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Total Equalized Value (Column E)	Percentage of Value Exempted (Column F)
13100	County Owned (Generally)	RPTL 406(1)	53	193,730,750	1.86%
13350	City Owner (Generally)	RPTL 406(1)	3,217	451,742,950	4.33%
18020	Municipal Ind. Dev. Agency	RPTL 412-a	204	505,699,300	4.84%
25110	Nonprofit Orgnztn-Religious	RPTL 420-a	543	145,825,088	1.40%
25120	Nonprofit Orgnztn-Educational	RPTL 420-a	121	382,418,200	3.66%
25130	Nonprofit Orgnztn-Charitable	RPTL 420-a	178	104,063,200	1.00%
25210	Nonprofit Orgnztn-Hospital	RPTL 420-a	11	221,377,125	2.12%
41836	Enhanced Star	RPTL 425	4,613	177,453,906	1.70%
41856	Basic Star	RPTL 426	14,979	300,618,505	2.88%
All Other	All Other	Various	6,701	889,047,060	8.52%
		Totals	30,620	$3,371,976,084	32.30%

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

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

RP-495 PILOT (9/08)

LOCAL GOVERNMENT EXEMPTION IMPACT REPORT

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

Date: May 12, 2021

Taxing Jurisdiction: City of Rochester

Fiscal Year Begining: 2020

Total equalized value in taxing jurisdiction:

Exemption Code (Column A)	Exemption Description (Column B)	Statutory Authority (Column C)	Number of Exemptions (Column D)	Payments in Lieu of Taxes (PILOTs) (Column E)
18020	Municipal Indust Dev Agency	RPTL 412-a	204	$8,789,093.98
		Totals	204	$8,789,093.98

Expense Changes – Highlights

The 2021-22 Proposed Budget of $560,867,400 increases expenditures by $27,833,400, 5.2% more than the 2020-21 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
- Cash Capital

MAJOR DECREASES

- Debt service
- Departmental reductions and efficiencies
- Program eliminations or reductions in departmental sections

Change Detail

Salary & Wage Adjustment	Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
3,358,000	1,003,800	65,200	-3,754,000	-15,300	27,175,700	27,833,400

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

Year-to-Year Comparison

	Budget 2020-21	Budget 2021-22	Variance	Percent
City Council and Clerk	2,512,500	7,128,300	4,615,800	183.7
Administration:				
Mayor's Office	4,717,300	3,956,900	-760,400	-16.1
Management & Budget	731,700	779,300	47,600	6.5
Human Resource Management	2,718,100	2,810,900	92,800	3.4
Communications	3,141,500	3,276,600	135,100	4.3
Law	2,034,000	2,691,100	657,100	32.3
Information Technology	6,839,300	8,083,500	1,244,200	18.2
Finance (Excluding Parking)	5,318,500	5,512,300	193,800	3.6
Finance (Parking)	6,150,000	5,929,900	-220,100	-3.6
Neighborhood & Business Development	10,988,900	11,349,500	360,600	3.3
Environmental Services	88,327,500	91,717,200	3,389,700	3.8
Emergency Communications	15,360,400	15,292,400	-68,000	-0.4
Police	95,269,900	90,802,800	-4,467,100	-4.7
Fire	53,768,200	54,212,300	444,100	0.8
Library	12,375,300	12,415,500	40,200	0.3
Recreation & Human Services	15,084,500	17,346,100	2,261,600	15.0
Undistributed Expense	148,996,100	161,094,300	12,098,200	8.1
Contingency	2,687,800	8,452,200	5,764,400	214.5
Cash Capital	16,474,600	20,788,000	4,313,400	26.2
Debt Service	39,537,900	37,228,300	-2,309,600	-5.8
TOTAL	533,034,000	560,867,400	27,833,400	5.2

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Proposed 2021-22
City Council and Clerk	1,999,431	2,257,900	2,512,500	7,128,300
Administration				
Mayor's Office	4,385,250	4,323,100	4,717,300	3,956,900
Management & Budget	671,187	721,300	731,700	779,300
Human Resource Management	2,093,263	2,489,900	2,718,100	2,810,900
Communications	2,970,859	2,151,500	3,141,500	3,276,600
Law Department	1,962,665	1,946,400	2,034,000	2,691,100
	12,083,224	11,632,200	13,342,600	13,514,800
Information Technology	7,466,752	7,726,200	7,818,400	9,092,600
Interfund Credit	-145,124	-145,000	-145,000	-152,100
Intrafund Credit	-801,341	-834,100	-834,100	-857,000
	6,520,287	6,747,100	6,839,300	8,083,500
Finance				
Director's Office	622,007	621,000	662,000	617,500
Accounting	1,126,810	836,800	880,300	952,600
Treasury	1,722,970	1,703,500	1,779,700	1,813,200
Assessment	900,699	832,700	874,300	897,000
Parking & Municipal Violations	5,709,325	4,907,100	6,150,000	5,929,900
Purchasing	976,572	995,200	1,028,900	1,052,500
Traffic Violations Agency	861,283	809,700	826,300	852,000
	11,919,666	10,706,000	12,201,500	12,114,700
Interfund Credit	-256,748	-212,000	-231,300	-215,100
Intrafund Credit	-420,600	-472,900	-501,700	-457,400
	11,242,318	10,021,100	11,468,500	11,442,200
Neighborhood & Business Development				
Commissioner	1,267,776	1,023,700	869,400	979,400
Business & Housing Development	2,602,112	2,467,900	2,700,800	2,682,800
Neighborhood Preservation	1,390,144	1,425,400	1,574,000	1,642,400
Buildings and Zoning	5,581,407	5,490,300	5,844,700	6,044,900
Total	10,841,439	10,407,300	10,988,900	11,349,500
Environmental Services				
Office of the Commissioner	3,578,067	3,610,100	3,659,800	3,799,000
Architecture & Engineering	7,092,267	6,471,400	7,195,300	7,520,600
Operations	33,273,054	34,754,200	37,148,700	38,307,900
Buildings and Parks	16,450,149	16,000,500	17,146,400	17,843,700
Equipment Services	12,056,492	11,700,600	12,724,300	12,870,600
Water	22,104,961	21,998,900	23,109,100	23,985,900
	94,554,990	94,535,700	100,983,600	104,327,700
Interfund Credit	-6,403,254	-6,629,800	-6,814,700	-7,275,900
Intrafund Credit	-5,358,914	-4,860,800	-5,841,400	-5,334,600
	82,792,822	83,045,100	88,327,500	91,717,200

EXPENDITURE SUMMARY
SUMMARY BY DEPARTMENT

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Proposed 2021-22
Emergency Communications	14,437,201	14,636,900	15,360,400	15,292,400
Police	99,372,687	94,646,900	95,269,900	90,802,800
Fire	51,894,711	53,480,300	53,768,200	54,212,300
Library				
Central Library	7,102,644	7,406,300	7,836,400	7,735,800
Community Library	4,131,825	4,199,600	4,538,900	4,679,700
	11,234,469	11,605,900	12,375,300	12,415,500
Recreation & Human Services				
Office of the Commissioner	1,992,247	3,443,400	3,707,100	4,184,600
Recreation and Youth Services	7,134,681	6,768,800	8,382,200	10,221,700
Bureau of Human Services	2,038,811	2,505,900	2,995,200	2,939,800
Total	11,165,739	12,718,100	15,084,500	17,346,100
Undistributed	142,391,625	147,786,200	149,430,100	161,514,200
Interfund Credit	-188,725	-224,000	-276,000	-265,000
Intrafund Credit	-66,487	-139,600	-158,000	-154,900
	142,136,413	147,422,600	148,996,100	161,094,300
Contingency	0	2,687,800	2,687,800	8,452,200
Capital				
Cash Capital	37,979,000	16,474,600	16,474,600	20,788,000
Debt Service	37,535,099	39,493,700	39,537,900	37,228,300
	75,514,099	55,968,300	56,012,500	58,016,300
TOTAL	531,234,840	517,277,500	533,034,000	560,867,400

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Proposed 2021-22
PERSONNEL EXPENSES				
City Council and Clerk	1,702,320	1,806,300	1,977,500	2,176,800
Administration	9,378,043	9,508,300	10,038,500	10,050,700
Information Technology	2,969,777	2,877,400	2,998,800	3,792,000
Finance	6,312,729	6,007,500	6,304,300	6,465,800
Neighborhood & Business Development	9,574,551	9,100,800	9,593,900	10,033,900
Environmental Services	40,090,037	40,230,300	42,400,700	43,774,100
Emergency Communications	13,339,335	13,320,500	13,964,600	14,016,900
Police	89,293,810	85,189,500	84,817,200	81,259,100
Fire	48,557,629	49,841,400	49,621,500	49,938,700
Library	8,451,190	8,601,300	9,231,300	9,371,900
Recreation & Human Services	7,486,597	7,959,500	9,013,000	10,966,200
Undistributed	108,478,074	113,598,900	114,108,200	122,927,100
	345,634,092	348,041,700	354,069,500	364,773,200
MATERIALS AND SUPPLIES				
City Council and Clerk	9,288	19,000	12,000	9,500
Administration	75,678	91,400	122,100	111,300
Information Technology	18,479	12,800	17,200	21,700
Finance	160,919	131,800	227,100	219,200
Neighborhood & Business Development	34,161	22,400	48,100	47,800
Environmental Services	10,144,517	9,323,000	10,783,600	10,773,700
Emergency Communications	78,601	78,700	120,300	121,900
Police	1,471,908	1,276,300	1,412,800	1,375,800
Fire	646,411	586,800	678,500	687,200
Library	139,406	153,100	1,120,800	1,103,400
Recreation & Human Services	396,555	272,600	395,000	448,500
	13,175,923	11,967,900	14,937,500	14,920,000

EXPENDITURE SUMMARY
SUMMARY BY MAJOR OBJECT

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Proposed 2021-22
SERVICES				
City Council and Clerk	287,823	432,600	523,000	4,942,000
Administration	2,629,503	2,032,500	3,182,000	3,352,800
Information Technology	4,478,496	4,836,000	4,802,400	5,278,900
Finance	5,446,018	4,566,700	5,670,100	5,429,700
Neighborhood & Business Development	1,232,727	1,098,900	1,346,900	1,267,800
Environmental Services	35,304,736	35,961,000	38,777,900	39,941,600
Emergency Communications	1,019,265	1,237,700	1,275,500	1,153,600
Police	8,606,969	8,181,100	9,038,900	8,167,900
Fire	2,686,988	3,048,000	3,464,100	3,582,200
Library	1,599,523	1,759,300	1,928,200	1,845,200
Recreation & Human Services	3,175,897	4,486,000	5,676,500	5,931,400
Capital & Debt	3,300	2,500	2,500	800
	66,471,245	67,642,300	75,688,000	80,893,900
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	185,200	0	0
Environmental Services	9,015,700	9,021,400	9,021,400	9,838,300
Emergency Communications	0	0	0	0
Police	0	0	1,000	0
Fire	3,683	4,100	4,100	4,200
Library	1,044,350	1,092,200	95,000	95,000
Recreation & Human Services	106,690	0	0	0
Undistributed	33,913,551	34,187,300	35,321,900	38,587,100
Contingency	0	2,687,800	2,687,800	8,452,200
Capital & Debt	75,510,799	55,965,800	56,010,000	58,015,500
	119,594,773	103,143,800	103,141,200	114,992,300
INTERFUND & INTRAFUND CREDITS	-13,641,193	-13,518,200	-14,802,200	-14,712,000
Total	531,234,840	517,277,500	533,034,000	560,867,400

EXPENDITURE SUMMARY
SUMMARYOF 2020-21 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. 2020-21 Budget amendments are summarized by department and by individual ordinance, which indicates the appropriation of additional revenue.

Department	Approved Budget	Amended Budget	Variance	Ordinances
City Council and Clerk	2,412,500	2,512,500	100,000	2020-283
Administration:			0	
-Mayor's Office	4,452,300	4,717,300	265,000	2020-279; 2020-322; 2021-3; 2021-7; 2021-67
-Management & Budget	731,700	731,700	0	
-Human Resource Management	2,718,100	2,718,100	0	
-Communications	3,141,500	3,141,500	0	
-Law	2,034,000	2,034,000	0	
Information Technology	6,839,300	6,839,300	0	
Finance (excl. Parking)	5,318,500	5,318,500	0	
Finance - Parking	6,150,000	6,150,000	0	
Neighborhood & Business Development	10,988,900	10,988,900	0	
Environmental Services	88,207,500	88,327,500	120,000	2021-30
Emergency Communications	15,360,400	15,360,400	0	
Police	95,116,000	95,269,900	153,900	2020-232; 2020-234; 2020-236; 2020-237; 2020-241; 2020-242; 2020-272; 2020-273; 2020-274; 2020-282; 2020-299; 2020-300; 2020-331; 2020-334; 2020-367; 2021-60; 2021-101; 2021-123
Fire	53,721,200	53,768,200	47,000	2020-315; 2020-337
Library	12,375,300	12,375,300	0	
Recreation & Human Services	12,538,600	15,084,500	2,545,900	2020-205; 2020-275; 2020-282; 2021-24; 2021-26; 2021-57; 2021-102
Undistributed Expenses	148,843,600	148,996,100	152,500	2020-234; 2020-273; 2020-274; 2020-282; 2020-315; 2020-334; 2021-60
Contingency	3,537,800	2,687,800	-850,000	2020-279; 2020-282; 2020-283; 2020-26
Cash Capital	15,634,000	16,474,600	840,600	2020-257; 2020-271; 2020-280; 2020-372; 2021-7; 2021-35; 2021-81
Debt Service	39,537,900	39,537,900	0	
TOTAL EXPENSE	529,659,100	533,034,000	3,374,900	

EXPENDITURE SUMMARY
SUMMARY OF 2020-21 BUDGET AMENDMENTS

Ordinance	Purpose	Amount		Department
2020-205	Summer Food	734,000	*	DRHS
2020-232	Crime Stoppers	15,000	*	Police
2020-234	Coronavirus Grant	131,700	*	Police
		41,800	*	Undistributed
2020-236	AFF Seized vehicles	5,000	*	Police
2020-237	GRANET	200,000	*	Police
2020-241	Homeland Security OT	9,500	*	Police
2020-242	Maddie's Grant	2,500	*	Police
2020-257	RJSCB Demo	453,000	*	Cash Capital
2020-271	Goodman Section/SE NSC	1,684,400		Cash Capital
2020-272	Rachel Ray Save Them Alll	2,500	*	Police
2020-273	RPD Grant Carryovers	78,000	*	Police
		8,300	*	Undistributed
2020-274	Complex Coordinated Terrorist Attack Grant	6,300	*	Police
		2,000	*	Undistributed
2020-275	Pathways to Peace-RCSD Contract for Special Events	15,000	*	DRHS
2020-279	RASE funding	100,000		Mayor's Office
		-100,000		Contingency
2020-280	Goodman Section/SE NSC reversal	-1,684,400		Cash Capital
2020-282	Family and Victiim Services transfer	-681,100		Police
		917,800		DRHS
		63,300		Undistributed
		-300,000		Contingency
2020-283	Independent Legal Counsel	100,000		Council & Clerk
		-100,000		Contingency
2020-299	Compliance checks of sex offenders	10,400	*	Police
2020-300	GTSC grants	42,500	*	Police
2020-315	2020 SHSP	42,000	*	Fire
		14,500	*	Undistributed
2020-322	REDCO for FECs	100,000	*	Mayor's Office
2020-331	RPD Policy, Procedure review PSA	250,000	*	Police
2020-333	Sale of Mounted Horse and use of funds (see 2020-372)	0		Cash Capital
2020-334	STOP DWI	29,700	*	Police
		8,300	*	Undistributed
2020-337	Fire Prevention and Safety	5,000	*	Fire
2020-367	STOP DWI-County	2,400	*	Police

EXPENDITURE SUMMARY
SUMMARYOF 2020-21 BUDGET AMENDMENTS

Ordinance	Purpose	Amount		Department
2020-372	Mounted tech correction (2020-333)	5,100	*	Cash Capital
2021-3	CFE grant to Financial Empowerment Centers	100,000	*	Mayor's Office
2021-7	Land Management Software - appropriation transfer	50,000		Cash Capital
		-50,000		Mayor's Office
2021-24	NYS OVS grant	47,000	*	DRHS
2021-26	Goodwill contract and Crisis Intervention	350,000		DRHS
		-350,000		Contingency
2021-30	Convention Center, Hotel/Motel Tax	120,000	*	DES
2021-35	RCSD Building demo	254,500	*	Cash Capital
2021-57	YVOV funding from RACF	10,000	*	DRHS
2021-60	Friends of Verona funding	21,500	*	Police
		14,300	*	Undistributed
2021-67	NLC Grant for REDCO Seed grants	15,000	*	Mayor's Office
2021-81	CC for RCSD Sidewalks	78,000	*	Cash Capital
2021-101	MVTIFP - RPD Grant	23,000	*	Police
2021-102	MBK Grant from RCSD	472,100	*	DRHS
2021-123	Forfeiture funds	5,000	*	Police

EXPENDITURE SUMMARY APPLICATION OF RELATED EXPENDITURES & REVENUES

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

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

EXPENDITURE SUMMARY
APPLICATION OF RELATED EXPENDITURES & REVENUES

	Current Expense Budget	Employee Benefits	Cash Capital	Debt Service	Total Expenditures	Less Directly Applicable Revenue	Balance Required From Taxes and General Revenue
City Council and Clerk	7,128,300	1,235,100	0	0	8,363,400	1,074,400	7,289,000
Administration	13,514,800	6,540,800	336,000	0	20,391,600	2,849,900	17,541,700
Information Technology	8,083,500	2,460,400	1,127,000	0	11,670,900	0	11,670,900
Finance	11,442,200	4,192,700	0	4,062,600	19,697,500	15,564,400	4,133,100
Neighborhood & Business Development	11,349,500	6,584,000	1,764,000	857,000	20,554,500	10,115,600	10,438,900
Environmental Services	91,717,200	30,570,200	14,484,000	20,421,000	157,192,400	105,291,000	51,901,400
Emergency Communication	15,292,400	9,149,900	20,000	25,500	24,487,800	20,166,600	4,321,200
Police	90,802,800	53,261,200	319,000	0	144,383,000	4,069,000	140,314,000
Fire	54,212,300	32,599,200	2,034,000	1,872,600	90,718,100	3,347,600	87,370,500
Library	12,415,500	4,284,000	200,000	325,700	17,225,200	17,709,000	-483,800
Recreation & Human Services	17,346,100	6,898,800	504,000	515,800	25,264,700	7,881,500	17,383,200
Undistributed*	3,318,000	0	0	0	3,318,000	0	3,318,000
Contingency	8,452,200	0	0	0	8,452,200	0	8,452,200
Cash Capital	N/A	0		0	0	0	0
Debt Service**	N/A	0	0	9,148,100	9,148,100	0	9,148,100
Total	345,074,800	157,776,300	20,788,000	37,228,300	560,867,400	188,069,000	372,798,400

*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 2020-21.

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

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

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

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

Water Fund includes water production, treatment, and distribution.

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

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

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

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

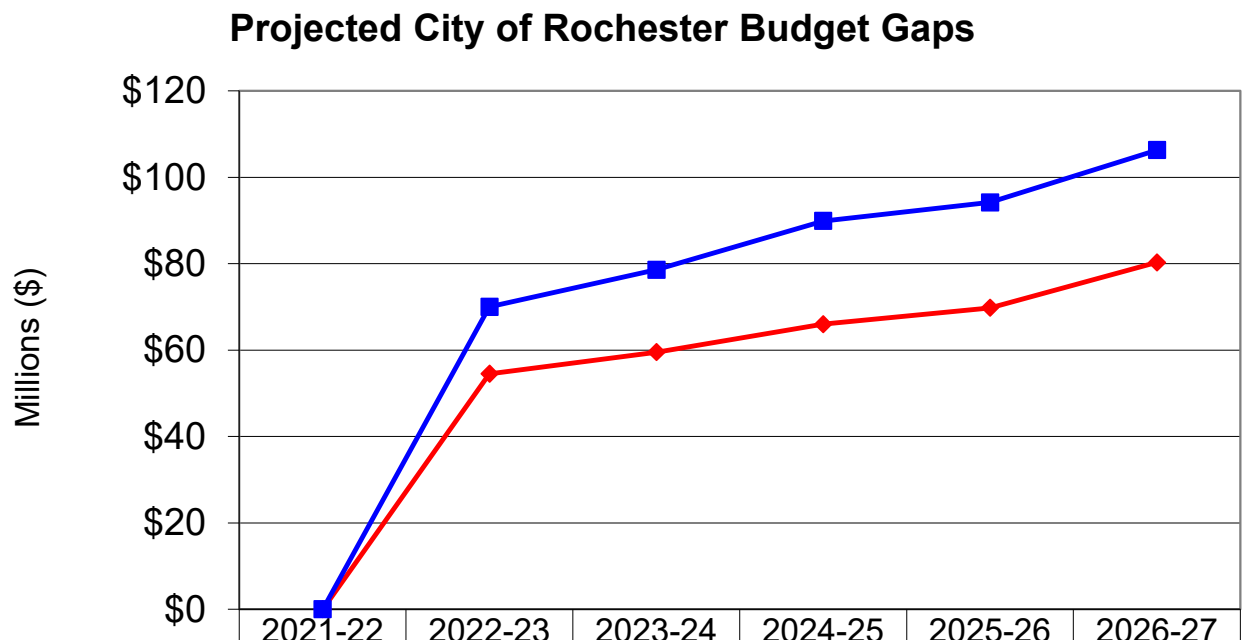
Refuse Fund includes refuse collection and disposal operations.

Expense	General	Animal	Library	Local Works	Water	War Memorial	Parking	Cemetery	Public Market	Refuse	Total
City Council and Clerk	7,128,300										7,128,300
Administration:											
Mayor's Office	3,956,900										3,956,900
Management & Budget	779,300										779,300
Human Resource Management	2,810,900										2,810,900
Communications	3,276,600										3,276,600
Law	2,691,100										2,691,100
Information Technology	8,083,500										8,083,500
Finance	5,512,300						5,929,900				11,442,200
Neighborhood & Business Developmer	11,349,500										11,349,500
Environmental Services	29,135,800			14,298,600	24,154,300	930,400		2,066,600		21,131,500	91,717,200
Emergency Communications	15,292,400										15,292,400
Police	90,802,800										90,802,800
Fire	54,212,300										54,212,300
Library			12,415,500								12,415,500
Recreation & Human Services.	14,630,700	1,683,500							1,031,900		17,346,100
Undistributed Expense	137,880,400	687,000	4,284,000	4,191,000	5,731,400	35,000	1,193,300	662,900	198,000	6,231,300	161,094,300
Contingency	8,452,200										8,452,200
Cash Capital	14,026,000	3,000	742,000	2,189,000	2,226,000	65,000	107,000	395,000	54,000	981,000	20,788,000
Debt Service	20,961,200		325,700	1,428,800	7,537,000	1,225,000	4,062,600	109,300	515,800	1,062,900	37,228,300
	430,982,200	2,373,500	17,767,200	22,107,400	39,648,700	2,255,400	11,292,800	3,233,800	1,799,700	29,406,700	560,867,400
Revenue											
Property Tax (City & School)	160,137,500	2,022,200	6,324,800			322,200	298,600	1,362,900	815,200		171,283,400
Other Taxes	195,639,500										195,639,500
Departmental Income	8,149,400	344,300	2,784,500	20,390,900	38,314,400	1,005,000	6,705,100	1,534,600	899,700	27,582,400	107,710,300
Use of Money & Property	963,600			29,000	293,000		121,300	35,100	2,000	60,000	1,504,000
Fines & Forfeitures	3,687,600	7,000					2,014,300				5,708,900
Licenses & Permits	3,245,200										3,245,200
Sale of Property & Comp.	2,641,200										2,641,200
Miscellaneous	3,421,900			150,000	55,400		68,500			445,000	4,140,800
Intergovernmental State	105,398,600		960,700	75,000							106,434,300
Intergovernmental Federal	6,324,300				900						6,325,200
Intergovernmental Other	22,191,000		7,079,000			905,000					30,175,000
Interfund Revenue	-101,638,000							190,000			-101,448,000
Trans. Premium & Interest			58,200	120,900	985,000	23,200	178,900	11,200	31,900	47,000	1,456,300
Appropriation of Fund Balance	20,820,400		560,000	1,341,600			1,906,100	100,000	50,900	1,272,300	26,051,300
Total	430,982,200	2,373,500	17,767,200	22,107,400	39,648,700	2,255,400	11,292,800	3,233,800	1,799,700	29,406,700	560,867,400

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 $70.0 million is expected for 2022-2023. This gap accumulates to $106.3 million in 2026-2027.



	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
GENERAL FUND	$0.0	$54.5	$59.5	$66.0	$69.8	$80.3
ALL FUNDS	$0.0	$70.0	$78.6	$89.9	$94.2	$106.3

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. Sales Tax revenue is expected to increase 17.5% compared to the 2020-21 budget. Revenues exceeded expectations for 2020-21 as federal stimulus funds and enhanced unemployment benefits bolstered consumer spending. Slight growth is projected in 2021-22 as federal funding is expected to continue to support economic recovery from the pandemic. Future taxable sales tax growth rates are assumed at 3.0% for 2022-23 and 2.5% for 2023-24 through 2026-27.

City School District

The City revenue allocation to the City School District is assumed constant at $119.1 million.

Intergovernmental

The following actions are assumed of the Federal Government:

- Community Development Block Grant funding is assumed to be constant for 2021-22 to 2026-27.
- No American Rescue Plan revenue is built into these projections.

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

- Aid and Incentives to Municipalities (AIM) is assumed to be constant for 2021-22 to 2026-27.
- 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

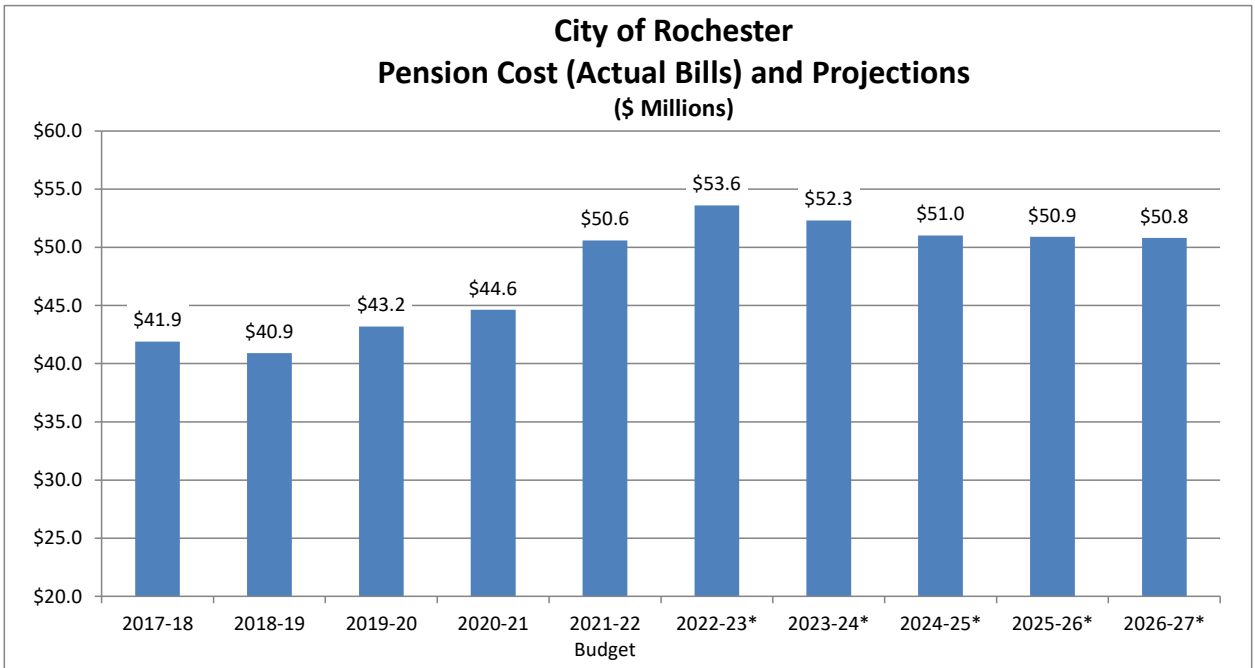
The multi-year projection assumes a 0% rate increase for major service charges (water, refuse collection, front foot assessment).

Other Revenues

The multi-year projection assumes no appropriation of General Fund surplus for 2022-23 to 2026-27.

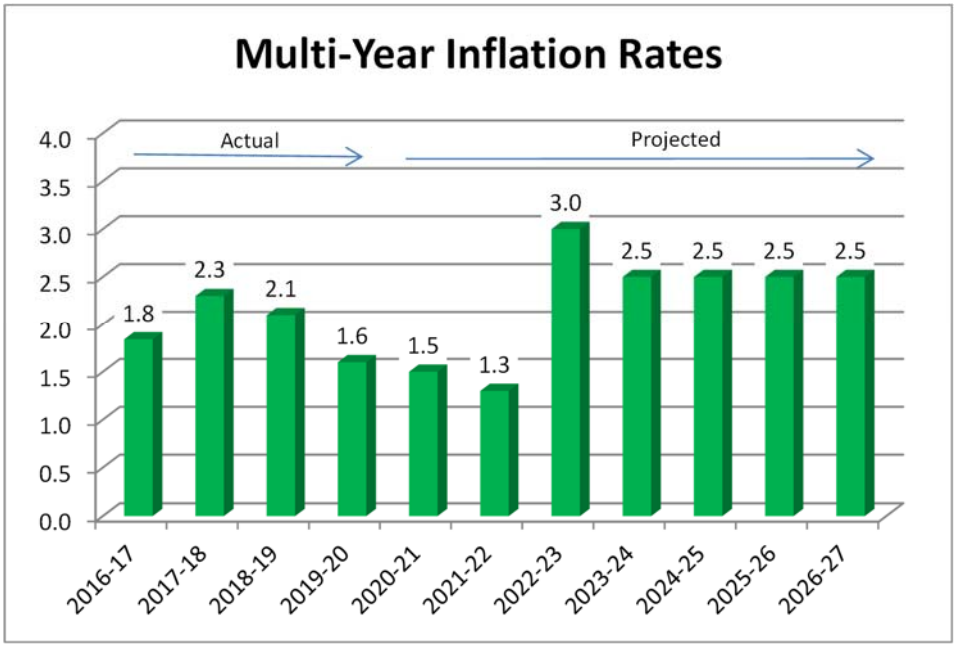
Expense

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 $50.6 million for 2021-22.



*Source: COR analysis, May 2021. *Projected; includes amortization payback, assumes flat NYS pension rates. Note: In FY14 the City amortized $11.2M of its pension costs under the NYS Contribution Stabilization Program. In FY14 the City also began budgeting for the alternative Defined Contribution plan for*

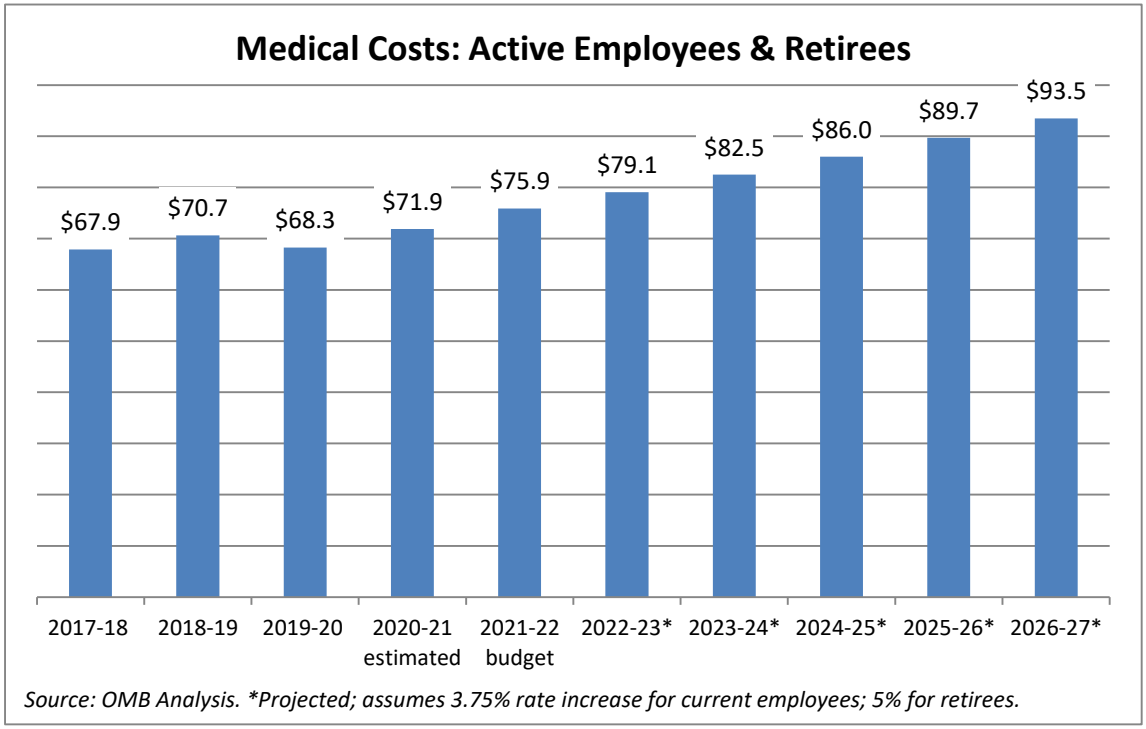
Inflation is also responsible for significant pressure on projected expenditures. The Consumer Price Index (CPI) is projected at 1.3% for 2021-22 and at 3.0% for 2022-23 with a decrease to 2.5% in 2023-24 through 2026-27. The effects of inflation on the operating budget are direct and immediate, resulting 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 2022-2026 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.



*Source: OMB Analysis. *Projected; assumes 3.75% rate increase for current employees; 5% for retirees.*

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
- 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
- Reduce service – If the options above are not sufficient to eliminate the funding gap, service reductions or eliminations will be required

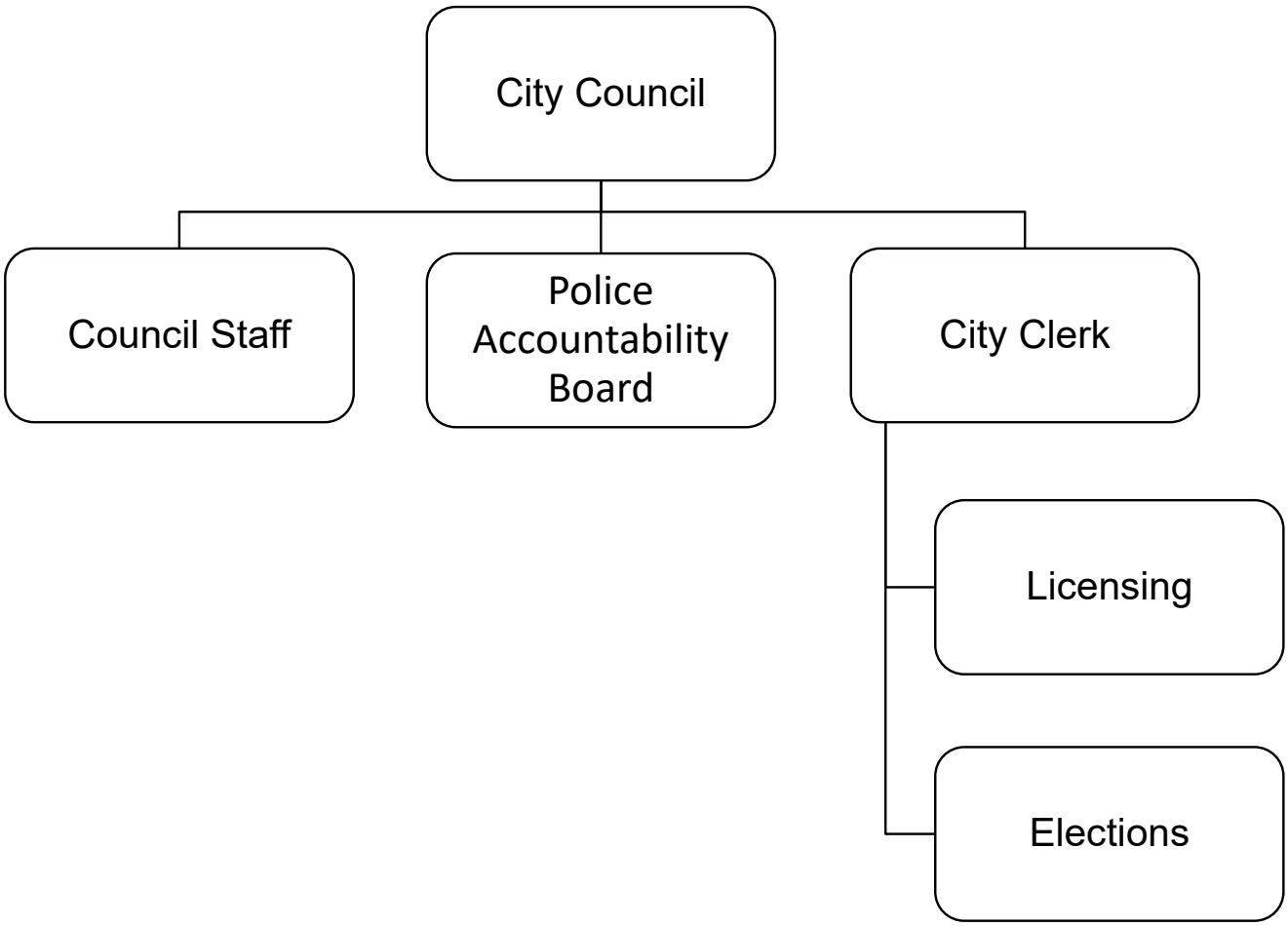
Mission Statement

The Office of the City Council supports the City of Rochester's *Vision Statement and Policy 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 Policy Principles* by ensuring public accountability and transparency over the powers exercised by sworn officers of the Rochester Police Department.

The Office of the City Clerk supports the City of Rochester's *Vision Statement and Policy 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 was conducted last year, may impact District Council boundaries.

The Police Accountability Board (PAB) will 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. Funding is added to expand the capacity of the Police Accountability Board to accept complaints and conduct investigations. To allow flexibility for additional staffing of the PAB the additional funding is in the services category. Depending on the staffing model determined funds may be transferred to the personnel category.

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 alarm 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 Council, 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

2021-22 Strategic Goals & Objectives

Unit	**Objective**	**Rochester 2034 Initiative**	**Projected Completion**
City Council	Participate in racial equity training	BCC	Third Quarter
City Council	Review Census information and update election districts	BCC	Third Quarter
Police Accountability Board	Develop a preliminary set of procedural rules for hearings	BCC; PHS-1	Second Quarter
Police Accountability Board	Create training academy for investigators	BCC; PHS-1	Third Quarter
Police Accountability Board	Develop a preliminary disciplinary matrix as detailed in Local Law No. 2	BCC; PHS-1	Fourth Quarter
Police Accountability Board	Hire full complement of staff	BCC; PHS-1	Fourth Quarter
Police Accountability Board	Begin accepting complaints	BCC; PHS-1	Fourth Quarter
Police Accountability Board	Ensure full cooperation with all investigations, including through use of Memorandums of Understanding	BCC; PHS-1	Ongoing
Police Accountability Board	Produce ongoing investigation-related reports as required by Local Law No. 2	BCC; PHS-1	Ongoing

Key Performance Indicators

Clerk's Office:

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Licenses processed:				
● Dog	3,655	3,276	3,834	3,333
● Marriage	1,373	925	1,734	1,318
● Duplicate Marriage	2,051	1,701	1,834	1,889
● Commissioner of Deeds	101	174	157	138
● Business	837	812	1,136	856
● Hack Plates	153	108	185	145
● Taxicab drivers	130	182	237	236
● Other taxicab	127	143	193	150
● Animal and Poultry	48	46	46	51
Domestic Partnerships	217	265	233	257
Alarm permits	4,916	5,498	6,046	5,526
Handicapped parking	872	1,059	992	970
Marriage ceremonies	261	168	438	238
Passports	70	89	134	105
Corn Hill parking	277	264	277	262
Cobbs Hill Dog Park	210	100	394	110

Police Accountability Board:

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Number of complaints received directly by PAB	N/A	0	200	480
Number of investigations	N/A	0	30	125
Average length of time each case was pending before the PAB (days)	N/A	0	120	90
Number of outreach events conducted by the PAB	N/A	20	4	N/A
Number of Rochesterians directly engaged in PAB outreach events	N/A	N/A	N/A	20,000
Disciplinary rules created (as part of disciplinary matrix)	N/A	N/A	N/A	50
Major policy proposals issued	N/A	N/A	N/A	5
Oversight investigations conducted	N/A	N/A	N/A	6
Staff hired	N/A	N/A	N/A	53
Percentage of complainants satisfied	N/A	N/A	N/A	65%

N/A – Not Applicable

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

Year-To-Year Comparison

Activity	Budget 2020-21	Budget 2021-22	Change	Percent Change
City Council	1,174,900	1,184,800	9,900	0.8%
Police Accountability Board	396,200	5,000,000	4,603,800	1162.0%
Office of the City Clerk	412,800	399,400	-13,400	-3.2%
Licensing	248,800	264,200	15,400	6.2%
Elections	279,800	279,900	100	0.0%
Total	2,512,500	7,128,300	4,615,800	183.7%
Employee Years	28.2	29.0	0.8	2.8%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
110,000	3,200	100	21,800	0	4,480,700	4,615,800

Major Changes

Funding is added to expand the capacity of the Police Accountability Board to accept complaints and conduct investigations	4,027,500
One time funding from State Division of Criminal Justice Services (DCJS) is added for services and expenses of PAB	500,000
Net decrease in Council professional services to coincide with conclusion of various contracts and to plan for upcoming contracts	-114,100
Legal Counsel to City Council/Police Accountability Board is added	93,000
Vacant part time clerk is eliminated as an efficiency measure	-26,500
Increase Clerk's Office professional services based on projected need	2,700
Decrease City Council office supplies as an efficiency measure	-2,600
Decrease Clerk's Office printing and dues & subscriptions due to budget constraints	-1,100
Add overtime to Licensing based on actual need	1,000
Net increase in City Council services based on projected need	800

Program Change

During 2021-22 the PAB will accept complaints and conduct investigations.

CITY COUNCIL & CLERK
EXPENDITURE SUMMARY

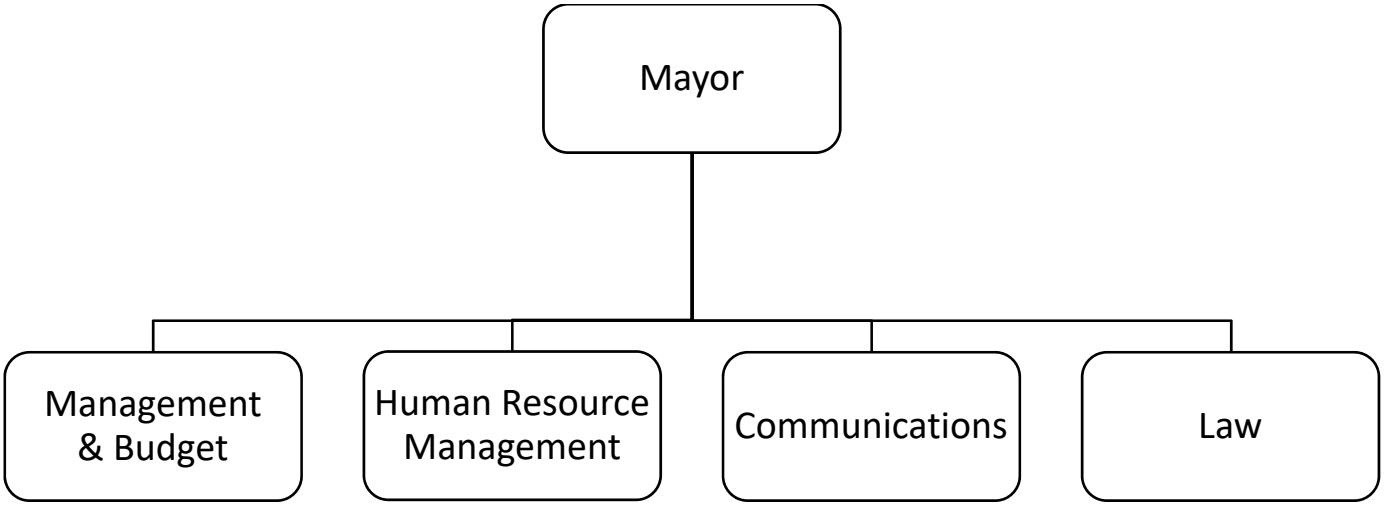
	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,702,320	1,806,300	1,977,500	2,176,800
Materials & Supplies	9,288	19,000	12,000	9,500
Services	287,823	432,600	523,000	4,942,000
Other	0	0	0	0
Total	1,999,431	2,257,900	2,512,500	7,128,300
Appropriation by Activity				
City Council	1,138,509	1,230,600	1,174,900	1,184,800
Police Accountability Board	2,060	117,500	396,200	5,000,000
Office of the City Clerk	397,023	394,600	412,800	399,400
Licensing	242,881	235,400	248,800	264,200
Elections	218,958	279,800	279,800	279,900
Total	1,999,431	2,257,900	2,512,500	7,128,300
Employee Years by Activity				
City Council	6.1	6.9	7.2	8.4
Police Accountability Board	0.0	0.9	4.1	4.0
Office of the City Clerk	4.1	4.1	4.4	4.0
Licensing	4.1	4.0	4.1	4.2
Elections	8.0	8.4	8.4	8.4
Total	22.3	24.3	28.2	29.0

CITY COUNCIL & CLERK
PERSONNEL SUMMARY

FULL TIME POSITIONS				City Council	Police Accountability Board	Office of the City Clerk	Licensing	Elections
Br.	Title	Budget 2020-21	Proposed 2021-22					
36	Chief of Staff	1.0	1.0	1.0				
33	City Clerk	1.0	1.0			1.0		
30	Legal Counsel to City Council/Police Accountability Board	0.0	1.0	1.0				
28	Deputy City Clerk	1.0	1.0			1.0		
28	Executive Director	1.0	1.0		1.0			
27	Chief of Administration	0.0	1.0		1.0			
27	Chief of Education & Community Engagment	0.0	1.0		1.0			
26	Chief Legislative Assistant	0.0	1.0				1.0	
24	Accountability Examiner	2.0	0.0					
24	Chief Legislative Assistant	1.0	0.0					
24	Senior Legislative Analyst	1.0	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	0.0					
18	Legislative Assistant	0.0	1.0			1.0		
18	Secretary to Council	1.0	1.0	1.0				
16	Legislative Assistant	1.0	0.0					
13	Receptionist to City Council/Bilingual	0.0	1.0	0.5		0.5		
11	Receptionist to City Council/Bilingual	1.0	0.0					
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	4.8	3.0	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		14.1	13.0	3.6	1.0	0.0	0.0	8.4
Less: Vacancy Allowance		1.9	0.0	0.0	0.0	0.0	0.0	0.0
Total		28.2	29.0	8.4	4.0	4.0	4.2	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 2020-21	Budget 2021-22	Change	Percent Change
Mayor's Office	4,717,300	3,956,900	-760,400	-16.1%
Management & Budget	731,700	779,300	47,600	6.5%
Human Resource Management	2,718,100	2,810,900	92,800	3.4%
Communications	3,141,500	3,276,600	135,100	4.3%
Law Department	2,034,000	2,691,100	657,100	32.3%
Total	13,342,600	13,514,800	172,200	1.3%
Employee Years	123.7	120.4	-3.3	-2.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
344,800	37,100	-18,200	-5,200	2,000	-188,300	172,200

Major Change Highlights

Office of Data Analysis and Peformance transfers to Information Technology Department	-376,600
GIS function transfers from Project Management Office to Information Technology Department	-183,900
Two municipal attorneys are added to support litigation and commercial loan transactions	186,600
Three paralegals are added to the FOIL function	154,400
Increase funding for professional services and maintenance to support video redaction and software for FOIL.	152,800
Funding added to support initiatives in the Equity Program including one full time Assistant to the Chief Equity Officer position	90,400

ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	9,378,043	9,508,300	10,038,500	10,050,700
Materials & Supplies	75,678	91,400	122,100	111,300
Services	2,629,503	2,032,500	3,182,000	3,352,800
Other	0	0	0	0
Total	12,083,224	11,632,200	13,342,600	13,514,800
Appropriation by Activity				
Mayor's Office	4,385,250	4,323,100	4,717,300	3,956,900
Management & Budget	671,187	721,300	731,700	779,300
Human Resource Management	2,093,263	2,489,900	2,718,100	2,810,900
Communications	2,970,859	2,151,500	3,141,500	3,276,600
Law Department	1,962,665	1,946,400	2,034,000	2,691,100
Total	12,083,224	11,632,200	13,342,600	13,514,800
Employee Years by Activity				
Mayor's Office	39.9	40.4	43.6	36.0
Management & Budget	6.9	7.9	8.0	8.3
Human Resource Management	30.3	32.6	32.6	33.1
Communications	18.6	17.5	20.0	18.0
Law Department	20.5	19.5	19.5	25.0
Total	116.2	117.9	123.7	120.4

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, customer service and commitment to equity.

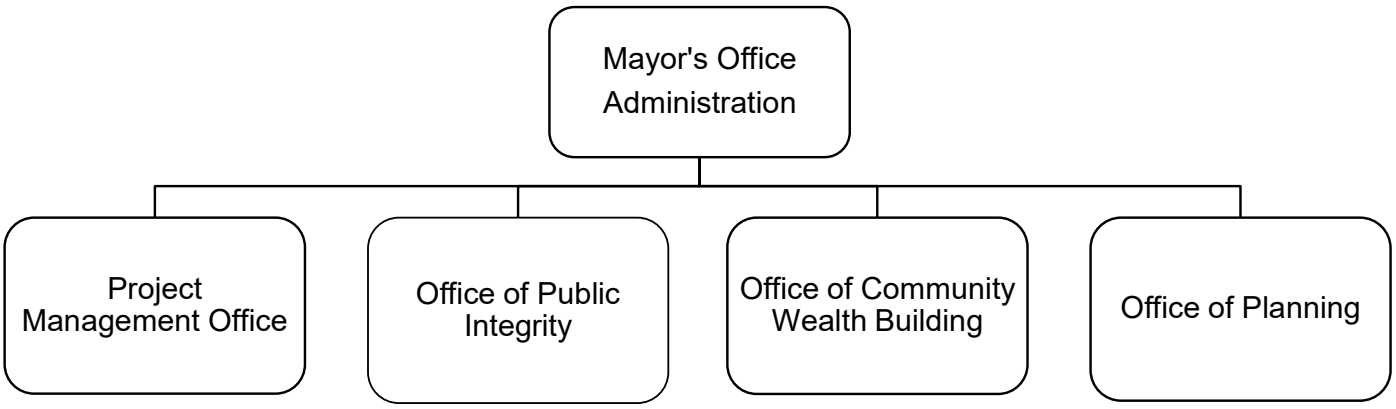
Office of Public Integrity (OPI):
To support the City of Rochester's *Vision Statement* and *Policy Principles* by enhancing public confidence and trust in city government by making it more transparent, efficient, and accountable. The Office is a means for Rochester City government to ensure all City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

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

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

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

Critical Processes

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

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

Office of 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

- Provides input to change management and release management
- Provides leadership and support to business units
- Provides organizational change management leadership and support
- Provides support for training

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 Priorities Supported**	**Projected Completion**
Enhance the City's transparency, efficiency, and accountability	1, 2	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Total calls answered	11,132	16,000	17,000	16,500
2. Projects and initiatives executed	19	19	25	19

Office of Public Integrity

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

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Audits completed	10	10	12	12
2. Audit findings and recommendations	6	12	15	15
3. Ethics awareness training sessions	13	12	12	12
4. Audit recommendations implemented (% of total recommendations)	N/A	85	75	75
5. Customer satisfaction with audit results is good (4.0) or higher	N/A	4.0	4.0	4.0
6. Investigations completed	32	20	15	15
7. Investigative findings and recommendations	8	10	10	8

N/A – Not Applicable

Office of Community Wealth Building

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

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. External organizational partnerships formalized and sustained	39	119	40	149
2. Portfolio of new projects, programs and systemic change initiatives developed	8	26	4	10
3. Portfolio of existing projects, programs and systemic change initiatives managed	13	13	20	20
4. Individuals, families, and businesses receiving direct coaching and referrals to other support services	483	3,120	1,000	2,000
5. Individuals, families, and businesses participating in developmental programs and course offerings	945	464	300	525
6. External funds secured for OCWB projects, programs, and systemic change initiatives ($)	410,000	263,000	375,000	750,000
7. External funds leveraged to support new and existing collaborative community programs ($)	0	271,000	75,000	40,000

Project Management Office

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Continue off boarding from Mainframe and start the implementation of new solutions focused on process efficiency, optimization and automation *SC4: Improve municipal technology to better serve the city, residents, stakeholders, and others*	1,2	Innovation and Efficiency	Ongoing
Work with NBD to implement Land Management permitting and inspection system with a focus on optimizing the current processes and developing automated integrations *SC4c: same as above*	1,2,3	Innovation and Efficiency	Ongoing
Implement refinement of the payroll processes and address gaps in the business processes; Implement and integrate HR applications to reduce redundancy of work *SC4: same as above*	1,2,3	Innovation and Efficiency	Ongoing
Develop Project Management Office best practices and standard implementation methodology to implement projects on budget and on schedule *SC4: same as above*	4	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. % of requirements met by the solution	N/A	60	85	90

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
2. % of deliverables on time	N/A	60	75	90
3. % of deliverables on budget	N/A	60	95	90
4. % of project success rates (budget and schedule)	N/A	N/A	N/A	75

N/A – Not Applicable

Office of Planning

Strategic Initiative & *Rochester 2034 Alignment*	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Update the zoning code and map to align with the vision and direction of *Rochester 2034* *PMP-1a: Update the zoning code regulations and map to reflect the vision expressed in the Character Areas of the Placemaking Plan*	1,2,3	Innovation and Efficiency, Safer and More Vibrant Neighborhoods, More Jobs	Ongoing
BCC-1: Build the capacity of community organizations and their leaders	3	Safer and More Vibrant Neighborhoods	Ongoing
IMP-1: Implement Rochester 2034 through City Code and procedures	4,5,6,8	Innovation and Efficiency	Ongoing
PMP-7c: Continue to implement existing small area plans while supporting additional studies and plans	7	Innovation and Efficiency, Safer and More Vibrant Neighborhoods, More Jobs	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. % of requirements met by consultant for Zoning Code review	N/A	100	85	N/A
2. % of total Zoning Map public work sessions conducted	N/A	0	50	100
3. % of the Zoning Code sections reviewed and aligned with *Rochester 2034*	N/A	75	100	100
4. Residents participating in capacity-building workshops	N/A	40	30	40
5. % of City departments assisted with KPI alignment with *Rochester 2034*	N/A	47	100	100
6. Divisions of NBD that participated in review of policies and procedures for alignment with *Rochester 2034*	N/A	7	7	N/A
7. Plans and studies conducted or supported	N/A	8	N/A	8
8. Land use development reviews conducted	N/A	40	N/A	40

Year-To-Year Comparison

2020-21	2021-22	Change
4,717,300	3,956,900	-760,400
43.6	36.0	-7.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
58,600	11,800	-16,900	-44,100	0	-769,800	-760,400

Major Changes

Mayor's Office of Data Analysis and Performance transfers to Information Technology	-376,600
Grants for Office of Community Wealth Building do not recur	-273,600
GIS function transfers from Project Management Office to Information Technology	-183,900
RASE Commission funding does not recur	-100,000
Grant funding received from Living Cities for Racial Economic Justice activities	75,000
Funds added for economic development consultant	80,000
CDBG CARES Act federal funds added for Financial Empowerment Centers	62,500
Vacant Assistant to the Director of Special Projects and Educational Initiatives is eliminated	-55,800
Funds added to develop a strategy for creation of a civilian Commissioner of Public Safety to oversee Police, Fire, and Emergency Communications	50,000
NYS grant for Census activities does not recur	-43,800
Funding for staff to rewrite the Zoning Code transfers from NBD	35,100
Professional services lines are reduced to reflect actual need	-29,500
Funds added for Project Management Office training and certifications	20,000
National League of Cities grant for small business seed funding does not recur	-15,000
Intern position eliminated as duties are absorbed by a full time position in Community Wealth Building	-11,900
Efficiencies in various non-personnel lines	-9,300
Intern added in Office of Educational Initiatives and Special Projects	6,500
Funds added for Kiva programming	500

Program Change

The Office of Data Analysis and Performance, including four full time staff, transfers to the Department of Information Technology (IT) to better coordinate the delivery of digitization, automation, and data analysis projects. This will also allow more efficient cross-training of staff to continuously enhance technical skills across the City's data-focused teams.

Two full time GIS positions transfer from the Project Management Office to IT to better align service offerings and improve the sharing of knowledge between the GIS Team and the other IT areas they work with on a regular basis.

Equity programming and training transfers from the Office of Community Wealth Building (OCWB) to the Department of Human Resources Management (DHRM), under the leadership of the Chief Equity Officer.

ADMINISTRATION
MAYOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	3,562,535	3,426,500	3,739,000	3,181,600
Materials & Supplies	20,359	12,400	32,600	21,300
Services	802,356	884,200	945,700	754,000
Other	0	0	0	0
Total	4,385,250	4,323,100	4,717,300	3,956,900
Appropriation by Activity				
Mayor's Office Administration	1,437,604	1,619,600	1,682,800	1,584,900
Office of Public Integrity	605,578	630,800	634,400	661,300
Office of Data Analytics and Performance	460,180	349,900	447,900	0
Office of Community Wealth Building	818,538	567,400	587,100	461,400
Project Management Office	1,063,350	808,400	990,100	834,400
Office of Planning	0	347,000	375,000	414,900
Total	4,385,250	4,323,100	4,717,300	3,956,900
Employee Years by Activity				
Mayor's Office Administration	13.2	13.5	14.0	13.2
Office of Public Integrity	6.5	6.7	6.7	6.4
Office of Data Analytics and Performance	5.2	4.1	4.9	0.0
Office of Community Wealth Building	5.0	4.0	4.0	4.0
Project Management Office	10.0	8.0	9.9	7.9
Office of Planning	0.0	4.1	4.1	4.5
Total	39.9	40.4	43.6	36.0

ADMINISTRATION
MAYOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Mayor's Office Administration	Office of Public Integrity	Office of Community Wealth Building	Project Management Office	Office of Planning
Br.	Title	Budget 2020-21	Proposed 2021-22					
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	0					
31	Executive Staff Assistant IV	1	1	1				
31	Systems Architect	1	1				1	
30	Manager of Planning	1	1					1
29	Assistant to Mayor	1	1	1				
29	GIS Coordinator	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	0					
28	Principal Field Auditor	1	1		1			
27	Executive Staff Assistant III	1	1			1		
27	Project Manager/Business Analyst II	1	0					
27	Technical Project Manager	0	3				3	
26	Associate Administrative Analyst	0	1					1
26	Associate City Planner	1	0					
26	Associate Field Auditor	1	1		1			
26	Community Development Manager	1	1			1		
26	Data Analyst	1	0					
25	GIS Engineer I	1	0					
25	Project Manager/Business Analyst I	1	0					
25	Technical Project Manager I	0	1				1	
24	Sr. City Planner	0	1					1
24	Sr. Community Housing Planner	1	0					
24	Supervisor of Administrative Services	0	1	1				
23	Executive Staff Assistant II	1	0					
23	Project Manager/Business Analyst	2	0					
23	Secretary to Mayor	1	0					
23	Senior Field Auditor	1	1		1			
23	Senior Field Auditor/Investigations	1	1		1			
22	City Planner	0	1					1
22	Process Improvement Assistant	1	0					
21	Secretary to the Mayor	0	1	1				
20	Administrative Analyst	1	0					
20	Assistant to the Deputy Mayor	0	1	1				
20	City Planner	1	0					
20	Executive Assistant	1	1		1			
20	Innovation Analyst	1	0					
20	Secretary to Deputy Mayor/Bilingual	1	1	1				
18	Assistant to Chief of Staff	1	0					
18	Community Development Coordinator	1	1			1		
18	Financial Empowerment Initiatives Coordinator	0	1			1		
16	Assistant to Director of Special Projects & Education Initiatives	1	0					
16	Executive Staff Assistant I	1	1	1				
14	Assistant to Chief of Staff	0	1	1				
EMPLOYEE YEARS								
Full Time		41.0	34.0	12.0	6.0	4.0	8.0	4.0
Overtime		0.1	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		2.9	3.1	2.1	0.5	0.0	0.0	0.5
Less: Vacancy Allowance		0.4	1.1	0.9	0.1	0.0	0.1	0.0
Total		43.6	36.0	13.2	6.4	4.0	7.9	4.5

Mission Statement

To support the City of Rochester's *Vision Statement* and *Policy 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

2021-22 Strategic Goals & Objectives

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Continue to maintain a sustainable expense base through budget control, efficiency, and participation in countywide shared service discussions *Enhance the City's transparency, efficiency, and accountability*	1-5, 8-10	Innovation and Efficiency	Ongoing
Support the Mayor's efforts to pursue federal, state, and private funding to enhance City programs and initiatives *Enhance the City's transparency, efficiency, and accountability*	1, 4, 5	Innovation and Efficiency	Ongoing
Provide community budget input opportunities *BCC-4 Increase resident engagement in City decision-making processes* and *BCC-2 Continuously improve City Hall public outreach and communication of City services*	6	Innovation and Efficiency	Ongoing
PMP-1c. Develop mechanisms and relationships within City departments that elevate the holistic placemaking approach in investment and development review decisions, including development of the annual Capital Improvement Program	6, 7	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. General Fund Reserves as % of GF expenditures	17.5	26.4	N/A	19.5
2. Budget growth (%)	1.8	-4.7	-4.7	5.2
3. Total property tax levy ($000)	178,637	187,637	187,637	187,637
4. General Fund Surplus ($000,000)	5.7	5.8	5.8	0
5. Non-property tax revenue ($000)	390,661	389,537	359,985	387,084
6. Number of community members providing direct input to the budget preparation process	3,739	2,565	N/A	4,000
7. General fund cash capital funding as a % of total General Fund budget	5.1	1.6	1.6	3.3
8. Variance between actual and budgeted General Fund revenues (negative indicates lower revenue collections) (%)	-4.9	5.8	0.5	0.5
9. Variance between actual and budgeted General Fund expenditures (negative indicates overspending) (%)	3.9	1.5	0.5	0.5
10. % of Constitutional tax limit used	80	92	92	84

N/A – Not Applicable

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	731,700	779,300	47,600
Employee Years	8.0	8.3	0.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
12,800	100	-1,000	38,900	0	-3,200	47,600

Major Change

A Process Improvement Associate is eliminated as an efficiency measure	-61,300
.5 full time Principal Staff Assistant is transferred from the Department of Recreation and Human Services	49,900
Funds for Urban Fellows Program are added	6,300
Increase in training and meeting	1,900

ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	657,697	701,600	708,100	754,700
Materials & Supplies	1,106	7,100	7,100	7,200
Services	12,384	12,600	16,500	17,400
Other	0	0	0	0
Total	671,187	721,300	731,700	779,300
Appropriation by Activity				
Management & Budget Analysis	671,187	721,300	731,700	779,300
Employee Years by Activity				
Management & Budget Analysis	6.9	7.9	8.0	8.3

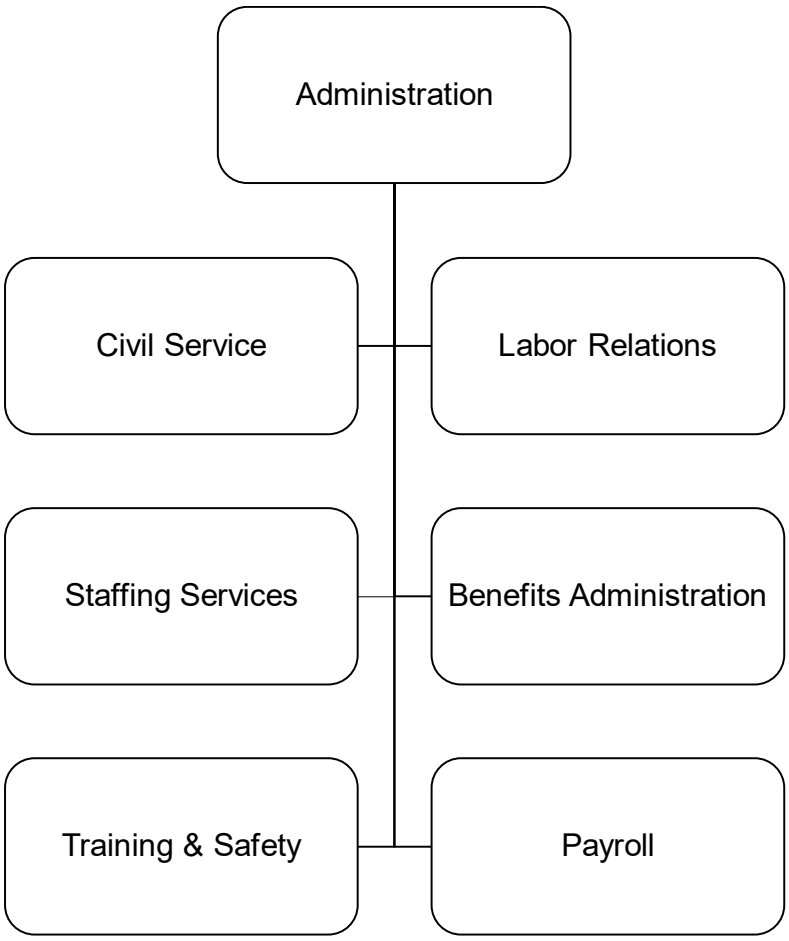
ADMINISTRATION
OFFICE OF MANAGEMENT & BUDGET
PERSONNEL SUMMARY

FULL TIME POSITIONS			
Br.	Title	Budget 2020-21	Proposed 2021-22
36	Director	1	1
31	Assistant Director	1	1
29	Principal Staff Assistant	1	1.5
26	Associate Administrative Analyst	1	1
24	Process Improvement Associate	1	0
24	Senior Administrative Analyst	1	1
23	Sr. Management Analyst	1	1
18	Assistant to the Budget Director	1	1
EMPLOYEE YEARS			
Full Time		8.0	7.5
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.5	0.8
Less: Vacancy Allowance		0.5	0.0
Total		8.0	8.3

Mission Statement

Human Resource professionals who support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Initiatives

Strategic Initiative ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priority Area**	**Projected Completion**
Implement Employee Onboarding within Workday that incorporates a 1-year cycle that defines the expectations, departmental needs, operational policies, and procedures for the employee probationary life cycle *Enhance the City's transparency, efficiency, and accountability*	9	Innovation and Efficiency	Second Quarter
Continue to collaborate with City departments to develop and support targeted strategies in the areas of recruitment, retention, promotion, development, succession planning, and training *Enhance the City's transparency, efficiency, and accountability*	1 - 9	Innovation and Efficiency	Fourth Quarter
Focus wellness program initiatives on mental health and stress management, including the communication of expanded resources available to employees. Stress and depression impact each of the five areas of overall well-being (mental, emotional, financial, social, spiritual/purpose) *Enhance the City's transparency, efficiency, and accountability*	8	Innovation and Efficiency	Fourth Quarter
Develop and implement a citywide electronic Performance Evaluation platform within Workday for all City of Rochester employees to support career development, growth, and succession planning strategies *Enhance the City's transparency, efficiency, and accountability*	9	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Human Resource Management				
1. Number of grievances filed	35	35	35	35
2. Number of grievances resolved	22	20	20	20
Grievance resolved, by type				
A. Discipline	9	8	N/A	8
B. Miscellaneous	9	8	N/A	8
C. Non-Selection / Transfer	3	3	N/A	3
D. Overtime	1	1	N/A	1

3. New hires by race/ethnicity compared to city of Rochester race/ethnicity demographics (%)	Community Demographics	Actual New Hires 2019-20	Estimated New Hires 2020-21	Budget New Hires 2020-21	Budget New Hires 2021-22
A. African American	39.4	46.4	46.9	N/A	45.9
B. Caucasian	38.4	31.6	35.1	N/A	36.1
C. Hispanic	18.1	19.8	16.3	N/A	16.5
D. Asian / Pacific Islander	3.9	2.2	1.3	N/A	1.3
E. Native American / Alaskan Native	0.1	0.0	0.4	N/A	0.2

4. Current City employee race/ethnicity compared to city of Rochester race/ethnicity demographics (%)	Community Demographics	Actual Workforce 2019-20	Estimated Workforce 2020-21	Budget Workforce 2020-21	Budget Workforce 2021-22
A. African American	39.4	28.1	28.2	N/A	30.6
B. Caucasian	38.4	57.2	56.8	N/A	54.2
C. Hispanic	18.1	12.6	12.9	N/A	13.4
D. Asian / Pacific Islander	3.9	1.7	1.7	N/A	1.5
E. Native American / Alaskan Native	0.1	0.3	0.4	N/A	0.3
5. Gender ratio of new hires (Female / Male) (%)		38.4/61.6	42/58	41/59	39/61
6. Percentage of full time positions filled internally		57	66	N/A	60
7. OSHA reportable Injuries		108	100	100	100
8. Employee participation in Wellness programs		4,824	5,163	6,500	6,300
9. Training hours per employee		18	15	25	30

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	2,718,100	2,810,900	92,800
Employee Years	32.6	33.1	0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
79,200	2,200	-6,700	0	200	17,900	92,800

Major Change

Funding added to support initiatives in the Equity Program including one full time Assistant to the Chief Equity Officer position	90,400
Reduce Kronos consulting fees	-50,500
Funding added to support Payroll and Workday training	32,000
Eliminate part time Sr. Labor Relations Specialist	-30,700
Eliminate vacant part time Exam Supervisor	-14,500
Savings due to upgrade of applicant tracking system	-14,000
Funding added to support exam development	10,200
Reduce professional fees to reflect historical spending	-5,000

Program Change

The Department of Human Resources Management continues to implement the City of Rochester Equity Program and its initiatives for 2021-22. Building upon the establishment of an Office of Equity with two full

time dedicated staff, funding is added to train 15 departmental Equity Teams on how to serve diverse communities. This includes:

- Equity, Diversity & Inclusion (EDI) trainings proposed to increase intercultural competencies and effective engagement strategies of City employees across all departments.

- Integrating the strategies provided by departments through the Budget Equity Tool (BET) which seeks to implement systemic equity considerations into decisions, policies, practices, and programs which ultimately impact departmental budget processes and outcomes city-wide.

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,867,507	2,181,000	2,220,100	2,315,300
Materials & Supplies	9,729	10,300	16,900	16,600
Services	216,027	298,600	481,100	479,000
Other	0	0	0	0
Total	2,093,263	2,489,900	2,718,100	2,810,900
Appropriation by Activity				
Administration	772,911	736,900	793,300	928,400
Civil Service	313,361	325,700	377,200	386,600
Staffing Services	326,855	283,700	299,800	290,000
Labor Relations	199,532	233,900	234,600	222,900
Benefits Administration	199,623	328,900	334,300	349,600
Training & Safety	280,981	290,400	309,700	295,500
Payroll	0	290,400	369,200	337,900
Total	2,093,263	2,489,900	2,718,100	2,810,900
Employee Years by Activity				
Administration	7.7	6.7	6.7	7.7
Civil Service	6.7	5.3	5.3	5.2
Staffing Services	4.8	4.0	4.0	4.0
Labor Relations	3.3	3.4	3.4	3.0
Benefits Administration	4.0	5.2	5.2	5.2
Training & Safety	3.8	4.0	4.0	4.0
Payroll	0.0	4.0	4.0	4.0
Total	30.3	32.6	32.6	33.1

ADMINISTRATION
HUMAN RESOURCE MANAGEMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Civil Service	Staffing Services	Labor Relations	Benefits Administration	Training & Safety	Payroll
Br.	Title	Budget 2020-21	Proposed 2021-22							
36	Director of Human Resource Management	1	1	1						
32	Deputy Director of Human Resource Management	1	1	1						
32	Manager of Labor Relations	1	1				1			
30	Benefits Manager	1	1					1		
29	Principal Staff Assistant	1	1			1				
28	Chief Equity Officer	1	1	1						
27	Payroll Systems Supervisor	1	1							1
25	Application Services Analyst I	1	1	1						
25	Employee Safety Coordinator	1	1						1	
25	Training Coordinator	1	0							
24	Associate Accountant	1	1							1
24	Labor Relations Specialist	1	1				1			
24	Senior Human Resource Consultant	1	1		1					
24	Training Manager	0	1						1	
23	Application Services Developer	1	1							1
21	Human Resource Consultant II	3	2			1		1		
20	Executive Assistant	1	1	1						
18	Assistant to the Chief Equity Officer	0	1	1						
18	Staffing Consultant	0	1			1				
17	Payroll Assistant	0	1							1
17	Accountant	1	0							
16	Benefits Assistant	1	1					1		
16	Human Resource Assistant	1	0							
16	Human Resource Assistant/Bilingual	1	1	1						
14	Senior Human Resource Associate/Bilingual	1	1		1					
12	Human Resource Associate/Bilingual	1	1			1				
12	Project Assistant	2	3		1			1	1	
12	Secretary to Labor Relations Manager	1	1				1			
9	Clerk II	1	1					1		
9	Safety Associate	1	1						1	
7	Clerk III	1	1		1					
EMPLOYEE YEARS										
Full Time		30.0	31.0	7.0	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		2.3	1.8	0.7	0.9	0.0	0.0	0.2	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		32.6	33.1	7.7	5.2	4.0	3.0	5.2	4.0	4.0

Mission Statement

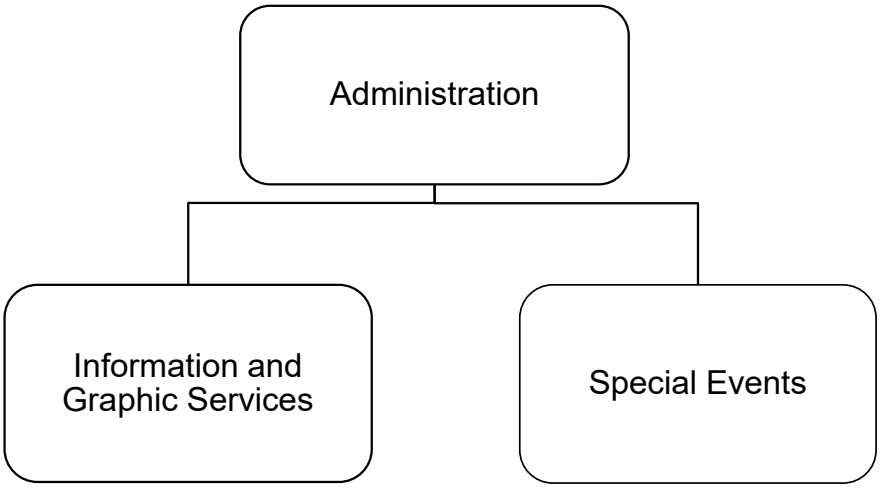
Information and Graphic Services:

To support the City of Rochester's *Vision Statement* and *Policy 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 *Policy 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.

Organization



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
- 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

2021-22 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	PMP-2, PMP-4, HSG-2, AC-2, AC-3, PHS-1, BCC-1	Safer and More Vibrant Neighborhoods	Ongoing
Improve social media outreach & expand content for What's Good Rochester	CNP-1, CNP-2, BCC4	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Improve emergency preparedness communications by addressing planning gaps for media communications and improve agency coordination	PHS-1, PHS-3	Safer and More Vibrant Neighborhoods	Ongoing
Address bias and cultural competency with local media	BCC-2	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Advertising/marketing/promotions	1,517	1,544	1,450	1,550
Still photography assignments	634	262	1,200	800
AV setups/presentations	128	63	150	100
Television/video program productions	339	345	260	300
Web site users	1,884,150	2,452,720	1,800,000	2,452,720
Web page views	6,441,988	6,892,927	6,200,000	6,892,927
CUSTOMER PERSPECTIVE				
Major promotional campaigns	86	100	90	110
FOIL applications	5,443	6,302	5,800	N/A
News releases	503	N/A	N/A	N/A
News conferences	107	N/A	N/A	N/A
News releases and press conferences	601	590	600	610
Speeches, talking points and briefing papers written	450	460	470	480
Mayoral recognitions	2,000	2,020	2,040	2,060
Facebook page followers	26,136	N/A	N/A	N/A
Twitter followers	111,795	N/A	N/A	N/A
Social media followers / subscribers	145,000	150,000	150,000	155,000
Special Events permit applications processed	330	N/A	N/A	N/A
City produced events	29	N/A	N/A	N/A
City produced and / or permitted events	37	18	500	500

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Attendance at City permitted events	937,800	10,000	2,000,000	2,000,000
FINANCIAL/COST				
Revenue generated from out-of-home advertising ($)	0	0	240,000	0
Revenue generated from City trademark licensing ($)	3,350	2,800	3,600	3,000
Revenue generated for Special Events trust fund ($)	250,511	85,140	240,000	240,000

N/A – Not Applicable

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	3,141,500	3,276,600	135,100
Employee Years	20.0	18.0	-2.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
61,000	20,000	9,600	0	0	44,500	135,100

Major Changes

Increased funding for police services at special events	145,000
Funding for temporary assignment of Associate Communications Assistant ends	-80,800
Communications Aide/Bilingual is transferred to support FOIL function	-56,900
Professional fees increase to bolster Spanish translations, ASL interpretation services and social media advertising	37,200

Program Change

The FOIL function moves to the Law Department to mirror peer NY cities and streamline administration and management. As a result, a Communications Assistant is assigned to other functions within the Bureau while a Communications Aide/Bilingual is transferred to split time between the Law and the Police Departments to support the FOIL function.

ADMINISTRATION
COMMUNICATIONS
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,420,419	1,418,700	1,509,200	1,432,500
Materials & Supplies	5,927	9,500	12,600	12,600
Services	1,544,513	723,300	1,619,700	1,831,500
Other	0	0	0	0
Total	2,970,859	2,151,500	3,141,500	3,276,600
Appropriation by Activity				
Administration	297,037	294,000	300,600	322,800
Information and Graphic Services	1,209,150	980,400	1,046,400	984,500
Special Events	1,464,672	877,100	1,794,500	1,969,300
Total	2,970,859	2,151,500	3,141,500	3,276,600
Employee Years by Activity				
Administration	2.0	2.9	3.0	3.0
Information and Graphic Services	13.1	11.0	12.5	10.5
Special Events	3.5	3.6	4.5	4.5
Total	18.6	17.5	20.0	18.0

ADMINISTRATION
COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Information and Graphics Services	Special Events
Br.	Title	Budget 2020-21	Proposed 2021-22			
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	
26	Digital Media Specialist - Communications	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	Special Events Coordinator/Bilingual	1	1			1
18	Communications Assistant	1	1		1	
18	Jr. Speechwriter	1	1		1	
16	Communications Aide/Bilingual	1	0			
13	Administrative Secretary/Bilingual	1	1	1		
12	Special Events Assistant	1	1			1
EMPLOYEE YEARS						
Full Time		17.0	16.0	3.0	9.0	4.0
Overtime		0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		3.0	2.0	0.0	1.5	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		20.0	18.0	3.0	10.5	4.5

Mission Statement
To support the City of Rochester's *Vision Statement* and *Policy 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
- ❑ Administer Freedom of Information Law (FOIL) services

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Transfer Freedom of Information Law Records Management from Communications Department	BCC-3	Innovation and Efficiency	First Quarter
Close on financing for restaurant at Blue Cross Arena	ECN-4	More Jobs	Second Quarter
Close on permanent financing for Inner Loop Parcel #2	HSG-4	Safer and More Vibrant Neighborhoods	Second Quarter
Close on financing for Museum of Play Expansion and related hotel	PMP-4	Safer and More Vibrant Neighborhoods	Third Quarter

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Claims filed against City	239	350	325	325
Collection cases started	99	80	80	80
FOIL reviews & appeals	362	550	500	6,000
Real estate closings	486	500	500	500
Legislative items drafted	421	450	450	450

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Quality-of-life and nuisance abatement inquiries, cases, contests & reviews	58	40	100	100
Motions	103	80	50	60
Civil lawsuits served	44	50	50	50
Civil lawsuits resolved	31	50	50	50
Average # of training hours per employee	7	9	9	9

Year-To-Year Comparison

2020-21	2021-22	Change
2,034,000	2,691,100	657,100
19.5	25.0	5.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
133,200	3,000	-3,200	0	1,800	522,300	657,100

Major Changes

Two municipal attorneys are added to support litigation and commercial loan transactions	186,600
Three paralegals are added to the FOIL function	154,400
Increase funding for professional services and maintenance to support video redaction and software for FOIL.	152,800
Communications Aide/Bilingual is transferred from Communications to support FOIL function	28,500

Program Change

The FOIL processing function transfers from the Communications Department to the Law Department in 2021-22.

FOIL Request Processing:
Currently the FOIL process begins with a citizen filing a request online through the City's website. Requests are assigned to a City staff member for review and are then forwarded to the appropriate departments for information gathering. If the City receives a request via mail, that request is entered into the FOIL system in Laserfiche and then is similarly evaluated to determine which department will have the appropriate records or information.

The new approach is all FOIL requests will remain in the same queue allowing dedicated FOIL staff (paralegals and attorneys) access to the requests, hence enabling FOIL staff to assist each other, answer questions from other City staff, and questions from FOIL requesters. When a new request comes in a Paralegal will review it and then identify the department or office that holds the related records. Response delivery will continue to be primarily handled through email.

RPD Records Requests:
The FOIL paralegals will also be able to search for and pull police reports and witness statements. They will be able to conduct preliminary searches for information regarding cases so that more targeted requests can be made to RPD related to the status of pending matters and for all other records, including DUI records, property, photographs, body-worn camera footage, and records from certain departments.

ADMINISTRATION
LAW DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,869,885	1,780,500	1,862,100	2,366,600
Materials & Supplies	38,557	52,100	52,900	53,600
Services	54,223	113,800	119,000	270,900
Other	0	0	0	0
Total	1,962,665	1,946,400	2,034,000	2,691,100
Appropriation by Activity				
Legal Services	1,962,665	1,946,400	2,034,000	2,691,100
Employee Years by Activity				
Legal Services	20.5	19.5	19.5	25.0

ADMINISTRATION
LAW DEPARTMENT
PERSONNEL SUMMARY

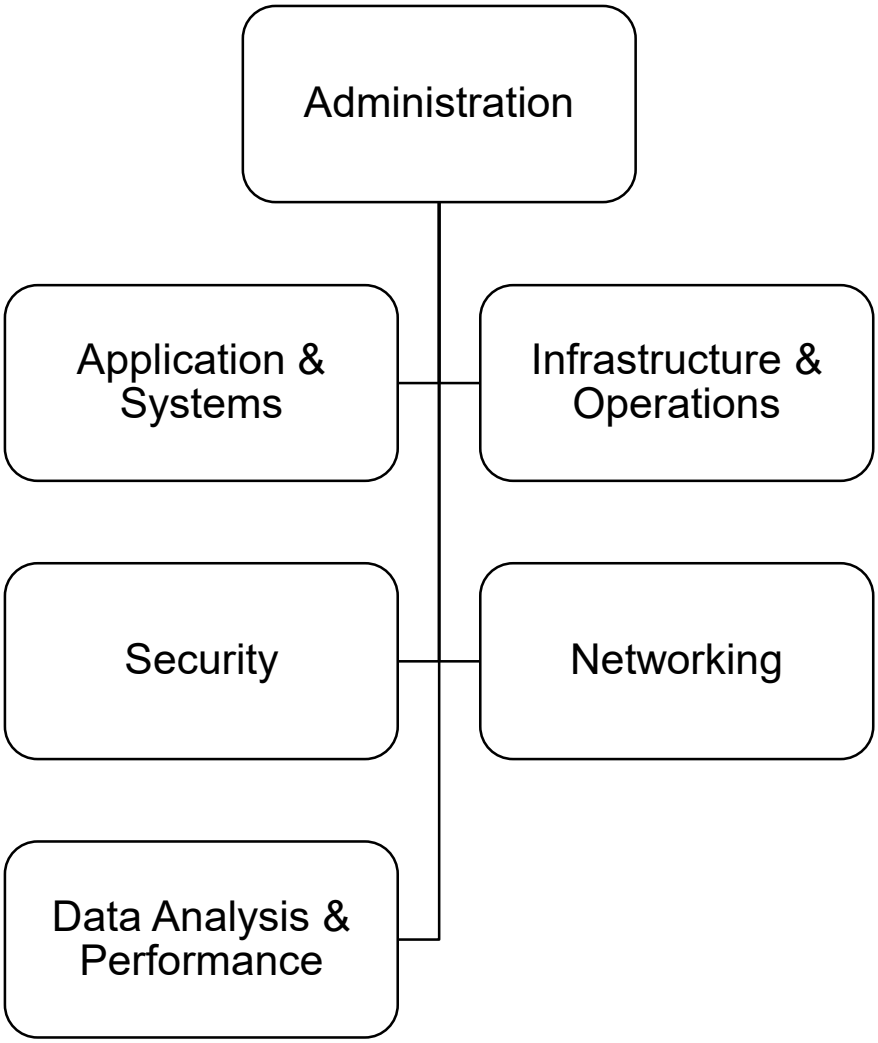
FULL TIME POSITIONS			
Br.	Title	Budget 2020-21	Proposed 2021-22
36	Corporation Counsel	1	1
34	Deputy Corporation Counsel	1	1
32	Municipal Attorney IV	6	6
30	Municipal Attorney III	2	5
28	Director of Policy	1	1
28	Municipal Attorney II	2	1
26	Municipal Attorney I	1	1
22	Supervising Paralegal	1	1
20	Paralegal	2	2
20	Paralegal/FOIL	0	3
16	Communications Aide/Bilingual	0	0.5
9	Legal Secretary	2	2
EMPLOYEE YEARS			
Full Time		19.0	24.5
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.5	0.5
Less: Vacancy Allowance		0.0	0.0
Total		19.5	25.0

This section will be provided in the Approved Budget.

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

Data Analysis and Performance:
- ❑ Collaborate with internal stakeholders to identify opportunities to develop and implement process improvement plans to increase the efficiency and customer service of departmental operations
- ❑ Develop and implement internal data strategies
- ❑ Perform research, GIS mapping, and data analysis; maintain data dashboards

- ❑ Promote and formalize inter and intra-agency data-sharing processes and service coordination
- ❑ Provide policy recommendations and advise on major internal projects
- ❑ Provide strategic support for internal programs and studies
- ❑ Leverage funding opportunities for new or existing programs

Departmental Highlights

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

The Information Technology Department focuses 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 has reduced its dependence on consultants and vendors, reduced duplication and redundancy in the application portfolio, and improved business process efficiency.

IT will also continue its 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 computers and storage. The Office 365 program will ensure the City of Rochester is positioned for the future while providing an application automation, integration and public engagement platform. Working in conjunction with Neighborhood Business Development, and the Project Management Office, IT will acquire a Land Management software solution to replace the current legacy mainframe system.

Strategic Initiative & ***Rochester 2034 alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Show the levels of customer service and resource availability that is being supplied to the City of Rochester. *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others.*	1-5	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. *Operational efficiency and accountability. Enhance the City's transparency, efficiency, and accountability.*	6	Innovation and Efficiency	Second Quarter

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Network and Server Uptime (Amount of time that the network and servers at the City are available for use) (%)	99.7	99.0	99.5	99.5
2. First Call Resolution Rate (%)	37	40	42	44
3. Call Abandonment Rate (%)	3.7	4.0	4.0	4.5

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
4. Email & network security application uptime (Amount of time that our email and network are being protected from security attacks and breeches) (%)	99.5	97.3	99.9	99.95
5. Mean time to resolve security incidents (hours)	8	6	6	4
6. % of Organization with up-to-date security training certification	54	80	75	80

Year-To-Year Comparison

Bureau	Budget 2020-21	Budget 2021-22	Change	Percent Change
Administration	2,442,000	3,158,400	716,400	29.3%
Applications & Systems	1,312,200	1,434,900	122,700	9.4%
Infrastructure & Operations	2,643,300	3,032,100	388,800	14.7%
Security & Networking	1,420,900	1,089,200	-331,700	-23.3%
Data Analysis and Performnce	0	378,000	378,000	N/A
Total	7,818,400	9,092,600	1,274,200	16.3%
Interfund Credit*	-145,000	-152,100	-7,100	4.9%
Intrafund Credit*	-834,100	-857,000	-22,900	2.7%
Total	6,839,300	8,083,500	1,244,200	18.2%
Employee Years	38.0	44.2	6.2	16.3%

*Reflects chargebacks for telephone service and office printers

Change Detail

Salary & Wage Adjustments	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
276,000	35,200	34,100	31,300	-5,400	903,000	1,274,200

Major Changes

Funding shifts from cash capital to operating and funds are added to support ongoing maintenance for Kronos, Munis, and GIS software	625,500
Transfer the Office of Data Analysis & Performance unit from the Mayor's Office, including four full time positions	376,600
Transfer the GIS function from the Mayor's Office, including two full time positions	183,900
Reduce Security & Networking consulting fees to reflect need	-183,700
Net savings due to discounted multi-year renewals and consolidation of IT services	-46,700
Reduce travel due to budget constraints	-36,800
Reduce temporary staff as an efficiency measure	-15,800

Program Changes

The Information Technology Department continues to restructure in 2021-22. The Office of Data Analysis and Performance transfers to the Department of Information Technology to better coordinate the delivery of digitization, automation, and data analysis projects. This will also allow more efficient cross-training and professional development to enhance technical skills across the City's data-focused teams.

Two full time GIS positions transfer from the Project Management Office to IT to better align service offerings and knowledge sharing between the GIS Team and the other IT areas with whom they collaborate on a regular basis.

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

	2020-21	2021-22
ENVIRONMENTAL SERVICES	240,100	236,300
FIRE	51,400	50,400
NEIGHBORHOOD AND BUSINESS DEVELOPMENT	63,300	63,000
CITY COUNCIL & CLERK	8,000	7,700
ADMINISTRATION		
Mayor's Office	20,300	16,000
Management & Budget	4,000	3,600
Human Resource Mgt.	14,900	15,000
Communications	8,400	7,800
Law	9,400	10,200
Total - Administration	57,000	52,600
POLICE	238,000	233,000
EMERGENCY COMMUNICATIONS	5,900	5,800

Department/Bureau	2020-21	2021-22
INFORMATION TECHNOLOGY	19,800	22,300
LIBRARY	15,100	15,100
RECREATION & HUMAN SERVICES		
Commissioner	8,400	18,700
Recreation	26,000	21,300
Human Services	8,700	16,000
Total - DRHS	43,100	56,000
FINANCE		
Director's Office	2,500	2,400
Accounting	5,400	5,800
Treasury	8,400	8,200
Assessment	5,900	5,800
Parking	15,800	15,500
Traffic Violations Agency	4,000	3,900
Purchasing	5,400	5,300
Total - Finance	47,400	46,900
Total Interfund	113,900	112,900
Total Intrafund	675,200	676,200
CITY TOTAL	789,100	789,100

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

Department	2020-21	2021-22
City Council/ Clerk's Office	1,100	1,300
Administration	18,000	20,800
Information Technology	6,800	7,900
Finance	21,800	25,200
Neighborhood & Business Development	10,700	12,400
Environmental Services	69,900	81,000
Police	32,100	37,100
Fire	12,400	14,400
Recreation & Human Services	17,200	19,900
Total	190,000	220,000
Total Interfund	31,100	39,200
Total Intrafund	158,900	180,800
Total	190,000	220,000

INFORMATION TECHNOLOGY DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	2,969,777	2,877,400	2,998,800	3,792,000
Materials & Supplies	18,479	12,800	17,200	21,700
Services	4,478,496	4,836,000	4,802,400	5,278,900
Other	0	0	0	0
Total	7,466,752	7,726,200	7,818,400	9,092,600
Interfund Credit*	-145,124	-145,000	-145,000	-152,100
Intrafund Credit*	-801,341	-834,100	-834,100	-857,000
Total	6,520,287	6,747,100	6,839,300	8,083,500
Appropriation by Activity				
Administration	2,429,994	2,319,000	2,442,000	3,158,400
Applications & Systems	1,632,016	1,257,600	1,312,200	1,434,900
Infrastructure & Operations	2,349,332	2,854,800	2,643,300	3,032,100
Security & Networking	1,055,410	1,294,800	1,420,900	1,089,200
Data Analysis and Performnce	0	0	0	378,000
Total	7,466,752	7,726,200	7,818,400	9,092,600
Interfund Credit*	-145,124	-145,000	-145,000	-152,100
Intrafund Credit*	-801,341	-834,100	-834,100	-857,000
Total	6,520,287	6,747,100	6,839,300	8,083,500
Employee Years by Activity				
Administration	6.8	8.9	10.4	9.9
Applications & Systems	15.6	10.7	11.0	11.7
Infrastructure & Operations	12.0	11.6	9.6	12.6
Security & Networking	7.0	6.0	7.0	6.0
Data Analysis and Performance	0.0	0.0	0.0	4.0
Total	41.4	37.2	38.0	44.2

*Reflects chargebacks for telephone/network service and office printers

INFORMATION TECHNOLOGY DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Application & Systems	Infrastructure & Operations	Security & Networking	Data Analysis & Performance
Br.	Title	Budget 2020-21	Proposed 2021-22					
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	Chief of Performance Accountability	0	1					1
31	Information Services Manager	1	0					
31	Infrastructure & Operations Manager	1	0					
31	Platform Services Manager	0	1			1		
31	Principal Technical Consultant	0	1		1			
29	Chief Information Security Officer	1	1				1	
29	GIS Coordinator	0	1	1				
29	Information Services Analyst III	1	1	1				
29	Networking Manager	1	1				1	
27	Application Services Analyst II	2	1		1			
27	Information Services Analyst II	1	0					
27	Systems Engineer II	2	2			2		
26	Data Analyst	0	1					1
25	Application Services Analyst I	1	2		2			
25	GIS Engineer	0	1	1				
25	IT Security Analyst I	2	2				2	
25	Knowledge Base Coordinator	0	1		1			
25	Senior Consultant	1	0					
25	Senior Technical Consultant	0	1				1	
25	Systems Engineer I	2	1			1		
24	Senior Administrative Analyst	0	1					1
23	Client Support Analyst	3	6			6		
23	Information Services Developer	1	2	2				
23	Systems Engineer	6	2		1		1	
21	Staff Consultant	1	4		4			
20	Administrative Analyst	0	1					1
19	Desktop Support Analyst	1	1		1			
19	Office Automation Specialist	2	2			2		
19	Senior IT Call Center Analyst	1	1			1		
18	Technical Administrative Assistant	1	0					
17	IT Call Center Analyst	1	1			1		
15	Principal Account Clerk	0	1	1				
12	Computer Operator	1	1		1			
12	IT Control Assistant	2	0					
Total								
EMPLOYEE YEARS								
Full Time		40.0	46.0	9.0	13.0	14.0	6.0	4.0
Overtime		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.2	0.9	0.9	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		3.2	2.7	0.0	1.3	1.4	0.0	0.0
Total		38.0	44.2	9.9	11.7	12.6	6.0	4.0

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

In 2021-22 the department of Finance will discontinue its Tax Lien Sale. The department will continue to work on several key initiatives: evaluating options for replacement of mainframe receivable systems; implementing a new cash management software solution to manage investments; and modernizing assessment operations through the New York State assessment system for calculation of supplemental taxes.

Municipal parking garage internal accounting and administrative controls will continue to be modernized.

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. Beginning in the first quarter the agency will offer payment plan options.

Highlights of the Department's 2021-22 Strategic Goals and Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2021-22 Strategic Initiative Highlights

Bureau	Highlights	KPI Reference (see Bureaus)	Mayor's Priorities Supported	Projected Completion
Director's Office	Provide City and City School District financing in accordance with City Debt Policies *Enhance the City's transparency, efficiency, and accountability*	1-3	Innovation and Efficiency	First Quarter & Third Quarter
Accounting	Evaluate options for replacement of mainframe receivable systems in coordination with the Project Management Office and Information Technology *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	1-3,5	Innovation and Efficiency	Second Quarter
Accounting	Prepare the City's Comprehensive Annual Financial Report *Enhance the City's transparency, efficiency, and accountability*	1-5	Innovation and Efficiency	Second Quarter
Treasury	Expand outreach efforts to owner occupants regarding the benefits of tax agreements *BCC-2: Continuously improve City Hall public outreach and communication of City services*	1,8,9	Innovation and Efficiency	First Quarter

Bureau	Highlights	KPI Reference (see Bureaus)	Mayor's Priorities Supported	Projected Completion
Treasury	Evaluate options for replacement of mainframe receivable systems in coordination with the Project Management Office and Information Technology *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	2-6	Innovation and Efficiency	Second Quarter
Treasury	Implement a new cash management software solution to manage investments *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	10-12	Innovation and Efficiency	Second Quarter
Treasury	Conduct annual foreclosure sale *Enhance the City's transparency, efficiency, and accountability*	1,8,9	Innovation and Efficiency	Third Quarter
Treasury	Prepare annual tax bill *Enhance the City's transparency, efficiency, and accountability*	1-12	Innovation and Efficiency	Fourth Quarter
Assessment	Continue to modernize operations through New York State assessment system *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	1-5	Innovation and Efficiency	Third Quarter
Assessment	Implement new re-levy program for calculation of supplemental taxes *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	5	Innovation and Efficiency	Third Quarter
Parking & Municipal Violations	Continue to coordinate with third party vendor for booting program; Continue to coordinate collection agency activity to recover outstanding parking tickets *Enhance the City's transparency, efficiency, and accountability*	1, 2	Innovation and Efficiency	Ongoing
Parking & Municipal Violations	Continue to modernize parking garage revenue control systems *Smart City Innovations: SC-4 Improve municipal technology to better serve the city, residents, stakeholders and others*	3	Innovation and Efficiency	Ongoing

Bureau	Highlights	KPI Reference (see Bureaus)	Mayor's Priorities Supported	Projected Completion
Purchasing	Continue tracking Request for Proposals/Professional Service Agreements (RFP/PSA) payments from DES to subcontractors using specialized compliance software *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	1-4	Innovation and Efficiency	Third Quarter
Purchasing	Begin tracking payments of subcontractors on NBD Economic Development Projects using specialized compliance software *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	1-4	Innovation and Efficiency	Third Quarter
Purchasing	Increase MWBE participation in City public works contracts, City contract purchases, and PSAs *ECN-5: Improve opportunities for historically disadvantaged businesses through business development programming and by providing access to contracting opportunities with the City of Rochester*	2	More Jobs	Ongoing
Traffic Violations Agency	Work with a debt collection agency to recover funds from motorists with default judgments resulting from unpaid tickets and to manage the payment plan option *Smart City Innovations: SC-4 Improve municipal technology to better serve the city, residents, stakeholders and others*	2, 4, 5	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	First Quarter
Traffic Violations Agency	Work with nCourt to implement an online reduced plea offer option - A web-based platform (Office Dispute Resolution application) that will allow motorists to address their ticket(s) with vehicle traffic violation through the City of Rochester website. This platform will reduce the need for an in-person appearance *Smart City Innovations: SC-4 Improve municipal technology to better serve the city, residents, stakeholders and others*	2, 3	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Second Quarter
Traffic Violations Agency	Continue to refine processes to find efficiencies *Enhance the City's transparency, efficiency, and accountability*	1	Innovation and Efficiency	Ongoing

Year-To-Year Comparison

Bureau	Budget 2020-21	Budget 2021-22	Change	Percent Change
Director's Office	662,000	617,500	-44,500	-6.7%
Accounting	880,300	952,600	72,300	8.2%
Treasury	1,779,700	1,813,200	33,500	1.9%
Assessment	874,300	897,000	22,700	2.6%
Parking & Municipal Violations	6,150,000	5,929,900	-220,100	-3.6%
Purchasing	1,028,900	1,052,500	23,600	2.3%
Traffic Violations Agency	826,300	852,000	25,700	3.1%
Total	12,201,500	12,114,700	-86,800	-0.7%
Interfund Credit*	-231,300	-215,100	16,200	-7.0%
Intrafund Credit*	-501,700	-457,400	44,300	-8.8%
Total	11,468,500	11,442,200	-26,300	-0.2%
Employee Years	103.1	103.7	0.6	0.6%

*Reflects chargeback for postage and duplicating.

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
180,300	53,900	-81,200	13,800	-1,400	-252,200	-86,800

Major Change Highlights

Decrease security in the garages to reflect need based on projected demand	-297,000
Add funding for one-time expense for new 4G modems in POM meters (108k) and 5G in CALE pay stations (57k)	165,000
Decrease utilities in the garages to reflect actual need	-89,400
Net decrease in professional services in the Parking Bureau to reflect actual need	-47,400
Funding associated with ban/bond sales reduced based on historical need	-33,200
Increase rent in the Parking Bureau and Traffic Violations to align with increase in property taxes as per lease agreement	30,000
Add funding for license software fee for new parking enforcement handheld equipment	26,400
Increase funding to support new lease accounting software	20,000
Eliminate vacant part time Clerk in the Parking Bureau as an efficiency measure	-20,000

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	6,312,729	6,007,500	6,304,300	6,465,800
Materials & Supplies	160,919	131,800	227,100	219,200
Services	5,446,018	4,566,700	5,670,100	5,429,700
Other	0	0	0	0
Total	11,919,666	10,706,000	12,201,500	12,114,700
Interfund Credit*	-256,748	-212,000	-231,300	-215,100
Intrafund Credit*	-420,600	-472,900	-501,700	-457,400
Total	11,242,318	10,021,100	11,468,500	11,442,200
Appropriation by Activity				
Director's Office	622,007	621,000	662,000	617,500
Accounting	1,126,810	836,800	880,300	952,600
Treasury	1,722,970	1,703,500	1,779,700	1,813,200
Assessment	900,699	832,700	874,300	897,000
Parking & Municipal Violations	5,709,325	4,907,100	6,150,000	5,929,900
Purchasing	976,572	995,200	1,028,900	1,052,500
Traffic Violations Agency	861,283	809,700	826,300	852,000
Total	11,919,666	10,706,000	12,201,500	12,114,700
Interfund Credit*	-256,748	-212,000	-231,300	-215,100
Intrafund Credit*	-420,600	-472,900	-501,700	-457,400
Total	11,242,318	10,021,100	11,468,500	11,442,200
Employee Years by Activity				
Director's Office	4.0	5.0	5.0	5.0
Accounting	17.6	12.1	12.0	12.2
Treasury	20.5	18.2	17.9	18.3
Assessment	13.1	12.1	12.2	12.2
Parking & Municipal Violations	32.8	31.9	36.0	36.0
Purchasing	11.7	11.8	11.5	11.5
Traffic Violations Agency	9.8	8.4	8.5	8.5
Total	109.5	99.5	103.1	103.7

*Reflects chargeback for postage and duplicating.

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Initiatives

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Provide City and City School District financing in accordance with City Debt Policies *Enhance the City's transparency, efficiency, and accountability*	1-3	Innovation and Efficiency	First Quarter & Third Quarter

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
FINANCIAL/COST				
1. Total entity general obligation debt ($000)	335,940	326,450	332,070	326,235
2. Bond and notes sale	4	3	4	3
3. Sales value ($000)	154,675	223,930	245,020	226,355

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	662,000	617,500	-44,500
Employee Years	5.0	5.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-11,500	0	-200	0	400	-33,200	-44,500

Major Changes

Funding associated with ban/bond sales reduced based on historical need	-33,200

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	367,668	449,300	448,100	437,000
Materials & Supplies	3,513	400	400	400
Services	250,826	171,300	213,500	180,100
Other	0	0	0	0
Total	622,007	621,000	662,000	617,500
Appropriation by Activity				
Director's Office	622,007	621,000	662,000	617,500
Employee Years by Activity				
Director's Office	4.0	5.0	5.0	5.0

DEPARTMENT OF FINANCE
DIRECTOR'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS

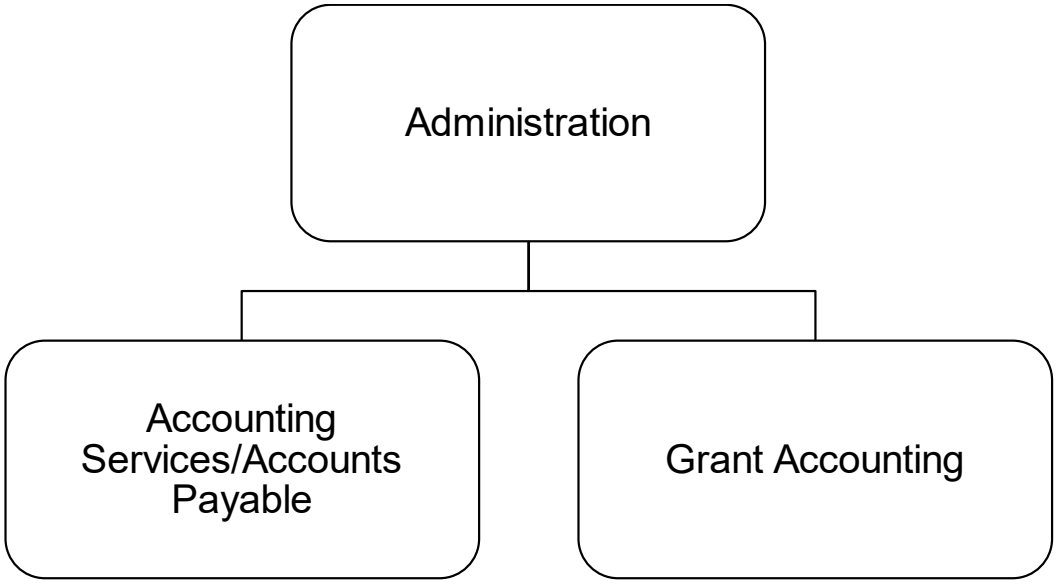
Br.	Title	Budget 2020-21	Proposed 2021-22
36	Director of Finance	1	1
25	Application Services Analyst I	1	1
25	Business Analyst I	1	0
23	Systems Administrator	0	1
20	Assistant to Director	1	1
20	Senior Accountant	1	1

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

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Initiatives

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Evaluate options for replacement of mainframe receivable systems in coordination with the Project Management Office and Information Technology Department *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	3,4,5	Innovation and Efficiency	Second Quarter
Prepare the City's Comprehensive Annual Financial Report *Enhance the City's transparency, efficiency, and accountability*	1-5	Innovation and Efficiency	Second Quarter

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Weekly invoices processed	1,031	930	1,150	950
2. Federal and New York State grants processed	183	184	182	186
3. Housing loans	103	97	105	95
4. Business development loans/leases	85	76	87	76
5. In lieu of tax agreements billed	212	222	222	234

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	880,300	952,600	72,300
Employee Years	12.0	12.2	0.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
28,500	200	4,200	20,900	-1,500	20,000	72,300

Major Changes

Increase funding to support new lease accounting software	20,000

DEPARTMENT OF FINANCE
ACCOUNTING
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,034,003	772,800	810,600	857,500
Materials & Supplies	7,074	2,000	3,000	3,000
Services	85,733	62,000	66,700	92,100
Other	0	0	0	0
Total	1,126,810	836,800	880,300	952,600
Appropriation by Activity				
Administration	307,223	282,700	286,000	324,100
Accounting Services/Accounts Payable	306,867	278,800	318,800	319,200
Payroll	235,821	0	0	0
Grant Accounting	276,899	275,300	275,500	309,300
Total	1,126,810	836,800	880,300	952,600
Employee Years by Activity				
Administration	2.0	2.0	2.0	2.0
Accounting Services/Accounts Payable	6.0	6.1	6.0	6.2
Payroll	5.0	0.0	0.0	0.0
Grant Accounting	4.6	4.0	4.0	4.0
Total	17.6	12.1	12.0	12.2

DEPARTMENT OF FINANCE
ACCOUNTING
PERSONNEL SUMMARY

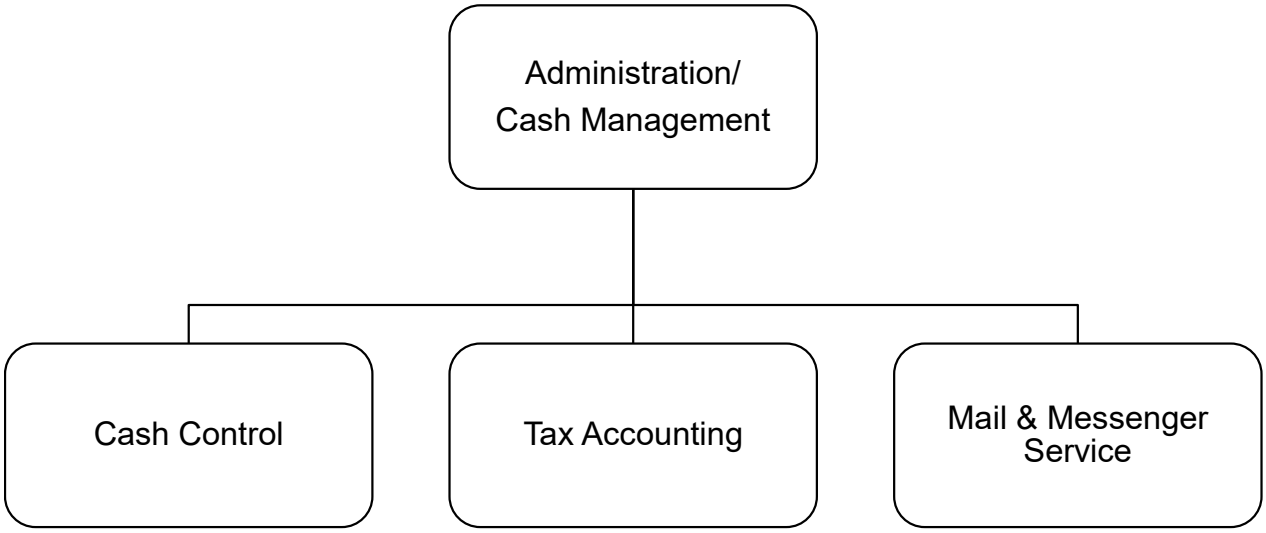
FULL TIME POSITIONS				Administration	Accounting Services/ Accounts Payable	Grant Accounting
Br.	Title	Budget 2020-21	Proposed 2021-22			
33	Deputy Director, Finance	1	1	1		
30	Assistant Director, Accounting	1	1	1		
26	Principal Finance Officer	1	1			1
24	Associate Accountant	2	2			2
20	Senior Accountant	2	2		2	
17	Accountant	2	2		2	
14	Junior Accountant	1	1			1
9	Clerk II	1	1		1	
9	Clerk II with Typing	1	1		1	
EMPLOYEE YEARS						
Full Time		12.0	12.0	2.0	6.0	4.0
Overtime		0.1	0.1	0.0	0.1	0.0
Part Time, Temporary, Seasonal		0.1	0.1	0.0	0.1	0.0
Less: Vacancy Allowance		0.2	0.0	0.0	0.0	0.0
Total		12.0	12.2	2.0	6.2	4.0

DEPARTMENT OF FINANCE
TREASURY

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Initiatives

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Expand outreach efforts to owner occupants regarding the benefits of tax agreements *BCC-2: Continuously improve City Hall public outreach and communication of City services*	1,8,9	Innovation and Efficiency	First Quarter
Evaluate options for replacement of mainframe receivable systems in coordination with the Project Management Office and Information Technology *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	2-6	Innovation and Efficiency	Second Quarter
Implement a new cash management software solution to manage investments *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	10-12	Innovation and Efficiency	Second Quarter
Conduct annual foreclosure sale *Enhance the City's transparency, efficiency, and accountability*	1,8,9	Innovation and Efficiency	Third Quarter
Prepare annual tax bill *Enhance the City's transparency, efficiency, and accountability*	1-12	Innovation and Efficiency	Fourth Quarter

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Foreclosure notices mailed	1,789	0	3,000	3,500
2. Tax accounts	61,743	61,000	61,900	61,000
3. Tax information calls	20,000	22,000	22,000	25,000
4. Delinquent tax accounts	8,999	9,600	9,900	9,900
5. Percent of adjusted property tax balances collected – Current (%)	93.0	93.5	93.25	93.0
6. Percent of adjusted property tax balances collected – Delinquent (%)	44.3	42.0	45.0	45.0
7. Liens sold	1,381	0	0	0
8. City initiated foreclosures	1,789	0	3,000	3,500
9. Properties redeemed before foreclosure	636	0	800	1,750
10. Average daily cash ledger balance ($000)	343,700	370,600	333,400	378,000

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
11. Average daily invested cash bank balance ($000)	256,800	279,100	262,300	284,600
12. Average investment rate (%)	0.03	0.02	0.06	0.01

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,779,700	1,813,200	33,500
Employee Years	17.9	18.3	0.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
54,500	1,600	-21,800	0	-800	0	33,500

Program Change

The Tax Lien Sale is discontinued

Postage Chargebacks

Department/Bureau	2020-21	2021-22
CITY COUNCIL & CLERK	16,500	17,700
NEIGHBORHOOD & ECONOMIC DEVELOPMENT	58,000	61,600
ADMINISTRATION		
Mayor's Office	7,600	4,800
Management & Budget	100	0
Human Resource Management	18,300	8,900
Communications	600	6,300
Law	4,400	3,900
Total - Administration	31,000	23,900
FINANCE		
Director's Office	100	0
Accounting	0	3,400
Treasury	41,200	37,500
Assessment	20,700	18,300
Parking & Municipal Violations	37,900	31,700
Traffic Violations Agency	15,200	10,300
Purchasing	3,100	2,700
Total - Finance	118,200	103,900

Department/Bureau	2020-21	2021-22
ENVIRONMENTAL SERVICES	134,000	137,300
EMERGENCY COMMUNICATIONS	3,000	3,300
POLICE	50,000	55,300
FIRE	1,300	1,800
LIBRARY	0	0
RECREATION & HUMAN SERVICES		
Commissioner	6,100	4,000
Recreation	500	300
Human Services	1,300	800
Total - DRHS	7,900	5,100
INFORMATION TECHNOLOGY	100	100
Total Interfund	205,500	209,600
Total Intrafund	214,500	200,400
CITY TOTAL	420,000	410,000

DEPARTMENT OF FINANCE
TREASURY
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,133,221	1,157,300	1,165,200	1,215,900
Materials & Supplies	37,472	33,700	33,700	34,600
Services	552,277	512,500	580,800	562,700
Other	0	0	0	0
Total	1,722,970	1,703,500	1,779,700	1,813,200
Interfund Credit*	-240,759	-196,000	-214,500	-200,400
Intrafund Credit*	-169,219	-205,100	-205,500	-209,600
Total	1,312,992	1,302,400	1,359,700	1,403,200
Appropriation by Activity				
Administration/Cash Management	758,413	748,600	722,000	793,900
Cash Control	193,056	189,000	207,100	214,700
Tax Accounting	290,162	252,900	293,500	249,200
Mail and Messenger Service	481,339	513,000	557,100	555,400
Total	1,722,970	1,703,500	1,779,700	1,813,200
Interfund Credit*	-240,759	-196,000	-214,500	-200,400
Intrafund Credit*	-169,219	-205,100	-205,500	-209,600
Total	1,312,992	1,302,400	1,359,700	1,403,200
Employee Years by Activity				
Administration/Cash Management	6.7	8.4	7.4	8.5
Cash Control	4.4	3.3	3.2	3.3
Tax Accounting	7.2	4.5	5.3	4.5
Mail and Messenger Service	2.2	2.0	2.0	2.0
Total	20.5	18.2	17.9	18.3

*Reflects chargeback for postage

DEPARTMENT OF FINANCE
TREASURY
PERSONNEL SUMMARY

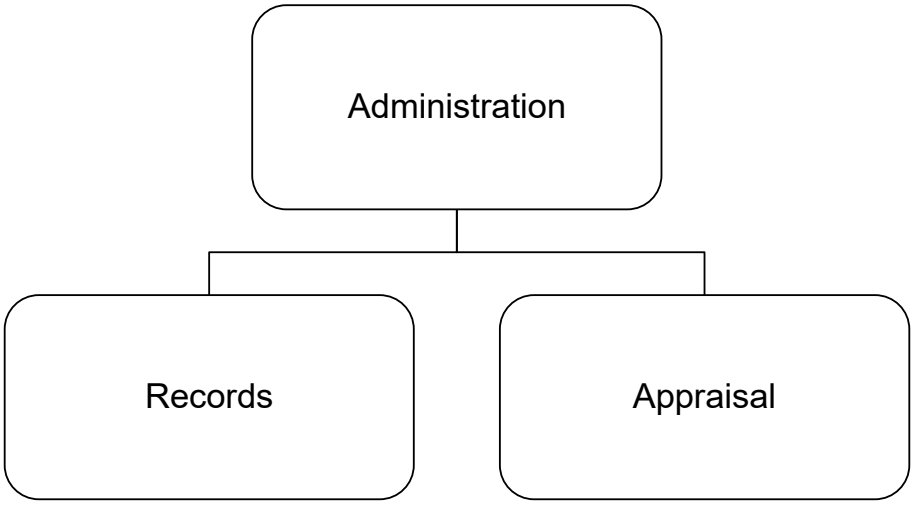
FULL TIME POSITIONS				Administration/ Cash Management	Cash Control	Tax Accounting	Mail & Messenger Service
Br.	Title	Budget 2020-21	Proposed 2021-22				
33	City Treasurer	1	1	1			
30	Deputy Treasurer	1	1	1			
26	Cash & Investment Manager	1	1	1			
24	Associate Accountant	1	2	2			
20	Head Cashier/Bilingual	1	1		1		
20	Senior Accountant	1	1	1			
18	Head Account Clerk	1	1			1	
17	Accountant	2	2	1	1		
14	Junior Accountant	2	1			1	
14	Mailroom Coordinator	1	1				1
13	Senior Cashier	1	1		1		
12	Resource Collector	2	2			2	
10	Mailroom Clerk	1	1				1
7	Clerk III with Typing	1	1	1			
EMPLOYEE YEARS							
Full Time		17.0	17.0	8.0	3.0	4.0	2.0
Overtime		0.2	0.6	0.1	0.3	0.2	0.0
Part Time, Temporary, Seasonal		0.7	0.7	0.4	0.0	0.3	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		17.9	18.3	8.5	3.3	4.5	2.0

DEPARTMENT OF FINANCE
ASSESSMENT

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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 property 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

2021-22 Strategic Initiatives

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Continue to modernize operations through New York State assessment system *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	1-5	Innovation and Efficiency	Second Quarter
Implement new re-levy program for calculation of supplemental taxes *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	5	Innovation and Efficiency	Third Quarter

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Reviews performed:				
1. Exemptions (new and renewal)	9,304	9,500	9,500	9,400
2. Inspection of building permits	2,813	2,500	2,900	2,800
3. Non-profits & other	3,162	4,500	4,500	4,000
4. Owner reviews	3,916	700	700	700
5. Notices and Letters	61,210	27,000	27,000	24,000

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	874,300	897,000	22,700
Employee Years	12.2	12.2	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
10,100	400	-4,700	0	1,100	15,800	22,700

Major Changes

Funding added to support Assessment operations	12,400
Overtime increases to support Records Unit	3,400

DEPARTMENT OF FINANCE
ASSESSMENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	847,384	784,900	803,200	817,800
Materials & Supplies	4,574	1,000	6,100	6,200
Services	48,741	46,800	65,000	73,000
Other	0	0	0	0
Total	900,699	832,700	874,300	897,000
Appropriation by Activity				
Administration	175,695	168,000	184,700	198,700
Records	245,493	168,900	187,600	187,500
Appraisal	479,511	495,800	502,000	510,800
Total	900,699	832,700	874,300	897,000
Employee Years by Activity				
Administration	0.9	1.0	1.0	1.0
Records	5.3	4.0	4.1	4.1
Appraisal	6.9	7.1	7.1	7.1
Total	13.1	12.1	12.2	12.2

DEPARTMENT OF FINANCE
ASSESSMENT
PERSONNEL SUMMARY

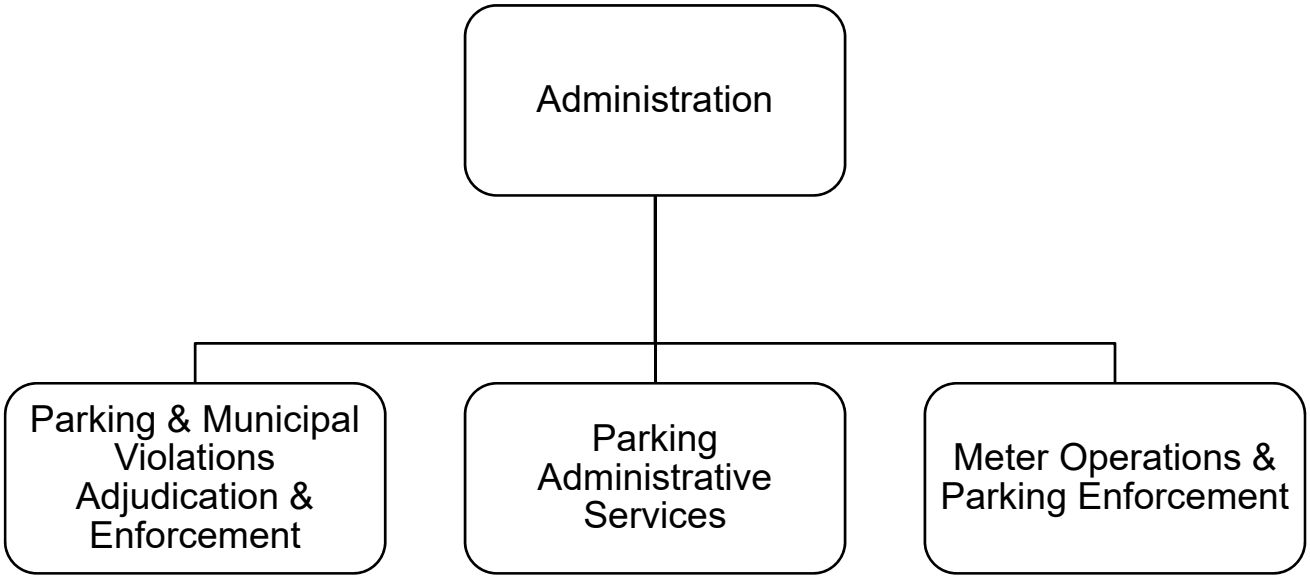
FULL TIME POSITIONS				Administration	Records	Appraisal
Br.	Title	Budget 2020-21	Proposed 2021-22			
33	Assessor	1	1	1		
28	Commercial Appraiser	1	1			1
28	Supervising Real Property Appraiser	1	1			1
20	Real Property Appraiser	5	5			5
11	Clerk I	1	1		1	
9	Clerk II	2	2		2	
9	Clerk II with Typing	1	1		1	
EMPLOYEE YEARS						
Full Time		12.0	12.0	1.0	4.0	7.0
Overtime		0.2	0.2	0.0	0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		12.2	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 Policy Principles* by providing safe, affordable, convenient access to municipal parking that is customer focused.

Organization



Vital Customers

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

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

Critical Processes

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

- ❑ Refer unpaid parking or municipal tickets to collection agencies
- ❑ Coordinate booting program with third party vendor as part of the ticketing process
- ❑ Adjudicate contested parking tickets
- ❑ Manage and maintain all records pertaining to parking tickets issued
- ❑ Coordinate collection agency activity for outstanding parking fines with third party vendor

2021-22 Strategic Initiatives

Strategic Initiative & ***Rochester 2034 Alignment***	**KPI**	**Mayor's Priorities Supported**	**Projected Completion**
Continue to coordinate with third party vendor for booting program; Continue to coordinate collection agency activity to recover outstanding parking tickets *Enhance the City's transparency, efficiency, and accountability*	1, 2	Innovation and Efficiency	Ongoing
Continue to modernize parking garage revenue control systems *Smart City Innovations: SC-4 Improve municipal technology to better serve the city, residents, stakeholders and others*	3	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Percent of booted vehicles that pay vs. being towed	84%	85%	85%	85%
2. Percent of parking tickets paid vs. tickets issued	93%	90%	90%	90%
3. Average garage occupancy, based on monthly customers	73%	50%	N/A	70%

N/A – Not Applicable

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	6,150,000	5,929,900	-220,100
Employee Years	36.0	36.0	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
27,500	48,700	-7,200	-32,000	0	-257,100	-220,100

Major Changes

Decrease security in the garages to reflect need based on projected demand	-297,000
Add funding for one-time expense for new 4G modems in POM meters (108k) and 5G in CALE pay stations (57k)	165,000
Decrease utilities to reflect actual need	-89,400
Net decrease in professional services to reflect actual need	-47,400

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS

Add funding for license software fee for new parking enforcement handheld equipment	26,400
Eliminate vacant part time clerk as an efficiency measure	-20,000
Increase rent to align with increase in property taxes as per lease agreement	15,000
Reduce overtime based on historical experience	-5,200
Decrease supplies to reflect actual need	-4,000
Reduce miscellaneous line	-500

DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,708,834	1,661,300	1,900,800	1,871,100
Materials & Supplies	45,291	39,600	94,700	92,000
Services	3,955,200	3,206,200	4,154,500	3,966,800
Other	0	0	0	0
Total	5,709,325	4,907,100	6,150,000	5,929,900
Appropriation by Activity				
Administration	294,955	266,400	270,000	281,200
Parking/Municipal Violations Adjud. & Enforcement	653,495	632,000	690,500	688,000
Parking Administrative Services	3,918,551	3,153,900	4,168,700	3,752,500
Meter Operations/Parking Enforcement	842,324	854,800	1,020,800	1,208,200
Total	5,709,325	4,907,100	6,150,000	5,929,900
Employee Years by Activity				
Administration	3.0	3.0	3.0	3.0
Parking/Municipal Violations Adjud. & Enforcement	9.1	9.1	9.5	9.5
Parking Administrative Services	7.1	7.0	7.5	7.5
Meter Operations/Parking Enforcement	13.6	12.8	16.0	16.0
Total	32.8	31.9	36.0	36.0

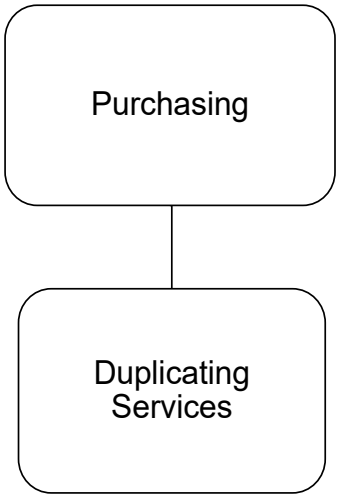
DEPARTMENT OF FINANCE
PARKING & MUNICIPAL VIOLATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	P&MV Adjud. & Enforcement	Parking Administrative Services	Meter Ops/Parking Enforcement
Br.	Title	Budget 2020-21	Proposed 2021-22				
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			
11	Senior Service Assistant	0	1			1	
10	Parking Enforcement Officer	9	9				9
10	Parking Equipment Mechanic	2	2				2
9	Clerk II	2	2		2		
9	Clerk II with Typing	1	0				
7	Clerk III	4	4		3	1	
5	Account Clerk	1	1		1		
EMPLOYEE YEARS							
Full Time		32.0	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		3.7	3.7	0.0	0.5	0.3	2.9
Less: Vacancy Allowance		0.2	0.2	0.0	0.1	0.0	0.1
Total		36.0	36.0	3.0	9.5	7.5	16.0

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Initiatives

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Continue tracking Request for Proposals/Professional Service Agreements (RFP/PSA) payments from DES to subcontractors using specialized compliance software *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	1-6, 8	Innovation and Efficiency	Third Quarter
Begin tracking payments of subcontractors on NBD Economic Development Projects using specialized compliance software *SC-4: Improve municipal technology to better serve the city, residents, stakeholders and others*	1-6, 8	Innovation and Efficiency	Third Quarter
Increase MWBE participation in City public works contracts, City contract purchases, and PSAs *ECN-5: Improve opportunities for historically disadvantaged businesses through business development programming and by providing access to contracting opportunities with the City of Rochester*	2	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Construction contracts awarded ($000)	54,000	60,000	60,000	60,000
2. Construction contracts awarded to MWBE ($000)	12,000	15,000	16,000	16,000
3. Percent of MWBE to total contracts awarded	33.0	30	28	30
4. Number of goods and services contracts awarded	400	500	500	500
5. Percent of City public bids received electronically	32	30	30	50
6. Percent of purchases of best value bids	2	2	2	3
7. Money recovered from sale of surplus property ($)	131,547	524,300	250,000	250,000
8. Percent of City public bids distributed electronically	100	95	95	100

N/A – Not Applicable

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,028,900	1,052,500	23,600
Employee Years	11.5	11.5	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
41,500	900	-52,100	24,900	-600	9,000	23,600

Major Changes

Funding to support wage rate and workforce compliance software increases	9,000

Duplicating Chargebacks

Department/Bureau	2020-21	2021-22
CITY COUNCIL & CLERK	6,000	5,000
NEIGHBORHOOD & BUSINESS DEVELOPMENT	83,200	69,600
ADMINISTRATION		
Mayor's Office	61,800	43,800
Management & Budget	5,200	4,400
Human Resource Management	16,400	13,700
Communications	26,200	22,000
Law	3,300	2,800
Total - Administration	112,900	86,700
LIBRARY	400	300
FINANCE		
Director's Office	0	0
Accounting	600	500
Treasury	7,500	6,300
Assessment	11,600	9,800
Parking and Municipal Violations	2,800	2,300
TVA	0	100
Purchasing	3,600	3,000
Total - Finance	26,100	22,000

Department/Bureau	2020-21	2021-22
ENVIRONMENTAL SERVICES	29,500	24,700
EMERGENCY COMMUNICATIONS	2,200	1,900
INFORMATION TECHNOLOGY	300	8,400
POLICE	7,000	5,900
FIRE	7,900	6,500
RECREATION & HUMAN SERVICES		
Commissioner	0	0
Recreation	37,500	31,500
Human Services	0	0
Total - DRHS	37,500	31,500
Total Interfund	16,800	14,700
Total Intrafund	296,200	247,800
CITY TOTAL	313,000	262,500

DEPARTMENT OF FINANCE
PURCHASING
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	682,728	713,400	697,200	764,300
Materials & Supplies	57,589	51,000	80,900	79,600
Services	236,255	230,800	250,800	208,600
Other	0	0	0	0
Total	976,572	995,200	1,028,900	1,052,500
Interfund Credit*	-15,989	-16,000	-16,800	-14,700
Intrafund Credit*	-251,381	-267,800	-296,200	-247,800
Total	709,202	711,400	715,900	790,000
Appropriation by Activity				
Purchasing	678,062	711,400	715,600	788,900
Duplicating Services	298,510	283,800	313,300	263,600
Total	976,572	995,200	1,028,900	1,052,500
Interfund Credit*	-15,989	-16,000	-16,800	-14,700
Intrafund Credit*	-251,381	-267,800	-296,200	-247,800
Total	709,202	711,400	715,900	790,000
Employee Years by Activity				
Purchasing	10.7	10.5	10.5	10.5
Duplicating Services	1.0	1.3	1.0	1.0
Total	11.7	11.8	11.5	11.5

*Reflects chargeback for duplicating

DEPARTMENT OF FINANCE
PURCHASING
PERSONNEL SUMMARY

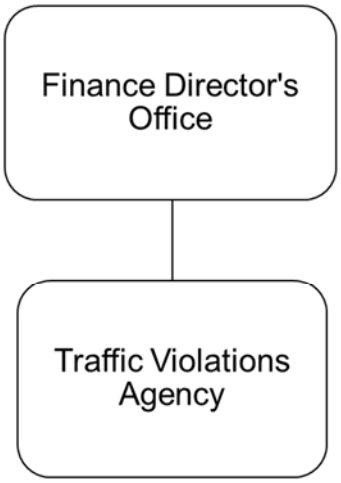
FULL TIME POSITIONS				Purchasing	Duplicating Services
Br.	Title	Budget 2020-21	Proposed 2021-22		
33	Purchasing Agent	1	1	1	
26	Minority & Women Business Enterprise Officer	1	1	1	
24	Contract Administrator	1	1	1	
22	Senior Purchaser	2	2	2	
20	Assistant Business Analyst	0	1	1	
20	Administrative Analyst	1	0		
19	Assistant Contract Administrator	1	1	1	
19	Purchaser	1	1	1	
16	Purchasing Control Clerk	1	1	1	
16	Coordinator Duplicating & Supplies	1	1		1
9	Assistant Purchasing Control Clerk	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		0.5	0.5	0.5	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		11.5	11.5	10.5	1.0

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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 & payment plan 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

Strategic Initiative & *Rochester 2034 Alignment*	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Work with a debt collection agency to recover funds from motorists with default judgments resulting from unpaid tickets and to manage the payment plan option *Smart City Innovations: SC-4 Improve municipal technology to better serve the city, residents, stakeholders and others*	2, 4, 5	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	First Quarter
Work with nCourt to implement an online reduced plea offer option - A web-based platform (Office Dispute Resolution application) that will allow motorists to address their ticket(s) with vehicle traffic violation through the City of Rochester website. This platform will reduce the need for an in-person appearance *Smart City Innovations: SC-4 Improve municipal technology to better serve the city, residents, stakeholders and others*	2, 3	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Second Quarter
Continue to refine processes to find efficiencies *Enhance the City's transparency, efficiency, and accountability*	1	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
1. Number of new moving violations tickets	21,262	15,600	24,000	15,000
2. Disposition rate of new tickets filed	55%	60%	60%	55%
3. % of cases plea bargained (of those cases that reached a disposition)	83%	80%	80%	80%
4. % of cases heard in front of the judicial hearing officer	7%	9%	9%	9%
5. Disposition rate of transferred tickets	17%	20%	20%	15%

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	826,300	852,000	25,700
Employee Years	8.5	8.5	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
29,700	2,100	600	0	0	-6,700	25,700

Major Changes

Increase rent to align with increase in property taxes as per lease agreement	15,000

Net reduction in services due to budget constraints	-7,500
Miscellaneous expense line is reduced due to budget constraints	-5,600
Number of hearings are reduced to reflect actual need	-5,000
Office supplies are reduced due to budget constraints	-5,000
Overtime increases to reflect actual need	1,500
Productivity improvements result in savings	-100

Program Changes

The new NYS Driver's License Suspension Reform Act will end license suspensions due to non-payment of traffic fines, while making affordable payment plans available. During fiscal year 2021-22 TVA will offer a monthly payment plan option. TVA will work with a collection agency to manage the payment plan process and to recover funds from motorists with default civil judgments attached to their case.

Motorists who failed to answer their ticket(s) and/or did not accept a reduced plea offer will be referred to the judicial hearing officer within 45 days instead of 60 days. TVA will continue to refer cases to DMV for license suspension for failure to answer. If TVA does not receive a response from the motorist after the judicial hearing officer decision then the motorist’s license will be suspended for failure to appear. All failure to answer and failure to appear cases will be forwarded to default civil judgment.

A web-based platform (Office Dispute Resolution application) will be implemented to reduce the need for an in-person appearance. This option will be for those motorists with first and minor infractions to address their ticket(s) online.

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	538,891	468,500	479,200	502,200
Materials & Supplies	5,406	4,100	8,300	3,400
Services	316,986	337,100	338,800	346,400
Other	0	0	0	0
Total	861,283	809,700	826,300	852,000
Appropriation by Activity				
Traffic Violations Agency	861,283	809,700	826,300	852,000
Employee Years by Activity				
Traffic Violations Agency	9.8	8.4	8.5	8.5
Total	9.8	8.4	8.5	8.5

DEPARTMENT OF FINANCE
TRAFFIC VIOLATIONS AGENCY
PERSONNEL SUMMARY

FULL TIME POSITIONS

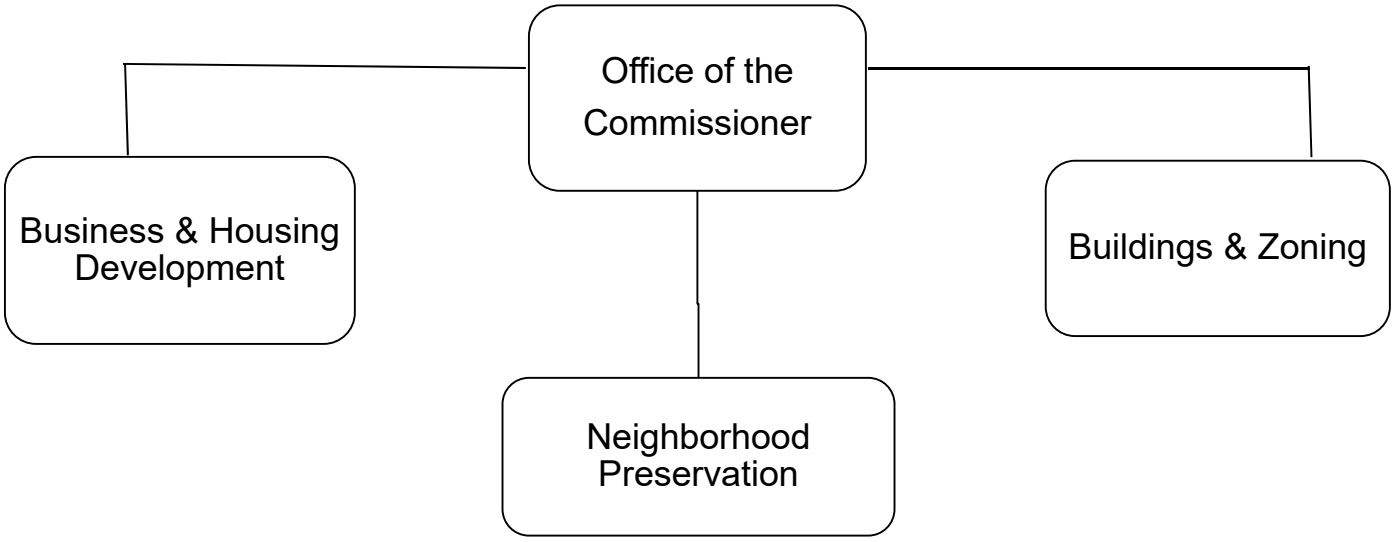
Br.	Title	Budget 2020-21	Proposed 2021-22
28	Executive Director	1	1
23	Assistant Executive Director	1	1
12	Lead Motor Vehicle Representative	1	2
12	Lead Motor Vehicle Representative Bilingual	1	1
10	Motor Vehicle Representative	4	3

EMPLOYEE YEARS		
Full Time	8.0	8.0
Overtime	0.0	0.0
Part Time, Temporary, Seasonal	0.5	0.5
Less: Vacancy Allowance	0.0	0.0
Total	8.5	8.5

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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 2021-22, the Department of Neighborhood and Business Development will continue to focus on: supporting the city's small businesses as they emerge from pandemic-related closures and capacity reductions; increasing the number of quality, affordable housing units; increasing affordable homeownership; reducing blight and nuisances; and attracting businesses to downtown. NBD will begin implementing the Property Manager Licensing Program and continue working on digitizing loans and grants application forms for better customer service and program performance measuring.

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

NBD will focus on five (5) broad objectives supported by Rochester 2034; 16 specific goals across the five objectives and 32 data categories similar to current KPIs.

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

Strategic Initiative & ***Rochester 2034 Alignment***	**KPI Reference (see table below)**	**Mayor's Priorities Supported**	**Projected Completion**
Create and retain jobs *ECN-4: Continue to support and attract job-generating economic development.* *ENC-1: Attract businesses.* *ENC-2: Support existing and help incentivize new neighborhood businesses.*	G & H	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing
Improve customer service *SC-4: Improve municipal technology to better serve the city, residents, stakeholders, and others.* *SC-4b: Expand existing and develop new municipal online payment, permitting, and licensing systems, as well as subscription-based public notifications.* *SC-4c: Advance City permitting, inspection, and enforcement operations through digital transformation.* *ECN-2e: Assess and reduce administrative and regulatory barriers for small business development and support.*	I	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing
Enhance the quality of life for city residents *VNT-1c: Allocate additional funds to broaden the City's clean demolition initiative.* *BFN-2: Continue and expand existing efforts to decrease the accumulation of litter in the community.* *BCC-1: Building Community Capacity.*	J & K	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
A. Create new housing units				
1. New affordable units created via the Land Bank	N/A	8	8	8
2. New affordable units created by the City	N/A	152	152	236
3. New market-rate units created by the City	N/A	90	103	133
B. Increase city owner occupants				
1. Via properties sold to owner occupants through auction/RFP	N/A	10	10	10
2. Via Land Bank Program to help occupants become owners	N/A	2	2	2
3. Via program to RFP City lots to incentivize owner-occupancy	N/A	0	5	10
4. Via new construction of owner occupied units (through Habitat for Humanity, GRHP)	N/A	9	15	8
5. Via City-assisted sales to owner occupants	N/A	168	202	176

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
C. Prevent Foreclosures				
1. Foreclosures prevented	N/A	120	120	150
D. Ensure rental housing is code compliant				
1. Code compliant units/Total rental units	N/A	90%	90%	90%
E. Efficiently resolve neighborhood code complaints				
1. Average time to resolve complaints (in days)	N/A	60	90	90
F. Rehabilitate existing housing units				
1. Units rehabbed with General Rehab, lead grants, OORP, and/or EAP	N/A	270	350	350
2. Units rehabbed with City's housing grants/loan funding	N/A	158	162	150
3. Units rehabbed through Land Bank programs	N/A	35	35	35
G. Create jobs				
1. Total jobs created (FTE)	N/A	9	155	100
2. Total new jobs created that were filled by city residents	N/A	3	51	50
3. Percentage of new jobs created that pay at least $30,000	N/A	70%	71%	70%
H. Retain jobs				
1. Total jobs retained through City-enabled projects	N/A	1,570	350	350
I. Improve customer service (Quarterly)				
1. Overall percentage of customers who report being satisfied by NBD's services	N/A	85%	85%	90%
2. Customer satisfaction rate for the Certification of Occupancy Process	N/A	90%	85%	90%
3. Customer satisfaction rate for the Certification of Compliance Process	N/A	95%	90%	90%
4. Customer satisfaction rate for the Homebuyer Assistance Program	N/A	84%	90%	90%
5. Customer satisfaction rate for the Rehab Grant Program	N/A	90%	85%	90%
6. Customer satisfaction rate for the assistance with Business Grant Programs applications	N/A	100%	85%	90%
7. Customer satisfaction rate for all Zoning processes	N/A	90%	85%	90%
8. Customer satisfaction rate for other points of contact (e.g., point of intake cards, other surveys)	N/A	85%	85%	90%
9. All major NBD applications processes will gather feedback through customer satisfaction survey	N/A	Achieved in the First Quarter of FY20-21	Have in place by Second Quarter of FY20-21	N/A
J. Eliminate neighborhood blight				
1. Proactive demolitions carried out in the fiscal year	N/A	100	100	100
2. Neighborhood cleanups carried out in the fiscal year	N/A	160	160	130
3. Refuse reviews performed, assessing commercial corridors in the fiscal year	N/A	700	700	800
K. Increase community engagement and capacity				
1. Neighborhood and Business Association meetings attended by NSC staff	N/A	1,080	1,080	1,080

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
2. Citizens that graduate from the City's Community University program	N/A	30	30	40

Year-To-Year Comparison

Bureau	Budget 2020-21	Budget 2021-22	Change	Percent Change
Commissioner	869,400	979,400	110,000	12.7%
Business & Housing Development	2,700,800	2,682,800	-18,000	-0.7%
Neighborhood Preservation	1,574,000	1,642,400	68,400	4.3%
Buildings & Zoning	5,844,700	6,044,900	200,200	3.4%
Total	10,988,900	11,349,500	360,600	3.3%
Employee Years	139	140.3	1.3	0.9%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
388,900	16,700	-8,700	-76,100	0	39,800	360,600

Major Change Highlights

A Systems Administrator position is added for Land Management implementation	75,800
An Assistant Plans Examiner position is added in Code Enforcement	59,900
A Code Enforcement Officer Trainee position is added in Buildings and Zoning	48,300
Funding for staff support to rewrite the Zoning Code transfers to Mayor's Office	-35,100

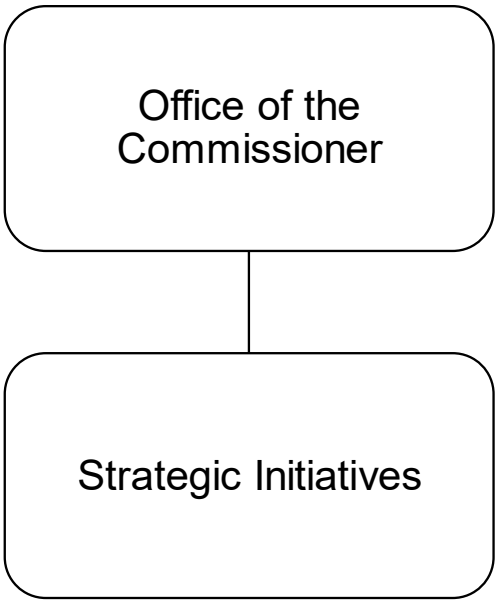
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	9,574,551	9,100,800	9,593,900	10,033,900
Materials & Supplies	34,161	22,400	48,100	47,800
Services	1,232,727	1,098,900	1,346,900	1,267,800
Other	0	185,200	0	0
Total	10,841,439	10,407,300	10,988,900	11,349,500
Appropriation by Activity				
Commissioner	1,267,776	1,023,700	869,400	979,400
Business & Housing Development	2,602,112	2,467,900	2,700,800	2,682,800
Neighborhood Preservation	1,390,144	1,425,400	1,574,000	1,642,400
Buildings & Zoning	5,581,407	5,490,300	5,844,700	6,044,900
Total	10,841,439	10,407,300	10,988,900	11,349,500
Employee Years by Activity				
Commissioner	11.0	8.0	8.1	9.5
Business & Housing Development	27.9	26.9	30.1	29.0
Neighborhood Preservation	16.6	19.5	20.4	21.4
Buildings & Zoning	73.7	76.4	80.4	80.4
Total	129.2	130.8	139.0	140.3
NBD Resource Allocation - Dollars				
NBD Allocation	10,841,439	10,407,300	10,988,900	11,349,500
Police Department NBD Allocation	2,878,514	2,271,800	2,368,300	2,250,600
Total NBD Allocation	13,719,953	12,679,100	13,357,200	13,600,100
NBD Resource Allocation - Employee Years				
NBD Allocation	129.2	130.8	139.0	140.3
Police Department NBD Allocation	29.0	22.8	23.5	22.7
Total NBD Allocation	158.2	153.6	162.5	163.0

Mission Statement

To support the City of Rochester's *Vision Statement and Policy Principles*, the NBD Office of the Commissioner will promote coordination and communication for the department and customers to provide budget and personnel services, grants management, and process improvements.

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
- Coordinate performance management and measurement programs
- Administer personnel, purchasing and payroll activities
- Ensure adherence to grant compliance requirements for federal formula grant programs
- Manage the federal disbursement and information system
- Implement process improvements to modernize programs with 21st century technology

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Administer and assist with the development and implementation of Phase III projects under the Cities RISE program	CNP-1	Safer and More Vibrant Neighborhoods	Second Quarter
Manage strategic use of HUD funding, including budgeting, reporting, and supporting program partners, to maximize impact in the community and maintain compliance with federal regulations	PHS-5, BFN-1, ECN-1	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Manage CARES Act funding allocation for use in the City's response to the coronavirus pandemic	ECN-1, CNP-1	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing
Lead and participate in the implementation of the Land Management project in collaboration with the PMO and IT	SC-4	Innovation and Efficiency	Ongoing
Continue to digitize and streamline NBD grant/loan application processes to create centralized databases and to enable automated KPI reporting and other required analysis	SC-4, ECN-7	Innovation and Efficiency	Ongoing
Continue to use the geospatial plan to guide data decisions for NBD	PMP-1	Innovation and Efficiency	Ongoing
Continue to monitor and report on the NBD operating and capital budgets	IMP-2	Innovation and Efficiency	Ongoing
Conduct proactive research for new grant funding opportunities	ECN-7	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	869,400	979,400	110,000
Employee Years	8.1	9.5	1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
16,000	1,800	200	0	0	92,000	110,000

Major Changes

A Systems Administrator position is added for Land Management implementation	75,800
Eliminate vacant part time GIS Analyst/City Planner as an efficiency	-40,500
An on-call Senior Administrative Analyst position is added to assist with Land Management implementation	35,100
A vacant part time Clerk III/Typing position is eliminated and a full time Senior Service Assistant position is added to provide additional support in Strategic Initiatives	21,600

Program Change

The Land Management project is enhanced by the hiring of a Systems Administrator for Cloud Services, who is responsible for the technical administration and continued development of the new Land Management software when it goes live. To retain the institutional knowledge required to comprehensively transition our current processes to the new Land Management system, a part time on-call position is added. The Strategic Initiatives unit continues to work with the other NBD bureaus to digitize and automate applications for grants and loans and the KPIs. A new assistant is added to support these and other processes.

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

Appropriation by Major Object	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Personnel Expenses	1,145,248	764,300	746,600	854,500
Materials & Supplies	3,925	1,200	4,200	4,300
Services	118,603	73,000	118,600	120,600
Other	0	185,200	0	0
Total	1,267,776	1,023,700	869,400	979,400
Appropriation by Activity				
Commissioner	573,518	468,400	335,400	346,500
Office of Planning	318,494	0	0	0
Strategic Initiatives	375,764	555,300	534,000	632,900
	1,267,776	1,023,700	869,400	979,400
Employee Years by Activity				
Commissioner	2.0	1.0	2.0	2.0
Office of Planning	3.5	0.0	0.0	0.0
Strategic Initiatives	5.5	7.0	6.1	7.5
	11.0	8.0	8.1	9.5

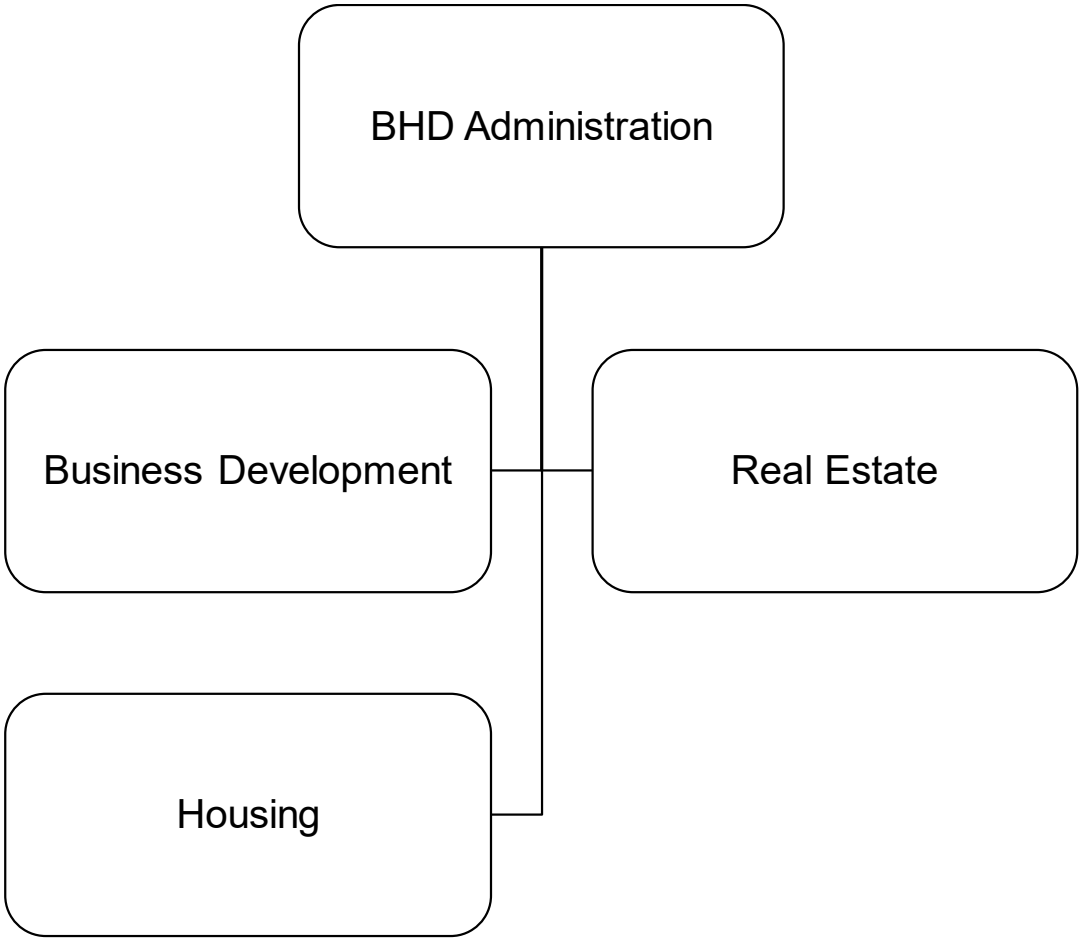
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Commissioner	Strategic Initiatives
Br.	Title	Budget 2020-21	Proposed 2021-22		
36	Commissioner	1	1	1	
31	Assistant Commissioner	0	1		1
30	Assistant Commissioner	1	0		
29	Grants Manager and Research Coordinator	1	1		1
29	Principal Staff Assistant	1	0		
26	Process Improvement Specialist	0	1		1
25	Business Analyst I	1	1		1
25	Systems Administrator	0	1		1
24	CDBG Coordinator	1	1		1
20	Executive Assistant	1	1	1	
11	Senior Service Assistant	0	1		1
EMPLOYEE YEARS					
Full Time		7.0	9.0	2.0	7.0
Overtime		0.1	0.0	0.0	0.0
Part Time, Temporary, Seasonal		1.0	0.5	0.0	0.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0
Total		8.1	9.5	2.0	7.5

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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
- Attend monthly quadrant business association meetings

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Complete Development Phase III of Inner Loop East (ILE) Sites 5, 6, 7	HSG-4	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Complete Development Phase IV of Inner Loop East (ILE) Sites 2, 3, 4	HSG-4	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Implement plan for business corridor improvements leveraging Commercial Corridor study and REDCO Revitalize Rochester Fund	ESG-2	Safer and More Vibrant Neighborhoods	Third Quarter
Implement plan to sell 30 homes (City surplus)	HSG-5	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Create 10 new owner occupied homes through rehab using HOME Rochester program with City, Rochester Land Bank (RLB) & Greater Rochester Housing Partnership (GRHP)	HSG-4	Safer and More Vibrant Neighborhoods	Fourth Quarter
Deliver Celebrate City Living Expo through virtual activities	CNP-2	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Attract new businesses and grow downtown retail focused on E. Main St.	ECN-1	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete Development Phase II in Bull's Head Area	VNT-2	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Deliver a collection of loan and grant programs to provide needed business funding	ECN-2	Safer and More Vibrant Neighborhoods	Ongoing
Work collaboratively with ESD, GRE, REDCO, Monroe County, and others to implement new business recruitment strategies	ECN-4 & ECN-6	More Jobs	Ongoing
Develop a strategy to quantify the city's affordable housing gap through the creation of a centralized data tool	HSG-2	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year

	2020-21	2021-22	Change
Budget	2,700,800	2,682,800	-18,000
Employee Years	30.1	29.0	-1.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
135,900	3,300	-1,400	-22,900	0	-132,900	-18,000

Major Changes

Reduction in NYS Canal lease per contract results in savings	-77,200
A Project Assistant position is transferred from Real Estate to the NSC Director's Office	-50,800
A vacant Project Assistant position is eliminated as an efficiency	-39,700
A Clerk III with Typing position is transferred to Real Estate from Buildings and Zoning	34,800

Program Change

The Real Estate Division is transferring the Garden Permit responsibility and staff to the Neighborhood Preservation bureau. BHD is also eliminating a vacant Project Assistant position, and will manage the functions with existing staff. Business Development Division will expand the successful BERG (Business Emergency Retention Grant) and ORDER (Online Resources Delivering Excellent Results) programs as additional funding becomes available. The Housing Division will continue its focus on affordable housing and implementing creative programs to increase home ownership and continue partnership efforts with Monroe County to address rent arrears. Responsibility for SBA 108 and 504 loans will transfer to REDCO, although some training and reporting functions will continue to be the responsibility of BHD.

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

Appropriation by Major Object	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Personnel Expenses	2,079,909	2,051,700	2,228,000	2,285,300
Materials & Supplies	5,043	1,700	5,500	5,700
Services	517,160	414,500	467,300	391,800
Other	0	0	0	0
Total	2,602,112	2,467,900	2,700,800	2,682,800
Appropriation by Activity				
Administration	777,519	772,300	839,300	740,600
Business Development	448,572	351,700	407,100	421,600
Real Estate	650,601	612,900	710,000	720,500
Housing	593,749	731,000	744,400	800,100
Project Development	131,671	0	0	0
	2,602,112	2,467,900	2,700,800	2,682,800
Employee Years by Activity				
Administration	4.4	7.0	8.0	7.1
Business Development	3.9	4.0	5.0	4.9
Real Estate	6.5	6.1	7.1	7.0
Housing	8.0	9.8	10.0	10.0
Project Development	5.1	0.0	0.0	0.0
	27.9	26.9	30.1	29.0

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

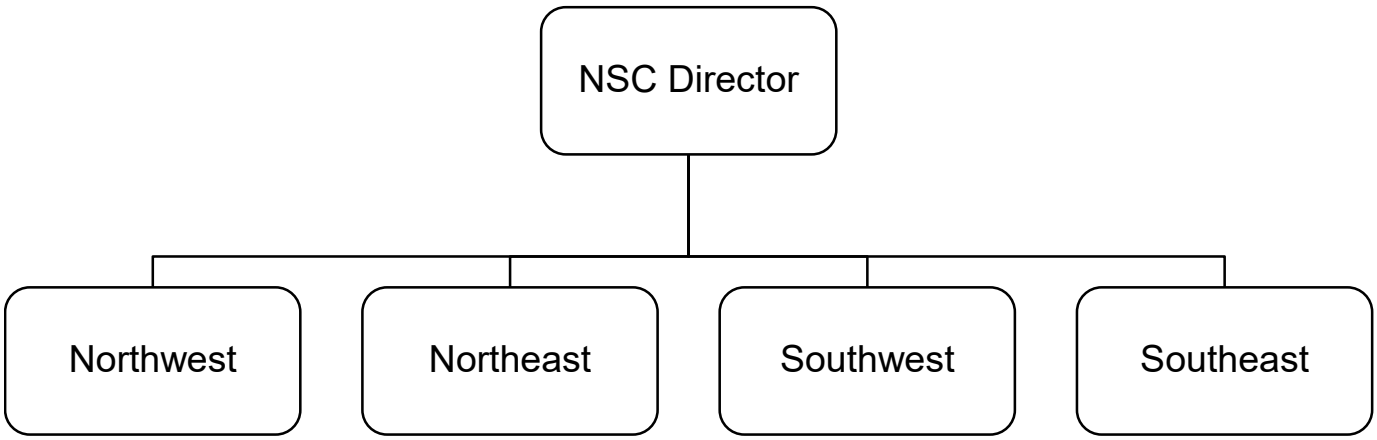
FULL TIME POSITIONS				Administration	Business Development	Real Estate	Housing
Br.	Title	Budget 2020-21	Proposed 2021-22				
34	Deputy Commissioner	1	1	1			
31	Manager of Housing	1	1				1
30	Director of Real Estate	1	1			1	
30	Director of Strategic Business Development	1	1		1		
28	Assistant Director 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 Administrative Analyst	0	1				1
24	Senior Community Housing Planner	4	3				3
24	Senior Community Housing Planner/Bilingual	1	1				1
24	Senior Economic Development Specialist	2	1		1		
24	Senior Economic Development Specialist/Bilingual	1	0				
24	Senior Real Estate Specialist	0	1			1	
24	Senior Real Estate Specialist/Bilingual	1	1			1	
23	Senior Management Analyst	0	1	1			
22	Business Liaison	0	2		2		
22	Credit Underwriter	1	1	1			
20	Community Housing Planner	0	1				1
20	Community Housing Planner/Bilingual	1	0				
20	Executive Assistant	2	1	1			
20	Legal Assistant/Real Estate	1	1			1	
20	Real Estate Specialist	1	0				
16	Administrative Assistant	1	1	1			
12	Project Assistant	2	0				
11	Senior Service Assistant	0	1				1
9	Clerk II	0	1	1			
9	Clerk II with Typing	1	0				
7	Clerk III with Typing	1	0				
7	Clerk III with Typing/Bilingual	0	1			1	
EMPLOYEE YEARS							
Full Time		30.0	29.0	7.0	5.0	7.0	10.0
Overtime		0.1	0.3	0.1	0.0	0.1	0.1
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.3	0.0	0.1	0.1	0.1
Total		30.1	29.0	7.1	4.9	7.0	10.0

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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; community organizations; neighborhood and business associations
- 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
- Positive tickets with RPD

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Connect small businesses and home-based startup businesses with vendor opportunities at the "La Marketa Site"; vendor opportunity will be actively promoted at all neighborhood associations and Block Club meetings in the NE quad (NE NSC)	ECN-2, ECN-5, WRK-4, BCC-1, CNP-1, TOU-2	Safer and More Vibrant Neighborhoods	Second Quarter
Officially recognize and enhance the partnership between Howard Hanna Real Estate and the Susan B. Anthony commercial corridor, including the "Adopt a Block" designation (SW NSC)	PMP-6, VNT-3, BFN-1	Safer and More Vibrant Neighborhoods	Second Quarter
Provide support to CONEA in developing the master plan initiative (NE NSC)	PMP-4, PMP-7, BCC-4	Safer and More Vibrant Neighborhoods	Second Quarter
Support and facilitate Lyell Ave/Dewey Ave/Lake Ave Art project with support of NW NSC quadrant youth (NW NSC)	GAC-2, HIS-1, PMP-4, BFN-1, BCC-1, BCC-5, CNP-1	Safer and More Vibrant Neighborhoods	Third Quarter
Support KABOOM youth programming in the southeast quadrant (SE NSC)	VNT-2, PHS-2, PMP-7	Safer and More Vibrant Neighborhoods	Third Quarter
Promote Positive Tickets in all quads through the Crime Prevention Officers at each NSC with the RPD Community Affairs Bureau and NSC maintaining documentation (all quadrants)	FPHS-1	Safer and More Vibrant Neighborhoods	Third Quarter
Promote quadrant neighborhood associations and block club branding; engage local neighborhood organizations to design and maintain each unique sign (all quadrants)	BBCC-1, CNP-1	Safer and More Vibrant Neighborhoods	Third Quarter

Promote online community engagement by Business Associations and Neighborhood Associations; SE NSC will promote community leaders' reengagement via Zoom meetings hosted by City of Rochester Zoom contract; foster and maintain direct lines of community communication dispersion, resident/business community engagement, NSC CPO community engagement, and active two-way City dialogues in the community (all quadrants)	BBCC-1, BCC-2	Safer and More Vibrant Neighborhoods	Third Quarter
Facilitate the increased interaction between existing community groups, business associations and block clubs; promote an atmosphere which is more inclusive, equitable, and productive (all quadrants)	BCC-1, BCC-2, BCC-3, BCC-4, BCC-5	Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete NSC outreach and RPD outreach in all quadrants; provide synergy for NSC and RPD face to face engagements with citizens, groups, and organizations in the quadrants (all quadrants)	FPHS-1, BCC-1, BCC-2, BCC-5	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue to support growth and activities of SE Safety Net; focus on youth and community engagement (SE NSC)	SCC-1, PHS-1, BCC-5	Safer and More Vibrant Neighborhoods	Fourth Quarter
Create and implement marketing for the Rehabilitation Grants due to COVID-19 restrictions on public meetings and community fairs (all quadrants)	PHS-5, BCC-2	Safer and More Vibrant Neighborhoods	Ongoing
Facilitate the increased interaction between the 19th Ward C.A., M2 foundation, COR and Chili Avenue Business Alliance (CABA) to enhance and utilize Chili/Thurston pocket park (SW NSC)	PMP-6, VNT-4, BFN-1	Safer and More Vibrant Neighborhoods	Ongoing
Provide support for beautification and public improvements in response to the Lyell area planning efforts (NW NSC)	BCC-1, BGN-1, PMP-4	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,574,000	1,642,400	68,400
Employee Years	20.4	21.4	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
20,200	5,800	-2,200	0	0	44,600	68,400

Major Changes

A Project Assistant position transfers from Real Estate to the Director's Office	50,800
Productivity improvements result in efficiencies	-6,200

Program Changes

The Permit Office will transfer support of the Certificate of Occupancy Program (C of O) to the Neighborhood Service Centers (NSCs) along with the associated staffing. This transfer will enhance services to landlords and property owners with a neighborhood presence.

The Northwest Neighborhood Service Center will move to 400 Dewey Ave by fall 2021. The Neighborhood Service Centers continue to work with the RPD Community Affairs Bureau to operate the Positive Ticket Program. This program is designed to further enhance police and citizen relations.

The Community Garden coordinator function transfers from Real Estate to the NSC City Hall office. This transfer will enhance coordination and add to the list of services Neighborhood Preservation provides directly to the neighborhoods.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Personnel Expenses	1,167,400	1,234,500	1,324,500	1,395,500
Materials & Supplies	9,009	7,300	13,900	13,300
Services	213,735	183,600	235,600	233,600
Other	0	0	0	0
Total	1,390,144	1,425,400	1,574,000	1,642,400
Appropriation by Activity				
NSC - Administration	189,900	181,300	195,000	251,200
NSC - Northwest	318,227	307,900	335,200	349,300
NSC - Northeast	249,548	263,900	334,000	324,100
NSC - Southwest	303,774	338,400	350,700	363,600
NSC - Southeast	328,695	333,900	359,100	354,200
Total	1,390,144	1,425,400	1,574,000	1,642,400
Employee Years by Activity				
NSC - Administration	1.0	2.0	2.0	3.0
NSC - Northwest	4.5	4.5	4.6	4.6
NSC - Northeast	3.0	4.0	4.6	4.6
NSC - Southwest	4.0	4.5	4.6	4.6
NSC - Southeast	4.1	4.5	4.6	4.6
Total	16.6	19.5	20.4	21.4

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
NEIGHBORHOOD PRESERVATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin	Northwest	Northeast	Southwest	Southeast
Br.	Title	Budget 2020-21	Proposed 2021-22					
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		
12	Project Assistant	0	1	1				
EMPLOYEE YEARS								
Full Time		14.0	15.0	3.0	3.0	3.0	3.0	3.0
Overtime		0.4	0.4	0.0	0.1	0.1	0.1	0.1
Part Time, Temporary, Seasonal		6.0	6.0	0.0	1.5	1.5	1.5	1.5
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		20.4	21.4	3.0	4.6	4.6	4.6	4.6

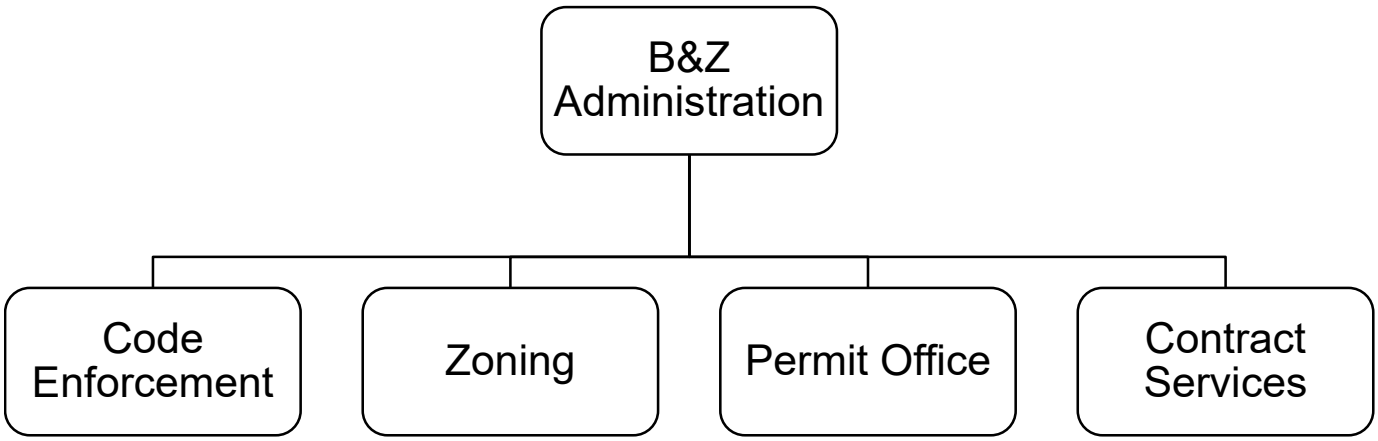
The following full time positions are included in the budget of the Police Department, Bureau of Community Affairs but are assigned to NSC offices and are shown here for reference only.

Br.	Title	2020-21	2021-22
94	Police Lieutenant	4.0	4.0
90	Police Officer	19.0	18.0
EMPLOYEE YEARS			
Full Time		23.0	22.0
Overtime		0.5	0.7
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		23.5	22.7

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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
- Manage the grant application intake process

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue to develop an automated scoring system to support the Property Management License Program	SC-4, IMP-3	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Second Quarter
Automate the Certificate of Occupancy permitting and licensing processes to streamline operations and speed up service timelines	SC-4	Innovation and Efficiency	Fourth Quarter
Prepare for implementation and management of the Property Management License Program	HSG-2, SC-4, IMP-1	Safer and More Vibrant Neighborhoods	Ongoing
Prepare staff for systemic and process related changes in relation to implementation of the Land Management Program and transitioning out of the current system	SC-4	Innovation and Efficiency	Ongoing
In conjunction with the Office of Planning continue to evaluate and complete revisions to the Zoning Code and Map in response to the Rochester 2034 Comprehensive Plan	PMP-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue to participate in committees to develop strategies to deal with critical habitable housing issues, eviction, and legal representation issues	HSG-1, IMP-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue to engage Landlord and Tenant Advocacy groups on all subjects of Code Enforcement	BCC-4, IMP-3	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	5,844,700	6,044,900	200,200
Employee Years	80.4	80.4	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
216,800	5,800	-5,300	-53,200	0	36,100	200,200

Major Changes

An Assistant Plans Examiner position is added in Code Enforcement	59,900
A Code Enforcement Officer Trainee position is added in Buildings and Zoning	48,300
Funding for staff support to rewrite the Zoning Code transfers to Mayor's Office	-35,100
A Clerk III with Typing/Bilingual position transfers from Buildings and Zoning to Business and Housing Development	-34,800
Productivity improvements result in efficiencies	-2,200

Program Changes

The division of Code Enforcement continues to develop the Property Manager License Program in collaboration with the community based committee comprised of Landlords, tenant's rights advocates, and property managers. The added CEO Trainee position will enable a more evenly distributed workload and further enhance the level of service. Code Enforcement will be further enhanced by the addition of an Assistant Plans Examiner.

In anticipation of the American Rescue Plan funding, the Contract Services team will streamline the following programs: Roof Replacement, Owner Occupant Rehab, and Energy Efficiency Upgrades. Online application and bid processes are being established to accommodate the increase in applications. The Permit Office is preparing for increased public access post pandemic. Processes will be expedited to ensure certain permits can be reviewed and issued on the spot. Permits requiring a longer review period will move to an appointment based model. Customer support for the Certificate of Occupancy (C of O) process is decentralized to NSC offices. By shifting the C of O customer base to the quadrants, the level of service will be enhanced for those seeking permit related assistance. The Zoning staff continue to work on the Zoning Code rewrite in conjunction with Planning staff and the consulting agency, Camiros, Ltd.

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
BUILDINGS & ZONING
EXPENDITURE SUMMARY

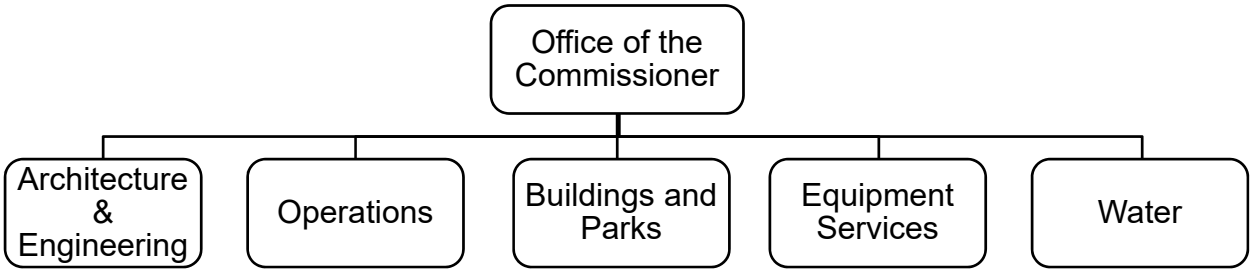
Appropriation by Major Object	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Personnel Expenses	5,181,994	5,050,300	5,294,800	5,498,600
Materials & Supplies	16,184	12,200	24,500	24,500
Services	383,229	427,800	525,400	521,800
Other	0	0	0	0
Total	5,581,407	5,490,300	5,844,700	6,044,900
Appropriation by Activity				
Administration	732,636	814,100	1,143,600	956,300
Code Enforcement	3,001,463	3,006,300	2,920,500	3,255,800
Zoning	575,177	551,000	590,300	596,900
Permit Office	602,659	518,300	588,200	584,000
Contract Services	669,472	600,600	602,100	651,900
Total	5,581,407	5,490,300	5,844,700	6,044,900
Employee Years by Activity				
Administration	4.1	6.1	6.1	6.1
Code Enforcement	44.3	43.6	45.1	46.7
Zoning	7.9	8.1	9.1	8.1
Permit Office	8.9	10.6	11.6	11.0
Contract Services	8.5	8.0	8.5	8.5
Total	73.7	76.4	80.4	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 2020-21	Proposed 2021-22					
34	Director of Buildings & Zoning	1	1	1				
30	Manager of Code Enforcement	1	1		1			
30	Manager of Zoning	1	1			1		
28	Manager of Contract Services	1	1					1
28	Permit Office Manager	1	1				1	
26	Associate Community Housing Planner	1	1					1
26	Associate Zoning Analyst	1	1			1		
26	Code Compliance Coordinator	1	1		1			
24	Lead Paint Program Coordinator	1	1		1			
24	Plans Examiner	3	3		3			
24	Senior Administrative Analyst	2	1				1	
24	Senior City Planner	1	1			1		
24	Senior Code Enforcement Officer	3	3		3			
24	Senior Code Enforcement Officer/Bilingual	1	1		1			
24	Senior Community Housing Planner	1	1			1		
24	Senior Property Rehab Specialist	2	2					2
24	Senior Zoning Analyst	1	1			1		
23	Senior Management Analyst	0	1	1				
21	Code Enforcement Officer	21	17		17			
21	Code Enforcement Officer/Bilingual	4	3		3			
21	Assistant Plans Examiner	0	1		1			
21	Electrical Inspector	3	3		3			
21	Plumbing Inspector	2	2		2			
21	Property Rehab Specialist	2	2					2
20	Executive Assistant/Bilingual	1	1					1
20	Zoning Analyst	3	3			3		
18	Code Enforcement Officer Trainee	3	7		7			
18	Code Enforcement Officer Trainee/Bilingual	1	3		3			
16	Administrative Assistant	2	2	1			1	
16	Administrative Assistant/Bilingual	1	1				1	
11	Clerk I	1	1	1				
11	Senior Service Assistant	9	8	2			5	1
11	Senior Service Assistant/Bilingual	0	1				1	
7	Clerk III with Typing/Bilingual	1	0					
EMPLOYEE YEARS								
Full Time		77.0	78.0	6.0	46.0	8.0	10.0	8.0
Overtime		0.4	0.4	0.1	0.1	0.1	0.1	0.0
Part Time, Temporary, Seasonal		3.0	2.5	0.0	1.0	0.0	1.0	0.5
Less: Vacancy Allowance		0.0	0.5	0.0	0.4	0.0	0.1	0.0
Total		80.4	80.4	6.1	46.7	8.1	11.0	8.5

Mission Statement

To support the City of Rochester's *Vision Statement* and *Policy 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

The department continues to respond to ongoing COVID-19 concerns in relation to facility maintenance and safety at municipal and public facilities. Efforts continue to focus on obtaining the necessary safety equipment, cleaning materials, and retrofitting of facilities to encourage physical distancing.

Architecture & Engineering continues to provide oversight of several high profile capital projects, including overall coordination of the ROC the Riverway Initiative including but not limited to the Sister Cities Bridge, Charles Carroll Park, Pont de Rennes Bridge rehabilitation, and Rundel Terrace. 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.

The Operations Bureau will undertake two pilot programs in 2021-22. Sidewalk Plowing will purchase new sidewalk snowplowing tractors to undertake plowing 15 sidewalk routes with City staff. A program will also be rolled out for a drop off residential food waste compost program.

The Bureau of Water along with Architecture & Engineering and the Commissioner's Office will focus on the City's water infrastructure, primarily adherence to the Lead and Copper Rule Revisions (LCRR) issued by the Environmental Protection Agency. Water quality testing and lead service replacement will continue to be priorities of the Bureau.

Highlights of the Department's 2021-22 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2021-22 Strategic Goals & Objectives

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Office of Commissioner:			
Complete remedy selection for city owned properties south of Flint Street at former Vacuum Oil Site	VNT-1	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Monitor Community Choice Aggregation (CCA) administrator, develop community solar option for CCA program	CC-3, NR-5	Innovation and Efficiency	Fourth Quarter
Facilitate funding for construction of projects from the Lake Ontario Resiliency & Economic Development Initiative (REDI)	NR-1	Innovation and Efficiency	Fourth Quarter
Architecture and Engineering:			
Begin construction of Charles Carroll Park renovation under ROC The Riverway Initiative	PR-1, TOU-1, TOU-2	Safer and More Vibrant Neighborhoods	First Quarter
Complete Inner Loop North Study	PMP-1	Safer and More Vibrant Neighborhoods	Second Quarter

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Complete construction of Running Track Bridge Stabilization	PR-1, PMP-5	Safer and More Vibrant Neighborhoods	Third Quarter
Continue design of Blue Cross Arena Riverside addition under ROC the Riverway Initiative	PMP-6, TOU-1, TOU-2	Safer and More Vibrant Neighborhoods	Fourth Quarter
Operations:			
Implement sidewalk snowplowing pilot program to plow 15 routes with seasonal labor, providing opportunities to become permanent City employees	SC-4, WRK-2, WRK-3	Innovation and Efficiency, More Jobs	Second Quarter
Collaborate with Environmental Quality to complete pilot drop off residential food waste compost program	CC-4	Innovation and Efficiency	Fourth Quarter
Buildings & Parks:			
Continue to add new scattering gardens and memorialization in the cemeteries	PR-5, HIS-1	Safer and More Vibrant Neighborhoods	Fourth Quarter
Equipment Services:			
Continue to identify and replace conventionally fueled vehicles with alternative fuel vehicles to reduce emissions footprint	CC-2	Innovation and Efficiency	Ongoing
Water:			
Replace or rehabilitate 33,000 feet of water main in the distribution system to maintain system integrity and provide a corrosion inhibitive lining on 100% of mains to improve water quality and available flow for fire protection	NR-1, NR-2	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 1,000 (5/8" – 2") radio read meters per year, anticipating program completion by 2025	SC-4	Innovation and Efficiency	Fourth Quarter
In collaboration with Program Manager conduct comprehensive corrosion control treatment study to create comprehensive Lead Service Line Replacement (LSLR) plan to remove or minimize release of lead from service lines and customers' plumbing	CC-1, CC-4, NR-1, NR-2	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

Bureau	Budget 2020-21	Budget 2021-22	Change	Percent Change
Office of the Commissioner	3,659,800	3,799,000	139,200	3.8%
Architecture & Engineering	7,195,300	7,520,600	325,300	4.5%
Operations	37,148,700	38,307,900	1,159,200	3.1%
Buildings and Parks	17,146,400	17,843,700	697,300	4.1%
Equipment Services	12,724,300	12,870,600	146,300	1.1%
Water	23,109,100	23,985,900	876,800	3.8%
Total	100,983,600	104,327,700	3,344,100	3.3%
Interfund Credit*	-6,814,700	-7,275,900	-461,200	6.8%
Intrafund Credit*	-5,841,400	-5,334,600	506,800	-8.7%
	88,327,500	91,717,200	3,389,700	3.8%
Employee Years	751.3	761.9	10.6	1.4%

*Reflects chargeback for motor equipment services.

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
1,123,300	712,300	400,500	0	-2,200	1,155,800	3,389,700

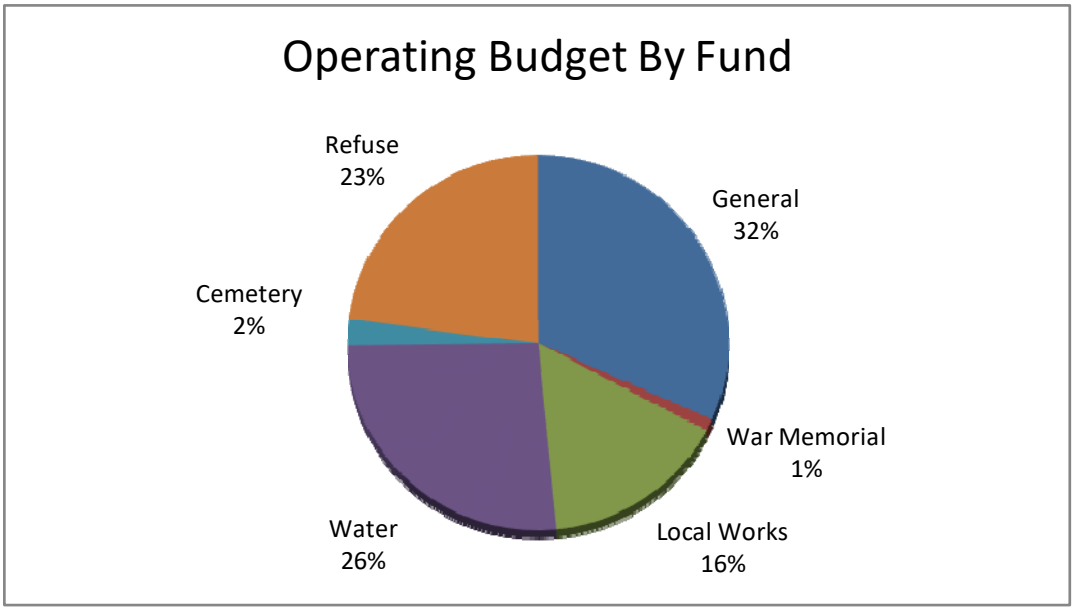
Major Change Highlights

Net increase to Joseph A. Floreano Rochester Riverside Convention Center operating subsidy to offset expected shortfall due to closures and cancellations resulting from pandemic	671,900
In lieu of depreciation added in the Water Fund as expected	660,500
Net reduction in miscellaneous materials and services resulting from efficiencies and actual expense	-333,800
Net increase in tipping fees due to higher residential tonnage offset by reduction in work order related expense	290,000
Net cost of organics collection and composting pilot program, including addition of full time Composting Coordinator	283,600
Reduction in Special Services overtime due to milder weather patterns and to reflect actual expense	-176,700
Allocation for utilities reduced due to favorable contract pricing with electricity vendor	-142,000
Net savings expected from sidewalk snowplowing pilot conducted by seasonal City labor	-100,900
Two full time positions are added in Architecture & Engineering to assist with increased workload and succession planning	87,800
Vacant Operations Supervisor in Buildings & Parks is eliminated as part of management reorganization	-62,900
Three intern positions added in Water Engineering to help with new mandates and succession planning	51,700

Major Change Highlights	
Salt purchases reduced based on recent milder weather patterns	-50,000
Full time Assistant Equipment Trainer added in Equipment Services, partially offset by reduction in outside training	34,800
Two part time cleaning positions added for the Maguire Building athletic training facility	29,100

Fund Summary

Bureau/Division	General	Local Works	Water	War Memorial	Cemetery	Refuse	Total
Commissioner	3,382,400	100,900	168,400			147,300	3,799,000
Architecture & Engineering	7,393,500	127,100					7,520,600
Operations							
Director's Office	101,900	219,400				342,700	664,000
Solid Waste Collection						18,781,200	18,781,200
Special Services	3,151,200	13,851,200				1,860,300	18,862,700
Operations Total	3,253,100	14,070,600				20,984,200	38,307,900
Building & Parks	14,846,700			930,400	2,066,600		17,843,700
Equipment Services	12,870,600						12,870,600
Water Fund Operating Units & Fixed Charges			23,985,900				23,985,900
Subtotal	41,746,300	14,298,600	24,154,300	930,400	2,066,600	21,131,500	104,327,700
Interfund & Intrafund Credits - Equipment Services	12,610,500						12,610,500
Net Total	29,135,800	14,298,600	24,154,300	930,400	2,066,600	21,131,500	91,717,200


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

ENVIRONMENTAL SERVICES
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	40,090,037	40,230,300	42,400,700	43,774,100
Materials & Supplies	10,144,517	9,323,000	10,783,600	10,773,700
Services	35,304,736	35,961,000	38,777,900	39,941,600
Other	9,015,700	9,021,400	9,021,400	9,838,300
Total	94,554,990	94,535,700	100,983,600	104,327,700
Interfund Credit*	-6,403,254	-6,629,800	-6,814,700	-7,275,900
Intrafund Credit*	-5,358,914	-4,860,800	-5,841,400	-5,334,600
Total	82,792,822	83,045,100	88,327,500	91,717,200
Appropriation by Activity				
Office of the Commissioner	3,578,067	3,610,100	3,659,800	3,799,000
Architecture & Engineering	7,092,267	6,471,400	7,195,300	7,520,600
Operations	33,273,054	34,754,200	37,148,700	38,307,900
Buildings and Parks	16,450,149	16,000,500	17,146,400	17,843,700
Equipment Services	12,056,492	11,700,600	12,724,300	12,870,600
Water	22,104,961	21,998,900	23,109,100	23,985,900
Total	94,554,990	94,535,700	100,983,600	104,327,700
Interfund Credit*	-6,403,254	-6,629,800	-6,814,700	-7,275,900
Intrafund Credit*	-5,358,914	-4,860,800	-5,841,400	-5,334,600
Total	82,792,822	83,045,100	88,327,500	91,717,200
Employee Years by Activity				
Office of the Commissioner	58.5	62.3	58.5	58.6
Architecture & Engineering	57.3	53.4	57.7	59.7
Operations	245.1	244.6	266.5	273.1
Buildings and Parks	155.0	153.5	161.1	160.6
Equipment Services	64.7	68.4	66.2	67.2
Water	135.1	133.0	141.3	142.7
Total	715.7	715.2	751.3	761.9

*Reflects chargeback for motor equipment service.

Mission Statement

Office of the Commissioner:

To support the City of Rochester's *Vision Statement* and *Policy 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 *Vision and Policy 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, storm water management and environmental permitting.

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 remedial system operation and maintenance; environmental remediation and cleanup; predevelopment and geotechnical studies; Opinion of Probable Cost Cleanup estimates; Brownfield Opportunity Area (BOA) plan development and implementation; sampling and permitting; and environmental institutional control system management.

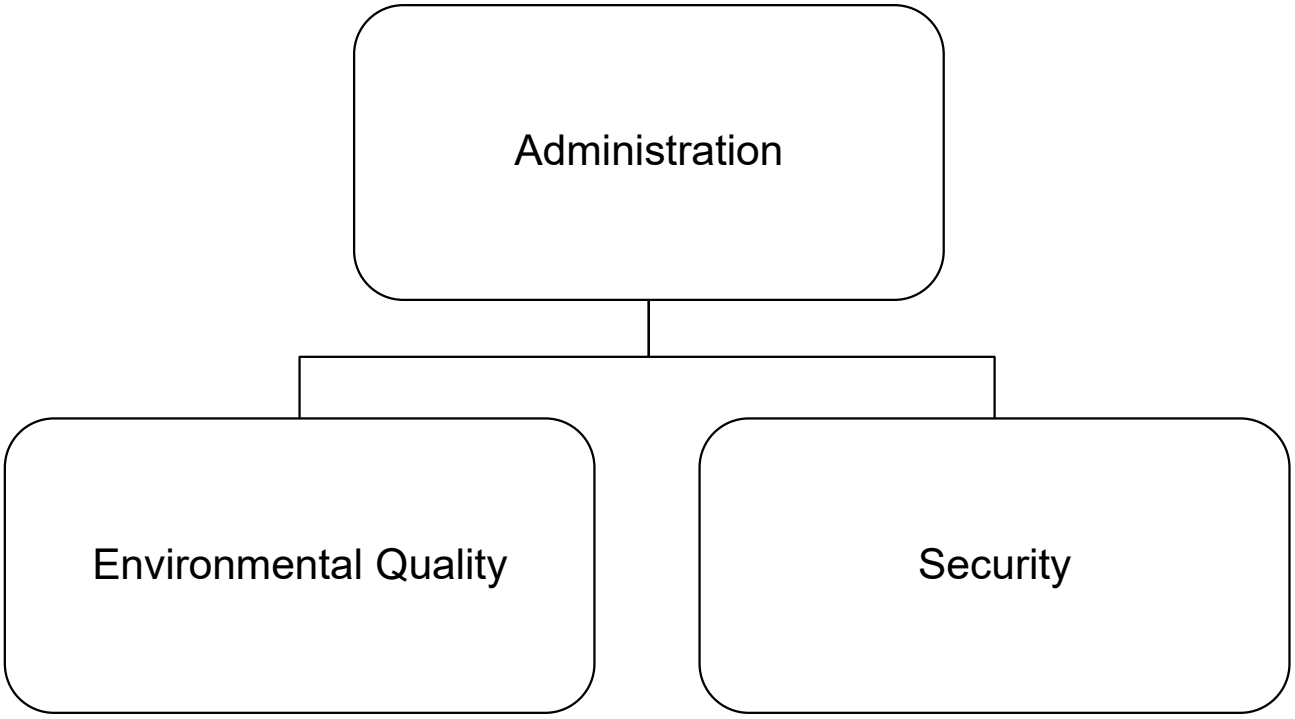
Environmental Workforce Development – Development and implementation of Environmental Protection Agency workforce development and job training program for underserved City residents.

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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Complete remedy selection for city owned properties south of Flint Street at former Vacuum Oil Site	VNT-1	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Initiate cleanup at former Emerson Street Landfill	VNT-1	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Develop website and outreach materials for residential energy efficiency resources in support of the Residential Energy Efficiency Education and Outreach Campaign	CC-4, NR-5	Innovation and Efficiency	First Quarter
Coordinate with Recreation and Human Services for security services for athletic training facility at Maguire Building	SCC-3	Safer and More Vibrant Neighborhoods	First Quarter
Oversee coordination of American Rescue Plan funding for Lead Replacement Services	NR-2	Safer and More Vibrant Neighborhoods	Fourth Quarter
Update municipal and community greenhouse gas emissions to evaluate progress toward Climate Action Plan goals	CC-1	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Fourth Quarter
Collaborate with Operations Bureau to complete pilot drop off residential food waste compost program	CC-4	Innovation and Efficiency	Fourth Quarter
Monitor Community Choice Aggregation (CCA) administrator, develop community solar option for CCA program	CC-3, NR-5	Innovation and Efficiency	Fourth Quarter
Facilitate funding for construction of projects from the Lake Ontario Resiliency & Economic Development Initiative (REDI)	NR-1	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	SC-1, SC-2, SC-3	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
City facility compliance inspections	65	100	83	115
Renewable energy generated at city properties (KWh)	2,599,975	2,790,280	2,725,000	2,609,650
Sites remediated	1	5	3	4
Environmental investigations completed	43	98	30	38
Sites w/Institutional Control (IC) flags in City's property information system	250	326	318	338
Electric Vehicle Charging Station sessions	10,515	8,189	14,340	10,669
Security incidents:				
Alarm troubles	97	300	300	300
911 calls	146	220	220	220
Property damage	30	50	50	50
LEARNING & INNOVATION				
Environmental Workforce Development & Job Training (REJob):				
● Number of participants entering training	20	15	30	15
● Number of participants completing training	20	15	27	15
● Number of participants obtaining employment	20	15	25	15
Security employee certifications				
● First Aid/CPR Training	0	0	46	41

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	3,659,800	3,799,000	139,200
Employee Years	58.5	58.6	0.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
141,500	3,900	-15,800	0	0	9,600	139,200

Major Changes

Environmental Quality intern restored to assist with increased workload and succession planning	9,600

Program Change

City facility compliance inspections increase in 2021-22 due to anticipated new monthly Aboveground Storage Tank (AST) inspections at Holly pump station. Electric vehicle charging station use declined in 2020-21 due to COVID-19 restrictions and is expected to recover slightly in 2021-22. REJob participants are limited to accommodate COVID-19 social distancing requirements.

ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	3,062,270	3,244,900	3,148,600	3,299,700
Materials & Supplies	34,742	23,000	37,700	47,000
Services	481,055	342,200	473,500	452,300
Other	0	0	0	0
Total	3,578,067	3,610,100	3,659,800	3,799,000
Appropriation by Activity				
Administration	777,007	736,100	869,100	890,200
Environmental Quality	705,260	684,800	717,200	780,400
Security	2,095,800	2,189,200	2,073,500	2,128,400
Port of Rochester Marina	0	0	0	0
Total	3,578,067	3,610,100	3,659,800	3,799,000
Employee Years by Activity				
Administration	8.2	8.3	8.0	8.0
Environmental Quality	8.3	8.0	8.3	8.4
Security	42.0	46.0	42.2	42.2
Total	58.5	62.3	58.5	58.6

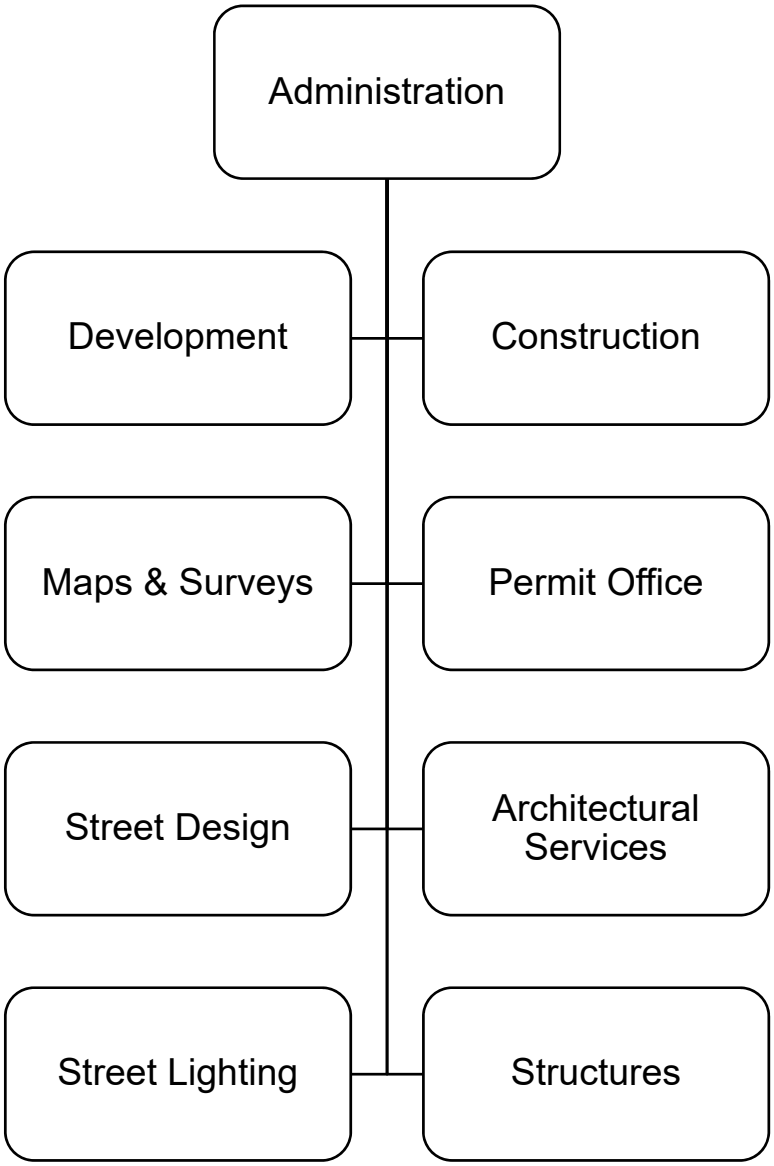
DEPARTMENT OF ENVIRONMENTAL SERVICES
OFFICE OF THE COMMISSIONER
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Environmental Quality	Security
Br.	Title	Budget 2020-21	Proposed 2021-22			
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	
27	Coordinator of Administrative Services	0	1		1	
26	Associate Administrative Analyst	0	1	1		
26	Manager of Workforce Program Development	1	1		1	
25	Coordinator of Administrative Services	1	0			
25	Senior Environmental Specialist	1	2		2	
25	Superintendent of Security	1	1			1
24	Senior Administrative Analyst	1	0			
23	Assistant to Director of Security	1	1			1
23	Environmental Specialist	1	0			
23	Senior GIS Analyst	1	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	1	1	1		
7	Clerk III	1	0			
7	Clerk III Typing	0	1	1		
52	Security Guard	16	16			16
52	Security Guard/Bilingual	1	1			1
EMPLOYEE YEARS						
Full Time		41.0	41.0	8.0	8.0	25.0
Overtime		1.4	1.4	0.0	0.0	1.4
Part Time, Temporary, Seasonal		16.5	16.6	0.0	0.4	16.2
Less: Vacancy Allowance		0.4	0.4	0.0	0.0	0.4
Total		58.5	58.6	8.0	8.4	42.2

Mission Statement

To support the City of Rochester's *Vision Statement* and *Policy 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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Begin construction of Charles Carroll Park renovation under ROC The Riverway Initiative	PR-1, TOU-1, TOU-2	More Jobs, Safer and More Vibrant Neighborhoods	First Quarter
Begin construction of projects related to Lake Ontario Resiliency & Economic Development Initiative (REDI) grants	NR-1	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	First Quarter
Begin design of Westside Garage structural repairs and renovation	CC-2	Safer and More Vibrant Neighborhoods	First Quarter
Complete construction of Sister Cities Bridge extension at Charles Carroll Plaza under ROC The Riverway Initiative	PR-1, TOU-1, TOU-2	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Mount Hope Phase 2	TRN-5	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Rundel North Terrace and East Sidewalk under ROC the Riverway Initiative	PMP-6, TOU-1, TOU-2	More Jobs, Safer and More Vibrant Neighborhoods	Second Quarter
Complete Inner Loop North Study	PMP-1	Safer and More Vibrant Neighborhoods	Second Quarter
Complete construction of Running Track Bridge Stabilization	PR-1 PMP-5	More Jobs, Safer and More Vibrant Neighborhoods	Third Quarter
Complete replacement of Rochester Riverside Convention Center escalators	PMP-6	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin construction of High Falls Terrace Park Brewery Line South	PR-1	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Complete design of the Pont de Rennes Bridge Rehabilitation under ROC the Riverway Initiative	PMP-6, TOU-1, TOU-2	Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete construction of West River Wall	PMP-6, TOU-1, TOU-2	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue roll-out of Dig Once Policy	SC-1	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin reconstruction of State Street	TOU-1, TOU-2, TRN-5	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin reconstruction of South Avenue and Elmwood Avenue	TRN-5	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Complete construction of Main Street Streetscape Phase II	TOU-1, TOU-2, TRN-2, TRN-5	More Jobs, Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue design of Blue Cross Arena Riverside addition under ROC the Riverway Initiative	PMP-6, TOU-1, TOU-2	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue design of Rochester Riverside Convention Center South Terrace and River Wall replacement	PMP-6, TOU-1, TOU-2	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue reconstruction of East Main Street between Culver Road and Goodman Street	TRN-5	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing
Continue reconstruction of Waring Road	TRN-5	More Jobs, Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Development:				
Projects designed ($000,000):				
● In-house	0.58	0.99	0.03	0.06
● Consultants	5.62	4.37	2.41	2.84
Structures:				
Projects designed ($000,000):				
● Consultants	3.22	4.21	4.07	5.64
Administration/Street Design:				
Value of street improvement projects designed ($000,000):				

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
● In-house	6.04	4.37	1.70	1.24
● Consultants	17.32	16.62	19.43	16.17
Architectural Services:				
Facilities in building renovation program	153	156	154	157
Value of projects designed ($000,000):				
● In-house	.48	.22	0.18	0.20
● Consultant	26.45	18.31	18.13	18.05
Street Lighting:				
City maintained lights	28,436	28,489	28,498	28,472
CUSTOMER PERSPECTIVE				
Street Lighting:				
Calls for service	3,167	2,553	3,200	3,000

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	7,195,300	7,520,600	325,300
Employee Years	57.7	59.7	2.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
196,300	70,900	300	0	0	57,800	325,300

Major Changes

Engineering Technician is added in Street Design to assist with increased workload and succession planning	49,700
A full time clerical position is added in Administration to assist with increased workload	38,100
Allocation for street lighting utilities is reduced due to favorable contract pricing with electricity vendor	-30,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	4,282,922	4,063,500	4,428,300	4,710,400
Materials & Supplies	455,652	286,700	310,600	318,400
Services	2,353,693	2,121,200	2,456,400	2,491,800
Other	0	0	0	0
Total	7,092,267	6,471,400	7,195,300	7,520,600
Appropriation by Activity				
Administration	1,584,771	1,214,800	1,288,100	1,359,200
Development	193,995	170,300	257,800	261,300
Construction	461,292	407,000	522,900	540,600
Maps & Surveys	370,906	400,100	404,900	435,200
Permit Office	332,528	337,500	340,100	357,800
Street Design	981,407	893,000	867,400	967,600
Architectural Services	778,741	665,200	913,900	942,100
Street Lighting	2,203,194	2,178,400	2,395,500	2,444,800
Structures	185,433	205,100	204,700	212,000
Total	7,092,267	6,471,400	7,195,300	7,520,600
Employee Years by Activity				
Administration	9.8	9.8	8.8	9.8
Development	2.0	2.0	3.0	3.0
Construction	5.6	4.9	6.3	6.3
Maps & Surveys	6.0	6.1	6.1	6.1
Permit Office	5.2	5.4	5.4	5.4
Street Design	12.5	10.8	10.5	11.5
Architectural Services	10.3	8.8	11.8	11.8
Street Lighting	3.9	3.7	3.9	3.9
Structures	2.0	1.9	1.9	1.9
Total	57.3	53.4	57.7	59.7

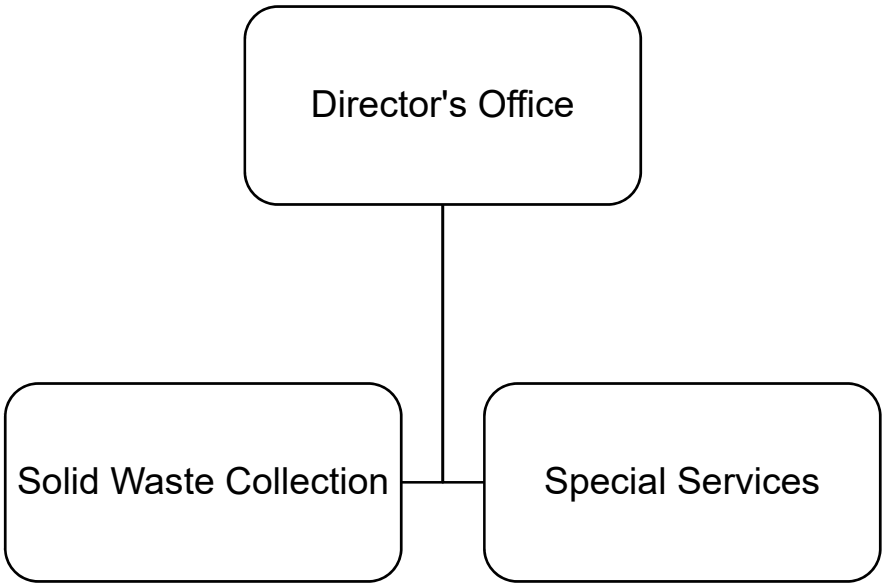
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF ARCHITECTURE & ENGINEERING
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Development	Construction	Maps & Surveys	Permit Office	Street Design	Architectural Services	Street Lighting	Structures
Br.	Title	Budget 2020-21	Proposed 2021-22									
35	City Engineer	1	1	1								
32	Assistant City Engineer	1	1									1
32	Managing Engineer-Street Design	1	1						1			
31	Manager of Architectural Services	0	1							1		
31	Managing Architect	1	0									
30	Senior Engineer Construction	1	1			1						
29	Manager of Special Projects	2	2	1						1		
29	Principal Staff Assistant	1	1	1								
29	Senior Engineer	1	0									
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 Engineer	0	1						1			
27	Senior Mechanical Engineer	1	1							1		
27	Street Lighting Program Coordinator	1	1								1	
26	Engineer III	5	6			1			4	1		
26	Permit Coordinator	1	1					1				
25	Asst. Street Lighting Program Coordinator	1	1								1	
24	Architect	3	2							2		
24	Assistant Landscape Architect	1	1		1							
24	Assistant Transportation Specialist	1	1	1								
24	Engineer II	6	6			3			3			
24	Field Surveyor	1	1				1					
24	Senior Administrative Analyst	1	1	1								
24	Senior Supervisor of Mapping	0	1				1					
23	Assistant Permit Coordinator	0	1					1				
23	Project Manager	1	1		1							
21	Assistant Architect	3	3							3		
21	Assistant Field Surveyor	1	1				1					
21	Supervising Engineering Technician	1	1			1						
21	Supervisor of Mapping	1	0									
20	Senior Accountant	0	2	2								
18	Head Account Clerk	1	1	1								
18	Junior Architect	1	1							1		
18	Principal Engineering Technician-CADD	1	1								1	
18	Senior Survey Technician	1	1				1					
17	Accountant	2	0									
16	Administrative Assistant	2	2	1							1	
15	Senior Engineering Technician	3	2					1	1			
12	Assistant GIS Technician	0	1					1				
12	Engineering Technician	1	2					1	1			
11	Secretary	1	0									
9	Clerk II	0	1	1								
8	Engineering Aide	1	0									
5	Account Clerk	0	1							1		
EMPLOYEE YEARS												
Full Time		56.0	58.0	10.0	3.0	6.0	5.0	5.0	11.0	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		2.8	2.8	0.0	0.0	0.3	1.2	0.5	0.8	0.0	0.0	0.0
Less: Vacancy Allowance		1.8	1.8	0.3	0.1	0.2	0.2	0.2	0.3	0.3	0.1	0.1
Total		57.7	59.7	9.8	3.0	6.3	6.1	5.4	11.5	11.8	3.9	1.9

Mission Statement

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

Organization



Vital Customers

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

Critical Processes

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

2021-22 Strategic Goals & Objectives:

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Implement sidewalk snowplowing pilot program to plow 15 routes with seasonal labor, providing opportunities to become permanent City employees	SC-4, WRK-2, WRK-3	Innovation and Efficiency, More Jobs	Second Quarter
Collaborate with Environmental Quality to complete pilot drop off residential food waste compost program	CC-4, NR-5	Innovation and Efficiency	Fourth Quarter
Continue to examine salting policy to appropriately and effectively use deicing agents on roadways	NR-5	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing
Continue use of alternative pavement solutions for road surface and sidewalks	CC-1, SC-4, TRN-1	Innovation and Efficiency	Ongoing
Continue collaboration with Center for Disability Rights to improve accessibility issues	PHS-5, TRN-2, PMP-5	Safer and More Vibrant Neighborhoods	Ongoing
Continue evaluation of measures and methods for managing solid waste, recycling and organic material	NR-5	Innovation and Efficiency	Ongoing
Continue to partner with NYS Department of Corrections & Community Supervision and the Center for Employment Opportunities to provide litter control and snow fighting services thereby helping residents transition to full time employment	BFN-2, WRK-1, WRK-2, WRK-3	More Jobs	Ongoing
Evaluate and make continuous improvements to fall loose leaf collection schedule	NR-5	Innovation and Efficiency	Ongoing
Evaluate alternative fuel vehicles to determine performance with respect to operations, efficiency and cost with goal of reducing energy consumption	NR-5, SC-4	Innovation and Efficiency	Ongoing
Expand use of Automatic Vehicle Locator (AVL) technology in order to redirect staff and equipment to quickly respond to high-priority needs	PHS-5, SC-4	Innovation and Efficiency	Ongoing
Continue to expand relationships with community groups to foster more agriculture gardens to help ease food vulnerability among residents and more beautification gardens to promote the vibrancy and aesthetics of neighborhoods	BFN-1, NT-2, VNT-3, UAG-2, UAG-3	Safer and More Vibrant Neighborhoods	Ongoing

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Improve coordination with Architecture & Engineering and Water Bureaus to optimize annual chip seal schedule to allow for efficient replacement of lead services	PHS-2, SC-1	Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
CUSTOMER PERSPECTIVE				
Solid Waste:				
Residential refuse tons collected and disposed	91,566	99,700	90,442	95,692
Commercial refuse tons collected and disposed	9,924	9,600	11,000	11,000
Recycling tons collected and diverted from landfill	7,972	8,250	8,800	8,800
Special Services:				
Roadway plow runs	9	7	17	17
Sidewalk plow runs	5	5	12	12
Arterial sidewalk plow runs	3	1	3	3
Roadway plow runs completed successfully	96.8%	98.3%	97.0%	97.0%
Compost returned through materials give back site (tons)	77	200	350	350
% of streets swept on schedule	92.4	90.0	90.0	90.0
% of potholes filled within 2 business days	97.4	99.0	99.0	99.0

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	37,148,700	38,307,900	1,159,200
Employee Years	266.5	273.1	6.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
286,000	420,900	261,100	0	200	191,000	1,159,200

Major Change Highlights

Net increase in tipping fees due to higher residential tonnage offset by reduction in work order related expense	290,000
Net cost of organics collection and composting pilot program	283,600
Reduction in overtime due to milder weather patterns and to reflect actual expense	-176,700
Net savings expected from sidewalk snowplowing pilot conducted by seasonal City labor	-100,900
Salt purchases reduced based on recent milder weather patterns	-50,000
Funds for transitional job training reduced to reflect actual expense	-30,000
Construction material purchases reduced to reflect actual expense	-25,000

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	13,335,242	13,459,100	14,470,400	14,886,300
Materials & Supplies	1,824,987	1,972,600	2,319,300	2,316,200
Services	18,112,825	19,322,500	20,359,000	21,105,400
Other	0	0	0	0
Total	33,273,054	34,754,200	37,148,700	38,307,900
Appropriation by Activity				
Director's Office	650,718	642,200	632,000	664,000
Solid Waste Collection	17,642,618	17,977,700	18,270,800	18,781,200
Special Services	14,979,718	16,134,300	18,245,900	18,862,700
Total	33,273,054	34,754,200	37,148,700	38,307,900
Employee Years by Activity				
Director's Office	5.3	5.1	5.1	5.1
Solid Waste Collection	104.0	105.8	108.4	109.4
Special Services	135.8	133.7	153.0	158.6
Total	245.1	244.6	266.5	273.1

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	632,000	664,000	32,000
Employee Years	5.1	5.1	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
25,700	800	5,500	0	0	0	32,000

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

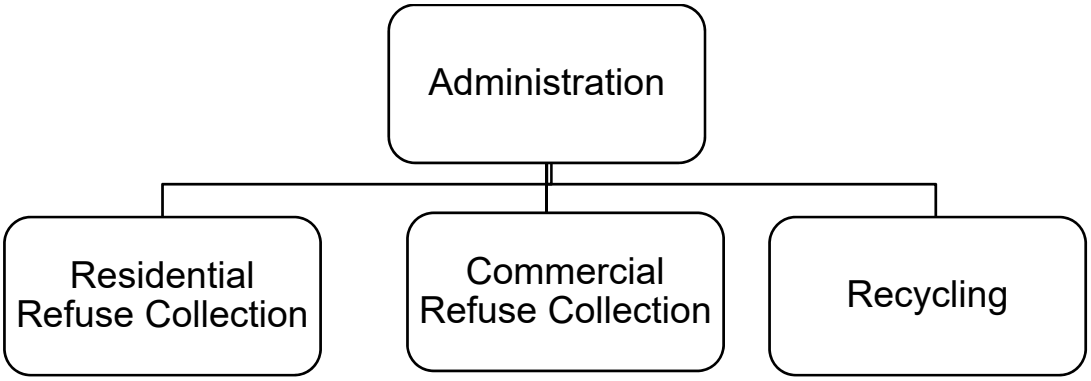
	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	519,043	491,900	498,600	524,300
Materials & Supplies	5,000	6,000	7,100	7,200
Services	126,675	144,300	126,300	132,500
Other				
Total	650,718	642,200	632,000	664,000
Appropriation by Activity				
Director's Office	650,718	642,200	632,000	664,000
Employee Years by Activity	5.3	5.1	5.1	5.1

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

FULL TIME POSITIONS

Br.	Title	Budget 2020-21	Proposed 2021-22
35	Director of Operations	1	1
33	Assistant Director of Operations	1	1
29	Principal Staff Assistant	1	1
24	Senior Administrative Analyst	1	1
23	Senior GIS Analyst	1	1
EMPLOYEE YEARS			
Full Time		5.0	5.0
Overtime		0.0	0.0
Part Time, Temporary, Seasonal		0.1	0.1
Less: Vacancy Allowance		0.0	0.0
Total		5.1	5.1

Organization



Vital Customers

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

Critical Processes

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	18,270,800	18,781,200	510,400
Employee Years	108.4	109.4	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
173,500	81,800	-110,000	0	200	364,900	510,400

Major Change

Tipping fees increase due to higher residential tonnage resulting from pandemic	300,000
Composting Coordinator added to lead the organics collection and composting pilot program	64,900

Program Change

Residential tonnage increased in 2020-21 likely due to stay home restrictions from the pandemic. This trend is expected to continue into 2021-22. Commercial tonnage lower in 2020-21 due to business restrictions imposed by pandemic. Lifting of these restrictions reflects tonnage to return to normal in 2021-22.

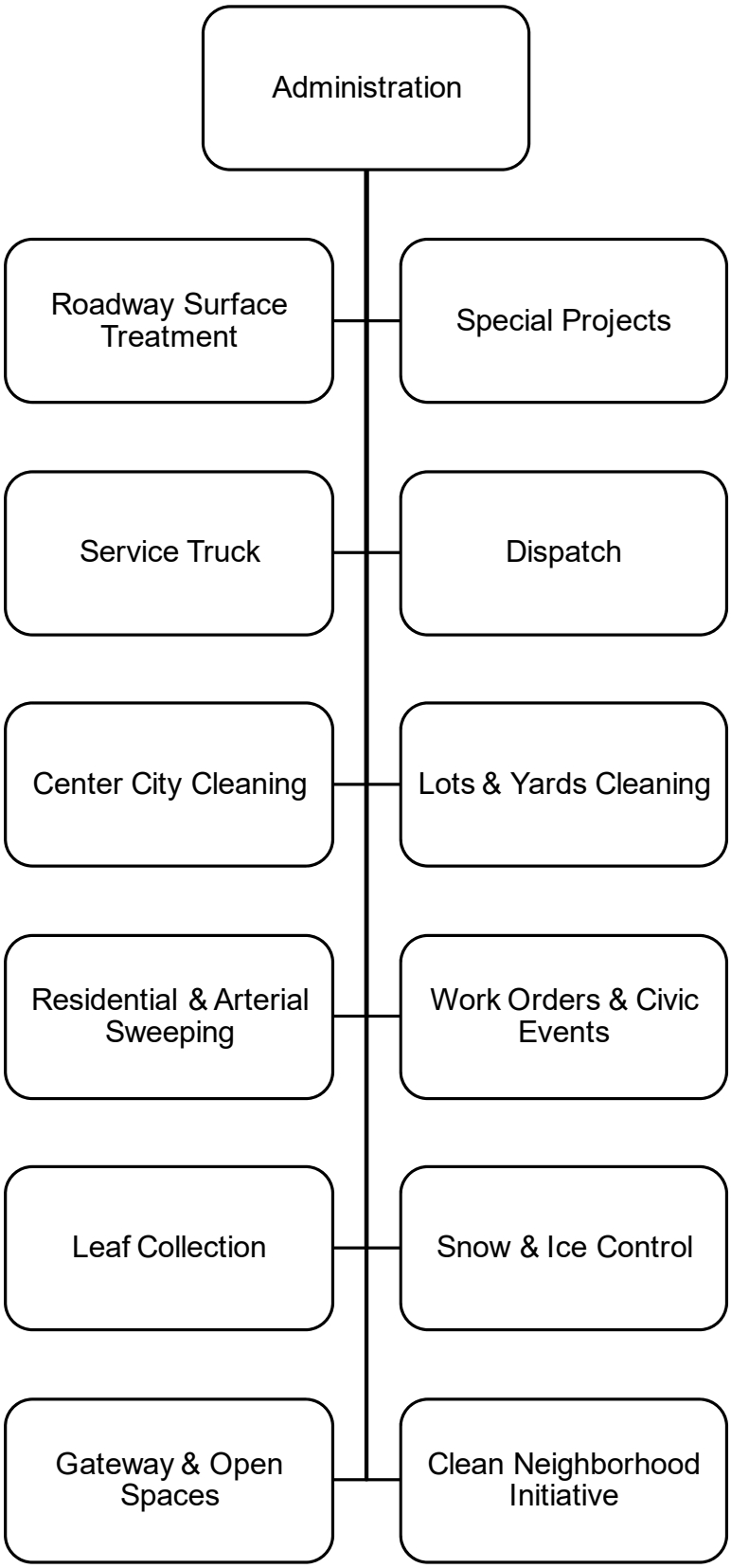
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF OPERATIONS – SOLID WASTE COLLECTIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	6,303,035	6,467,400	6,512,200	6,750,600
Materials & Supplies	101,637	156,600	213,200	216,000
Services	11,237,946	11,353,700	11,545,400	11,814,600
Other	0	0	0	0
Total	17,642,618	17,977,700	18,270,800	18,781,200
Appropriation by Activity				
Administration	2,829,353	2,770,300	2,973,200	2,997,200
Residential Refuse Collection	11,166,499	10,211,100	11,742,700	11,654,200
Commercial Refuse Collection	2,022,018	2,007,800	2,105,100	2,054,200
Recycling	1,624,748	2,988,500	1,449,800	2,075,600
Total	17,642,618	17,977,700	18,270,800	18,781,200
Employee Years by Activity				
Administration	11.0	10.0	11.7	11.7
Residential Refuse Collection	65.0	66.8	67.2	67.2
Commercial Refuse Collection	15.0	16.0	16.3	16.3
Recycling	13.0	13.0	13.2	14.2
Total	104.0	105.8	108.4	109.4

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 2020-21	Proposed 2021-22				
25	Assistant Manager of Solid Waste	2	2	2			
25	Recycling Coordinator	0	1				1
23	Asst. Operations Superintendent	4	4		3		1
23	Commercial Accounts Representative	1	1			1	
23	Composting Coordinator	0	1				1
23	Operations Assistant	1	1	1			
23	Recycling Coordinator	1	0				
17	Accountant	1	1	1			
16	Assistant Commercial Accounts Rep.	1	1	1			
16	Fleet Maintenance Technician	1	1	1			
7	Clerk III	1	0				
7	Clerk III Typing	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	92.0	9.0	56.0	15.0	12.0
Overtime		11.4	11.4	0.5	6.8	1.6	2.5
Part Time, Temporary, Seasonal		7.5	7.5	2.2	5.3	0.0	0.0
Less: Vacancy Allowance		1.5	1.5	0.0	0.9	0.3	0.3
Total		108.4	109.4	11.7	67.2	16.3	14.2

Organization



Vital Customers

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- 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 city crews and contracted snow plowing for City arterial and residential sidewalks and inspection of contractor work.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	18,245,900	18,862,700	616,800
Employee Years	153.0	158.6	5.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
86,800	338,300	365,600	0	0	-173,900	616,800

Major Changes

Allocation for contracted sidewalk snowplowing is reduced based on pilot program for City crews to perform snow removal on 15 routes	-250,000
Net reduction in overtime due to milder weather patterns and to reflect actual expense	-176,700
Seasonal laborers added to conduct pilot program for sidewalk snowplowing	149,100
Allocations added for uniforms, containers and tipping fees for organics collection and composting pilot program	126,100
Seasonal laborers added to begin organics collection and composting pilot program	92,600
Salt purchases reduced based on recent milder weather patterns	-50,000
Funds for transitional job training reduced to reflect actual expense	-30,000
Construction material purchases reduced to reflect actual expense	-25,000
Tipping fees allocated towards work orders reduced to reflect actual expense	-10,000

Program Change

Sidewalk Plowing will initiate a pilot program in 2021-22 in which seven tractors will be purchased to plow 15 sidewalk routes by seasonal City staff. An organics and composting pilot program will begin in 2021-22. Clean Sweep activities for 2020-21 were postponed as a result of COVID-19 and are expected to return in 2021-22. Work orders reduced due to special events being postponed or cancelled in 2021-22.

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

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	6,513,164	6,499,800	7,459,600	7,611,400
Materials & Supplies	1,718,350	1,810,000	2,099,000	2,093,000
Services	6,748,204	7,824,500	8,687,300	9,158,300
Other	0	0	0	0
Total	14,979,718	16,134,300	18,245,900	18,862,700
Appropriation by Activity				
Administration	2,559,433	2,519,000	2,605,000	2,598,500
Roadway Surface Treatment	1,008,823	1,037,300	1,208,200	1,078,600
Special Projects	887,667	871,400	1,014,600	945,600
Service Truck	111,970	133,200	123,000	125,100
Dispatch	281,700	273,200	237,100	246,700
Center City Cleaning	234,426	216,300	273,300	261,800
Lots & Yards Cleaning	1,049,003	968,100	1,202,500	1,162,200
Residential & Arterial Sweeping	832,715	860,100	806,600	925,000
Work Orders & Civic Events	984,620	876,200	1,097,400	995,200
Leaf Collection	880,624	1,084,200	874,400	1,255,300
Snow & Ice Control	5,826,025	6,846,300	8,023,800	8,479,100
Gateway & Open Spaces	156,788	172,100	184,100	184,600
Clean Neighborhood Initiative	165,924	276,900	595,900	605,000
Total	14,979,718	16,134,300	18,245,900	18,862,700
Employee Years by Activity				
Administration	11.0	14.2	15.5	15.5
Roadway Surface Treatment	12.9	15.4	15.9	15.7
Special Projects	12.6	11.4	12.6	12.4
Service Truck	2.1	2.1	1.9	1.9
Dispatch	3.9	4.7	3.7	3.7
Center City Cleaning	3.5	5.2	5.6	5.6
Lots & Yards Cleaning	7.4	7.5	8.7	8.7
Residential & Arterial Sweeping	5.2	6.1	6.3	6.3
Work Orders & Civic Events	11.2	11.3	12.6	12.5
Leaf Collection	14.5	13.1	11.6	14.3
Snow & Ice Control	48.3	40.0	49.3	52.7
Gateway & Open Spaces	2.7	2.7	2.9	2.9
Clean Neighborhood Initiative	0.5	0	6.8	6.8
Total	135.8	133.7	153.0	158.6

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

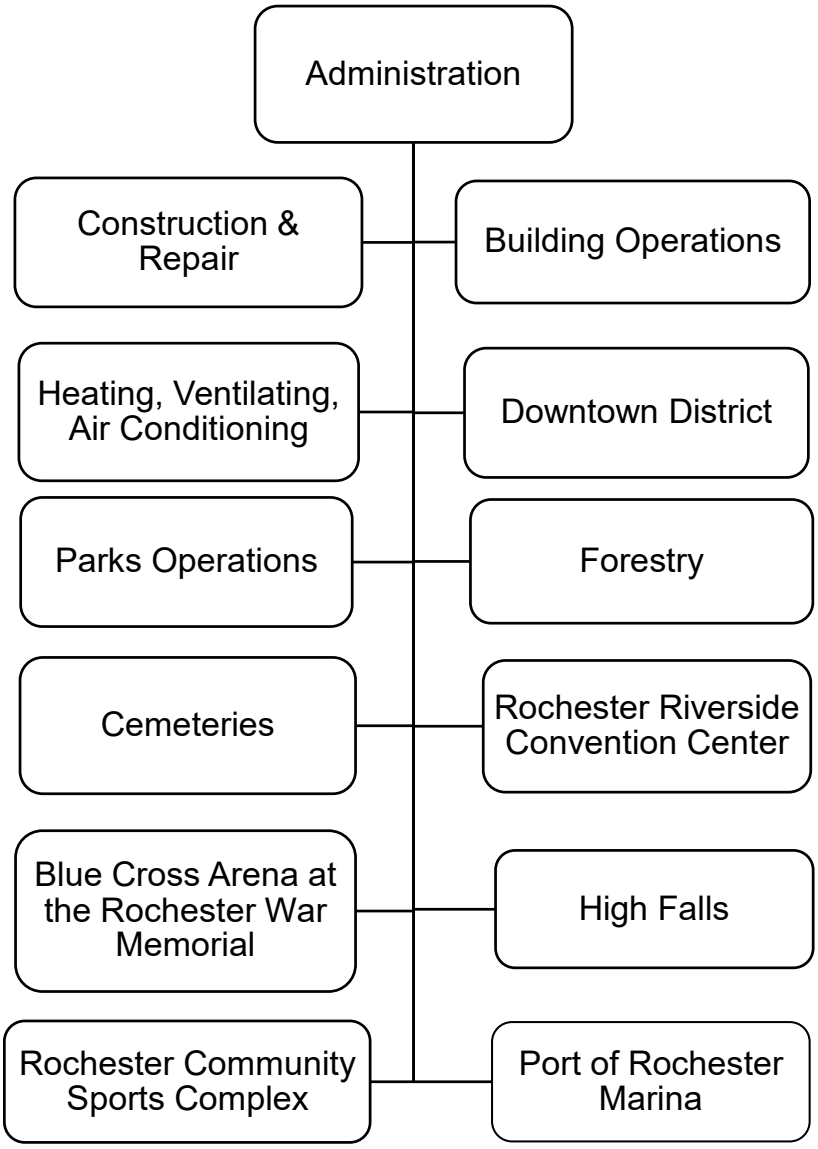
FULL TIME POSITIONS				Administration	Roadway Surface Treatment	Special Projects	Service Truck	Dispatch	Center City Cleaning	Lots & Yards Cleaning	Residential & Arterial Sweeping	Work Orders & Civic Events	Leaf Collection	Snow & Ice Control	Gateway & Open Spaces	Clean Neigh-borhood Initiative
Br.	Title	Budget 2020-21	Proposed 2021-22													
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	11.0	11.0	2.0	0.7					0.6	1.1	2.2	0.7	3.2	0.7	
23	Technology Applications Specialist	1.0	1.0	1.0												
21	Supervising Engineering Technician	1.0	1.0	1.0												
19	Op. Supervisor, St. Maintenance	1.0	1.0		0.7	0.4										
18	Municipal Assistant	1.0	1.0	1.0												
16	Fleet Maintenance Technician	1.0	1.0	1.0												
15	Senior Dispatcher	1.0	1.0					1.0								
9	Clerk II/Bilingual	1.0	1.0	1.0												
7	Clerk III Typing	1.0	1.0	1.0												
64	Dispatcher	2.0	2.0					2.0								
64	Special Equipment Operator	4.0	4.0		2.0	1.0								1.1		
62	Senior Operations Worker	29.0	29.0		1.6	3.9				3.3	3.9	5.0	2.1	8.8	0.7	
56	Grounds Equipment Operator	2.0	2.0	1.0						0.6			0.1	0.4		
41	Operations Worker	45.0	45.0		8.0	5.6	1.0		4.6	2.8	1.1	5.2	2.2	13.7	1.1	
EMPLOYEE YEARS																
Full Time		103.0	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		30.6	28.9	1.0	2.6	0.9	0.6	0.8	0.9	0.8	0.4	0.3	3.7	16.4	0.0	0.5
Part Time, Temporary, Seasonal		23.9	31.2	3.8	1.0	1.3	0.4	0.0	0.3	1.1	0.0	0.2	5.9	10.4	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		153.0	158.6	15.5	15.7	12.4	1.9	3.7	5.6	8.7	6.3	12.5	14.3	52.7	2.9	6.8

Mission Statement

To support the City of Rochester's *Vision Statement* and *Policy 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

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- Internal: City of Rochester Departments

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue to add new scattering gardens and memorialization in the cemeteries	HIS-1, PR-5	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Fourth Quarter
Monitor for the presence of and develop strategies for managing a Spotted Lantern Fly infestation	NR-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue Urban Forest Tree Maintenance Program to prune city-owned trees every six years	NR-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue tree protection strategies during street reconstruction projects for preservation of the Urban Forest	NR-3	Safer and More Vibrant Neighborhoods	Ongoing
Utilize newly introduced tree planting varieties in tree replacement program and in development projects for increased species diversity	NR-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue athletic field maintenance and improvements to support local youth and adult recreation	PR-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue use of Mutt Mitt dog waste stations and explore other areas of need in park facilities	PR-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue to implement the Mount Hope Cemetery Master Plan initiatives for the longevity of the cemetery	PR-5	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing
Redesign Mount Hope Cemetery 1911 and 1912 chapels offering niches and community space for additional revenue	HIS-1, PR-5	Safer and More Vibrant Neighborhoods	Ongoing
Continued progressive efforts to beautify, envision and create means to maximize utilization of our Downtown infrastructure contributing to Downtown revitalization initiatives	BFN-1	Safer and More Vibrant Neighborhoods	Ongoing
Continue working with city programs such as REJob and our seasonal and youth worker employment program to filter potential employees that are on a path to learning a skilled trade	WRK-2	More Jobs	Ongoing

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Utilize maintenance records and system events to evaluate and contribute insight to optimize MEP (mechanical, electrical and plumbing) systems during new design projects	PHS-2	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Building Services:				
City building inventory	186	190	190	190
Buildings maintained (excludes foreclosed properties)	186	190	190	190
CUSTOMER PERSPECTIVE				
Parks:				
Acres maintained	900	900	900	900
Ice rinks maintained	2	2	2	2
Marina occupancy				
Seasonal slips	98.2%	98.2%	98.2%	98.2%
Transient slips	55%	55%	55%	55%

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	17,146,400	17,843,700	697,300
Employee Years	161.1	160.6	-0.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
185,700	107,300	29,800	0	0	374,500	697,300

Major Changes

Net increase to Joseph A. Floreano Rochester Riverside Convention Center operating subsidy to offset expected shortfall due to closures and cancellations resulting from pandemic	671,900
Allocation for utilities reduced due to favorable contract pricing with electricity vendor	-112,000
Vacant Operations Supervisor is eliminated as part of management reorganization	-62,900
Contracted mowing for City-owned parks and open spaces reduced to reflect actual expense	-44,000
Contracted cleaning services reduced to reflect actual expense	-40,000
Two part time cleaning positions added for the Maguire Building athletic training facility	29,100
Productivity improvements result in savings	-23,500
Contracted building maintenance is reduced as more services are provided in house	-22,600
Vacant seasonal Forestry Worker is eliminated as an efficiency measure	-21,500

Program Change

Rochester Riverside Convention Center was able to shift to a COVID-19 vaccine distribution site in February, 2021 due to conventions and events being canceled or deferred due to NYS pandemic restrictions. Restoration of events being scheduled at the Convention Center is expected in late spring, 2022.

Rochester Riverside Convention Center*

	2020-21 Budget	2021-22 Budget
Revenues		
Building & Equipment Rental	1,203,500	288,906
Service Fees	361,850	90,302
Commissions: Decorator/AV	94,150	20,607
Food & Beverage service	5,098,065	1,150,839
Riverside Production	318,100	0
Riverside Parking	1,640,540	812,554
Convention Services	290,000	0
Interest	600	600
Monroe County Hotel/Motel Tax	795,000	875,000
TOTAL REVENUES	**9,801,805**	**3,238,808**
Expenses*		
Administration	993,317	720,028
Operations	3,211,375	1,504,597
Sales	476,807	183,855
Food and Beverage	3,785,133	1,139,597
Riverside Productions	318,102	0
Riverside Parking	1,388,271	1,007,235
Convention Services	290,000	0
Cash Capital	0	70,000
Debt Service	286,028	377,352
TOTAL EXPENSES	**10,749,033**	**5,002,664**
City Subsidy	947,228	1,763,856

***Budget as approved by RRCC Board**

War Memorial/Blue Cross Arena Fund

	2020-21 Budget	2021-22 Budget
Revenues		
War Memorial Revenue		
Facility Rental	60,000	60,000
Ticket Surcharge	225,000	100,000
Suites	0	0
Utilities	700,000	650,000
Name	195,000	195,000
Premium & Interest	11,900	23,200
Hotel/Motel Tax	905,000	905,000
TOTAL REVENUES	**2,096,900**	**1,933,200**
Expenses*		
Operating	932,000	930,400
Undistributed	52,400	35,000
Cash Capital	50,000	65,000
Debt Service	1,261,800	1,225,000
TOTAL EXPENSES	**2,296,200**	**2,255,400**
City Subsidy	**199,300**	**322,200**

Port of Rochester

	2020-21 Budget	2021-22 Budget
Revenues		
Retail Establishment Rent	215,000	215,000
TOTAL REVENUES	**215,000**	**215,000**
Expenses		
Cleaning Supplies	12,900	13,100
Miscellaneous Supplies	17,300	17,500
Heat, Light & Power	265,000	265,000
Building Maintenance Wages	138,400	141,200
Fuel	1,900	1,900
Security Detail	391,100	398,900
Professional Fees	66,800	67,700
TOTAL EXPENSES	**893,400**	**905,300**
Net Income/Loss	**-678,400**	**-690,300**

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

Rochester Community Sports Complex

	2020-21 Budget	2021-22 Budget
Revenues		
TOTAL REVENUES	**105,000**	**115,000**
Expenses*		
Heat, Light & Power	285,000	285,000
Repairs, Supplies	89,300	90,500
Building maintenance	162,700	164,800
Pure Water Charges	21,000	21,300
Water Charges	14,000	14,000
Insurance	34,400	34,400
Maintenance Mechanic	42,800	46,300
Seasonal Building Maint.	43,000	43,000
Security	129,600	131,300
Modular Lockers Rent	7,600	7,800
Cleaners	0	29,100
Cash Capital	0	50,000
TOTAL EXPENSES	**829,400**	**917,500**
Net Income/Loss	**-724,400**	**-802,500**

High Falls Center

	2020-21 Budget	2021-22 Budget
Expenses		
Salaries	-	-
Heat, Light & Power	12,500	14,500
Water Charges	-	-
Professional Fees	26,100	26,400
County Taxes	4,200	4,300
Telephone	-	-
Cash Capital	-	-
Miscellaneous	3,200	3,200
TOTAL EXPENSES	**46,000**	**48,400**
Net Income/Loss	**-46,000**	**-48,400**

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	8,148,393	8,018,200	8,416,200	8,546,600
Materials & Supplies	1,413,325	1,268,200	1,415,900	1,397,200
Services	6,888,431	6,714,100	7,314,300	7,899,900
Other	0	0	0	0
Total	16,450,149	16,000,500	17,146,400	17,843,700
Appropriation by Activity				
Administration	902,241	734,800	818,400	785,500
Construction & Repair	2,066,620	1,707,600	1,944,800	1,965,700
Building Operations	3,852,977	3,810,000	3,824,200	3,829,500
Heating, Ventilating, Air Conditioning	1,104,533	1,102,400	1,348,000	1,341,900
Rochester Riverside Convention Center	1,376,201	1,496,200	1,519,600	2,191,500
Blue Cross Arena at the Rochester War Memorial	842,481	742,300	932,000	930,400
High Falls	15,414	36,000	44,500	48,400
Rochester Community & Youth Sports Complex	211,659	191,600	278,000	284,100
Port of Rochester Marina	3,725	30,000	64,800	67,700
Parks Operations	2,467,418	2,447,900	2,556,800	2,519,800
Forestry	1,001,009	1,036,400	1,084,000	1,090,200
Downtown District	738,572	748,400	734,500	722,400
Cemeteries	1,867,299	1,916,900	1,996,800	2,066,600
Total	16,450,149	16,000,500	17,146,400	17,843,700
Employee Years by Activity				
Administration	9.2	6.5	6.2	6.2
Construction & Repair	20.2	18.2	22.2	22.2
Building Operations	43.7	48.0	46.2	47.2
Heating, Ventilating, Air Conditioning	9.2	9.2	13.2	13.2
Parks Operations	26.4	25.4	25.4	24.4
Forestry	15.0	14.7	15.1	14.6
Downtown District	11.3	12.1	10.9	10.9
Cemeteries	20.0	19.4	21.9	21.9
Total	155.0	153.5	161.1	160.6

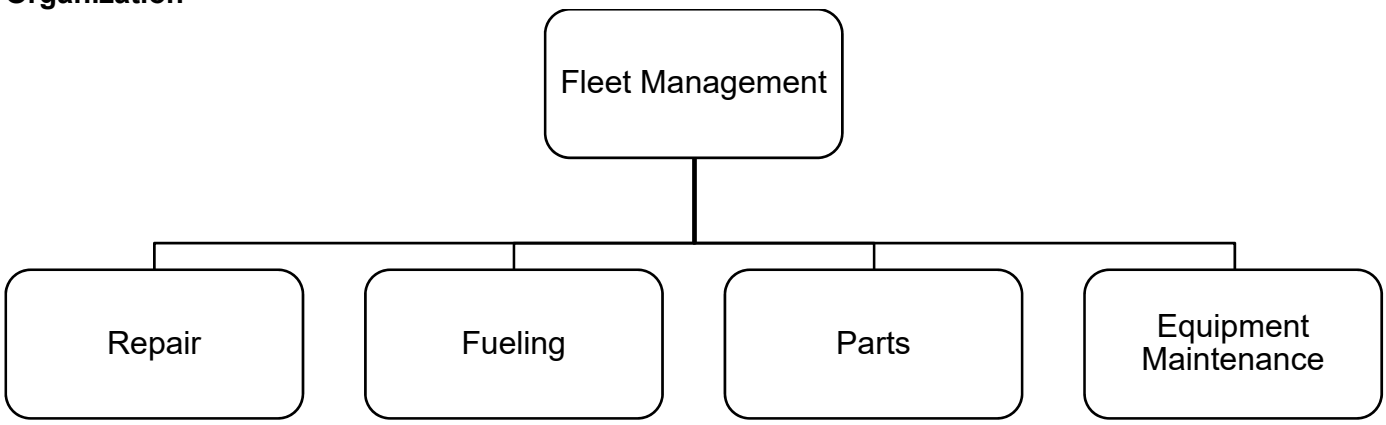
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF BUILDINGS AND PARKS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Admin-istration	Construction & Repair	Building Operations	Heating, Vent. & Air Conditioning	Parks Operations	Forestry	Downtown District	Cemeteries
Br.	Title	Budget 2020-21	Proposed 2021-22								
35	Deputy Commissioner	1	0								
35	Director of Buildings & Parks	0	1	1							
31	Manager of Building Services	1	1	1							
30	Cemetery Manager	1	1								1
30	City Forester	1	1						1		
25	Technology Applications Coordinator	1	1								1
24	Superintendent of Construction & Repair	1	1		1						
23	Assistant Operations Superintendent	4	5		2			1		1	1
23	Mechanical Engineer	1	1				1				
23	Superintendent Building Operations	2	2			2					
23	Supervisor of Electrical Trades	0	1		1						
21	Supervisor of Electrical Trades	1	0								
21	Supervisor Structures & Equipment	2	0								
20	Administrative Analyst	1	0								
20	Assistant to Manager of Building Services	0	1	1							
20	GIS Analyst/Forestry	1	1						1		
19	Cemetery Operations Supervisor	2	2								2
19	Forestry Operations Supervisor	1	1						1		
19	Operations Supervisor	1	0								
19	Parks Operations Supervisor	1	1					1			
18	Building Supervisor	1	2		1	1					
17	Forestry Technician	3	3						3		
16	Administrative Assistant Bilingual	0	1								1
16	Cemetery Sales Coordinator	1	1								1
15	Principal Account Clerk	1	0								
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	5		3	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	2		2						
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	18	18					11		7	
52	Building Maintenance Helper	10	10			10					
42	Cemetery Worker	4	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		120.0	119.0	6.0	21.0	26.0	12.0	19.0	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	35.7	0.3	0.2	20.7	1.0	3.6	1.3	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		161.1	160.6	6.2	22.2	47.2	13.2	24.4	14.6	10.9	21.9

Mission

To support the City of Rochester's *Vision Statement* and *Policy 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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue to identify and replace conventionally fueled vehicles with alternative fuel vehicles to reduce emissions footprint	CC-2	Innovation & Efficiency, Safer & More Vibrant Neighborhoods	Ongoing
Enhance technician and operator training program and upgrade shop repair capabilities	SC-4	Innovation & Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Equipment Services:				
Technician productivity	84%	82%	80%	80%
Preventative maintenance schedule completed on time	77%	82%	88%	88%
Stockroom cycle turns	4.10	3.38	4.15	4.15
LEARNING & INNOVATION				
Equipment Services:				
Equipment Services technician training hours	25	12	24	24

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	68,200	260,100	191,900
Employee Years	66.2	67.2	1.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
84,100	43,000	150,000	0	0	-85,200	191,900

Major Change

Equipment maintenance allocations from multiple activities are reduced due to more in house repairs being done	-59,000
Full time Assistant Equipment Trainer is added, partially offset by reduction in outside training	34,800
Fuel purchases reduced due to favorable pricing and lower use	-32,000
Professional fees reduced to reflect actual expense	-13,000
Office supplies reduced to reflect actual expense	-10,000
Building maintenance allocation reduced to reflect actual expense	-6,000

Program Change

Technician training hours were limited in 2020-21 due to COVID-19 restrictions.

Motor Equipment Chargebacks

Department/Bureau	2020-21	2021-22
CITY COUNCIL & CLERK	300	0
ADMINISTRATION		
Mayor's Office	4,500	3,100
Management & Budget	0	0
Communications	1,000	2,400
Human Resource Mgt.	2,000	1,100
Total	7,500	6,600
INFORMATION TECHNOLOGY	5,000	7,000
FINANCE		
Director's Office	0	0
Treasury	7,300	0
Accounting	0	0
Purchasing	0	0
Parking	75,000	75,700
Total	82,300	75,700
NEIGHBORHOOD & BUSINESS DEVELOPMENT	4,500	4,400
LAW	0	0
EMERGENCY COMMUNICATIONS	8,300	7,200

Department/Bureau	2020-21	2021-22
ENVIRONMENTAL SERVICES		
Commissioner	85,500	69,500
Architecture & Engineering	12,000	13,200
Operations	6,696,800	6,947,400
Buildings & Parks	812,000	876,800
Equipment Services	280,000	230,500
Water	450,000	437,100
Total	8,336,300	8,574,500
POLICE	3,892,000	3,621,700
FIRE	226,500	165,700
LIBRARY		
Central Library	3,500	6,600
Community Library	13,400	5,000
Total	16,900	11,600
RECREATION & HUMAN SERVICES		
Commissioner	1,500	0
Animal Services	0	79,000
Recreation	75,000	57,100
Total	76,500	136,100
Total Interfund	6,814,700	7,275,900
Total Intrafund	5,841,400	5,334,600
CITY TOTAL	12,656,100	12,610,500

DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	3,673,762	3,892,100	3,740,800	3,873,700
Materials & Supplies	5,039,744	4,514,900	5,386,400	5,383,000
Services	1,050,886	1,018,800	1,322,300	1,182,700
Other	2,292,100	2,274,800	2,274,800	2,431,200
Total	12,056,492	11,700,600	12,724,300	12,870,600
Interfund Credit*	-6,403,254	-6,629,800	-6,814,700	-7,275,900
Intrafund Credit*	-5,358,914	-4,860,800	-5,841,400	-5,334,600
Total	294,324	210,000	68,200	260,100
Appropriation by Activity				
Fleet Management	3,235,072	3,242,800	3,425,000	3,562,600
Repair	3,184,163	3,340,400	3,240,900	3,263,300
Fueling	2,470,169	2,103,400	2,897,100	2,871,400
Parts	3,056,730	2,906,900	3,032,500	3,042,200
Equipment Maintenance	110,358	107,100	128,800	131,100
Total	12,056,492	11,700,600	12,724,300	12,870,600
Interfund Credit*	-6,403,254	-6,629,800	-6,814,700	-7,275,900
Intrafund Credit*	-5,358,914	-4,860,800	-5,841,400	-5,334,600
Total	294,324	210,000	68,200	260,100
Employee Years by Activity				
Fleet Management	8.2	8.4	8.2	9.2
Repair	47.2	50.5	48.5	48.5
Parts	8.0	8.3	8.1	8.1
Equipment Maintenance	1.3	1.2	1.4	1.4
Total	64.7	68.4	66.2	67.2

*Reflects chargeback for motor equipment service.

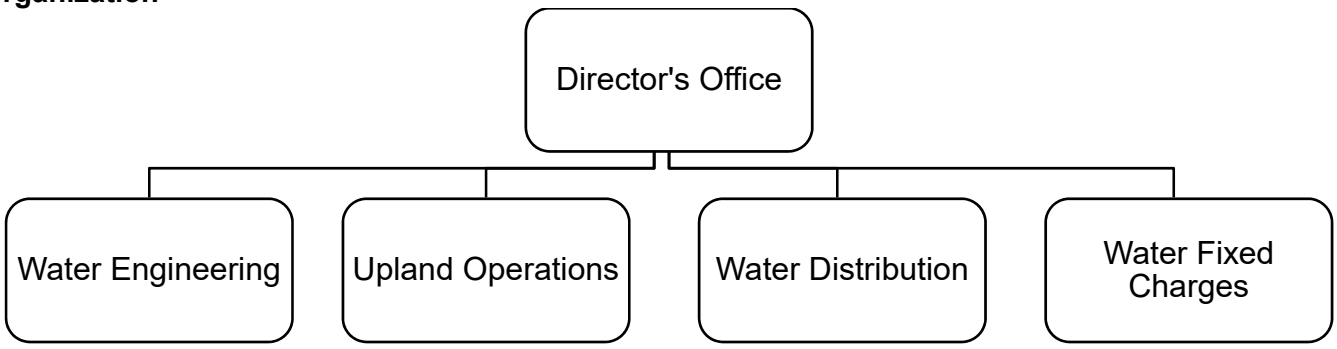
DEPARTMENT OF ENVIRONMENTAL SERVICES
BUREAU OF EQUIPMENT SERVICES
PERSONNEL SUMMARY

FULL TIME POSITIONS				Fleet Management	Repair	Parts	Equipment Maintenance
Br.	Title	Budget 2020-21	Proposed 2021-22				
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	Municipal Assistant	1	1	1			
16	Automotive Machinist	1	1			1	
15	Assistant Equipment Trainer	0	1	1			
15	Heavy Mechanic II	12	13		13		
14	Sr. Auto Maintenance Mechanic	8	9		9		
14	Senior Auto Parts Clerk	3	2			2	
13	Fleet Service Writer	2	2		2		
11	Auto Parts Clerk	1	2			2	
10	Senior Account Clerk	1	1	1			
7	Clerk III	1	1			1	
71	Master Truck Technician	9	8		8		
70	Master Automotive Technician	7	6		6		
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	61.0	8.0	45.0	7.0	1.0
Overtime		6.4	6.4	0.1	5.5	0.7	0.1
Part Time, Temporary, Seasonal		2.4	2.4	1.1	0.2	0.6	0.5
Less: Vacancy Allowance		2.6	2.6	0.0	2.2	0.2	0.2
Total		66.2	67.2	9.2	48.5	8.1	1.4

Mission Statement

To support the City of *Rochester's Vision Statement* and *Policy 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.

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Replace or rehabilitate 33,000 feet of water main in the distribution system to maintain system integrity and provide a corrosion inhibitive lining on 100% of mains to improve water quality and available flow for fire protection	NR-1, NR-2	Safer and More Vibrant Neighborhoods	Fourth Quarter
Install 1,000 (5/8" – 2") radio read meters per year, anticipating program completion by 2025	SC-4	Innovation and Efficiency	Fourth Quarter
Continue with existing customer service callback program	BCC-2	Innovation and Efficiency	Fourth Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Maintain average annual production at NYSDEC withdrawal permit limit for Hemlock Lake of 37 MGD	NR-1, NR-2, CC-1, CC-4	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue treatment plan evaluation and optimization program that achieves standards of the American Water Works Association's Partnership for Safe Water Director's Award which requires filtered water turbidity to be below 0.1 NTU greater than 95% of the time	NR-2	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing
Reduce and maintain non-revenue water at an acceptable level	CC-1, CC-4, NR-1, NR-2	Innovation and Efficiency	Ongoing
Conduct year 3 of 5 of assessment of water appurtenances and features within the right of way for compliance with City pavement policy	NR-2, SC-1	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing
Maintain and protect Watershed and Water Facilities including Hemlock Lake, Canadice Lake, and surrounding forest land as well as Cobbs Hill, Rush, and Highland Reservoirs and Gatehouse Structures	HIS-1, NR-1, NR-4, NR-5, PMP-6	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing
Perform upgrades to Holly Fire Protection System pump station to maintain available flows for fire protection (in accordance with ISO Class 1 fire protection rating)	CC-3, ECN-1, NR-2	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing
In collaboration with Program Manager conduct comprehensive corrosion control treatment study to create comprehensive Lead Service Line Replacement (LSLR) plan to remove or minimize release of lead from service lines and customers' plumbing	CC-1, CC-4, NR-1, NR-2	Innovation and Efficiency, Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Engineering:				
Distribution system water main breaks & leaks per 100 miles of water main	7.9	10	12	12
Lead Service Line Replacements	549	880	N/A	1,000
Percentage of water mains in distribution system with corrosion inhibited lining	77.5	79.0	78.4	80.0
Water Production & Treatment:				
Filtration plant production (million gallons per day)	35.3	35.0	37.0	37.0

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Water Distribution:				
Non-Revenue Water (MGD)	6.1	6.6	6.0	6.0
Customer satisfaction callbacks – percent of customers satisfied with service	97%	98%	95%	95%
Radio read meter installations	2,539	640	3,200	1,000
Percent of customer meters converted to radio read	72%	73%	77%	75%

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	23,109,100	23,985,900	876,800
Employee Years	141.3	142.7	1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
229,700	66,300	-24,900	0	-2,400	608,100	876,800

Major Change Highlights

In lieu of depreciation added as expected	660,500
Three intern positions added in Engineering to help with new mandates and succession planning	51,700
Net reductions to supply and service allocations due to efficiencies and actual need	-44,000
Reduced assessments enable reduction in property taxes paid	-25,000
Net reduction in overtime to reflect projected expense	-20,400
Equipment rental reduced to reflect actual need	-14,700

Program Change

Water main renewal program goal reduced by 2,000 feet as a result of COVID-19 impacts on construction season. Lower than budgeted number of radio read installations continue to be the result of staffing turnover and suspended installations resulting from inaccessibility to residences and businesses as a result of COVID-19. The infrastructure assessment is in year three of a five year program. The Environmental Protection Agency has recently enacted Lead and Copper Rule Revisions (LCRR) to reduce lead exposure in drinking water by 2024. The Bureau is actively engaged in developing a comprehensive Lead Service Line Replacement (LSLR) program to remove all lead services. Customer satisfaction call-back program was suspended in March, 2020 as a result of COVID-19 and is expected to resume in 2021-22.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,934,700	2,629,200	694,500
Employee Years	13.6	13.6	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
31,600	13,400	-8,600	0	-2,400	660,500	694,500

Major Change

In lieu of depreciation added as expected	660,500

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

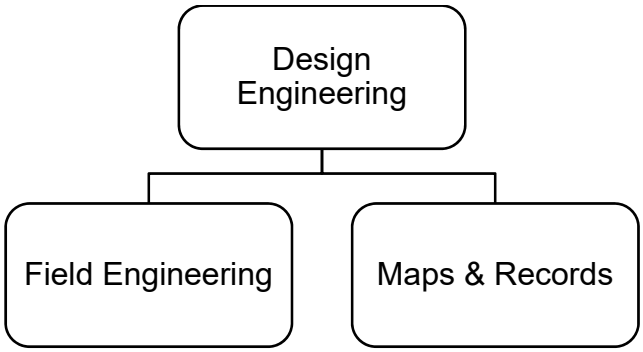
	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	844,510	797,600	870,300	901,900
Materials & Supplies	512,754	468,600	434,300	440,000
Services	587,678	573,400	630,100	626,800
Other	0	0	0	660,500
Total	1,944,942	1,839,600	1,934,700	2,629,200
Appropriation by Activity				
Director's Office	1,944,942	1,839,600	1,934,700	2,629,200
Employee Years by Activity				
Director's Office	13.4	12.4	13.6	13.6

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

FULL TIME POSITIONS

Br.	Title	Budget 2020-21	Proposed 2021-22
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
EMPLOYEE YEARS			
Full Time		12.0	12.0
Overtime		0.4	0.4
Part Time, Temporary, Seasonal		1.2	1.2
Less: Vacancy Allowance		0.0	0.0
Total		13.6	13.6

Organization



Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,308,700	1,380,900	72,200
Employee Years	17.4	18.8	1.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
37,100	600	1,900	0	0	32,600	72,200

Major Changes

Three intern positions added to help with new mandates and succession planning	51,700
Miscellaneous allocations for maintenance and supplies reduced due to efficiencies	-12,000
Overtime reduced to reflect projected expense	-7,100

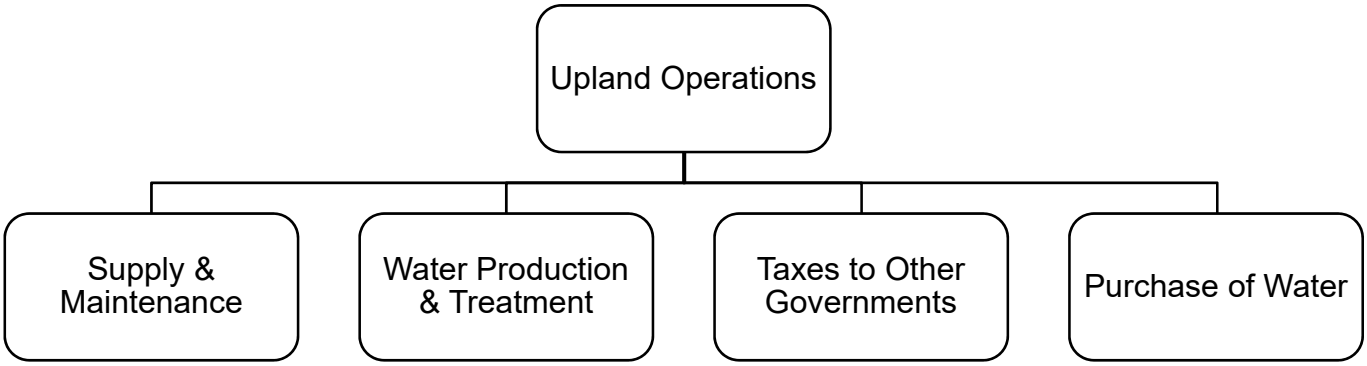
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,086,965	939,700	1,234,100	1,315,800
Materials & Supplies	1,612	3,700	16,100	9,600
Services	36,666	52,600	58,500	55,500
Other	0	0	0	0
Total	1,125,243	996,000	1,308,700	1,380,900
Appropriation by Activity				
Design Engineering	909,984	780,600	1,134,300	1,210,400
Field Engineering	147,230	149,100	96,400	93,100
Maps & Records	68,029	66,300	78,000	77,400
Total	1,125,243	996,000	1,308,700	1,380,900
Employee Years by Activity				
Design Engineering	12.6	11.0	15.0	16.5
Field Engineering	2.7	2.5	1.5	1.4
Maps & Records	0.9	0.9	0.9	0.9
Total	16.2	14.4	17.4	18.8

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – ENGINEERING DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Design Engineering	Field Engineering	Maps & Records
Br.	Title	Budget 2020-21	Proposed 2021-22			
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	1	1		
24	Engineer II/Water	1	2	2		
23	Senior GIS Analyst	1	1	1		
21	Supervising Engineering Technician	2	2	2		
20	GIS Applications Specialist	1	1	1		
18	Principal Engineering Technician	1	1			1
18	Principal Engineering Technician-CADD	3	3	2	1	
12	Engineering Technician	1	1	1		
EMPLOYEE YEARS						
Full Time		15.0	15.0	13.0	1.0	1.0
Overtime		0.7	0.6	0.1	0.5	0.0
Part Time, Temporary, Seasonal		2.0	3.5	3.5	0.0	0.0
Less: Vacancy Allowance		0.3	0.3	0.1	0.1	0.1
Total		17.4	18.8	16.5	1.4	0.9

Organization



Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	5,969,700	6,022,900	53,200
Employee Years	41.7	41.7	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
43,600	41,300	11,800	0	0	-43,500	53,200

Major Change

Reduced assessments enable reduction in property taxes paid	-25,000
Miscellaneous supply and service allocations reduced to reflect actual need	-18,500

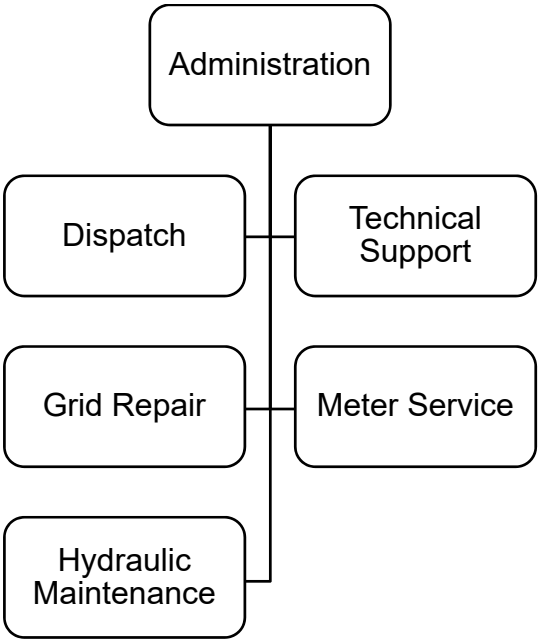
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	2,392,065	2,382,500	2,561,300	2,604,900
Materials & Supplies	822,381	738,000	804,900	810,300
Services	2,356,377	2,323,000	2,603,500	2,607,700
Other	0	0	0	0
Total	5,570,823	5,443,500	5,969,700	6,022,900
Appropriation by Activity				
Supply & Maintenance	815,265	802,800	977,500	959,700
Water Production & Treatment	3,210,863	2,983,800	3,254,800	3,241,800
Taxes to Other Governments	888,809	882,300	887,500	950,000
Purchase of Water	655,886	774,600	849,900	871,400
Total	5,570,823	5,443,500	5,969,700	6,022,900
Employee Years by Activity				
Supply & Maintenance	10.0	8.5	10.3	10.3
Water Production & Treatment	32.4	30.4	31.4	31.4
	42.4	38.9	41.7	41.7

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – UPLAND OPERATIONS DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Supply & Maintenance	Water Production & Treatment
Br.	Title	Budget 2020-21	Proposed 2021-22		
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	1	1		1
21	Senior Reservoir Operator	1	1		1
21	Spvr. Of Water Supply Maintenance	1	1	1	
20	Master Electrician	1	1		1
20	Water Instrumentation Technician	1	1		1
20	Water Operations Supervisor/Corrosion	1	1	1	
20	Water Plant Mechanic	1	1		1
20	Water Quality Lab Technician	1	1		1
18	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	2	2	2	
63	Water Supply Maintenance Worker/Construction	2	2	2	
61	Maint. Mechanic/Water Treatment	3	3		3
EMPLOYEE YEARS					
Full Time		36.0	36.0	9.0	27.0
Overtime		3.4	3.4	1.2	2.2
Part Time, Temporary, Seasonal		2.9	2.9	0.3	2.6
Less: Vacancy Allowance		0.6	0.6	0.2	0.4
Total		41.7	41.7	10.3	31.4

Organization



Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	4,696,600	4,753,500	56,900
Employee Years	68.6	68.6	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
117,400	11,000	-30,000	0	0	-41,500	56,900

Major Change

Equipment rental reduced to reflect actual need	-14,700
Miscellaneous supply and service allocations reduced to reflect actual need	-13,500
Net reduction in overtime to reflect projected expense	-13,300

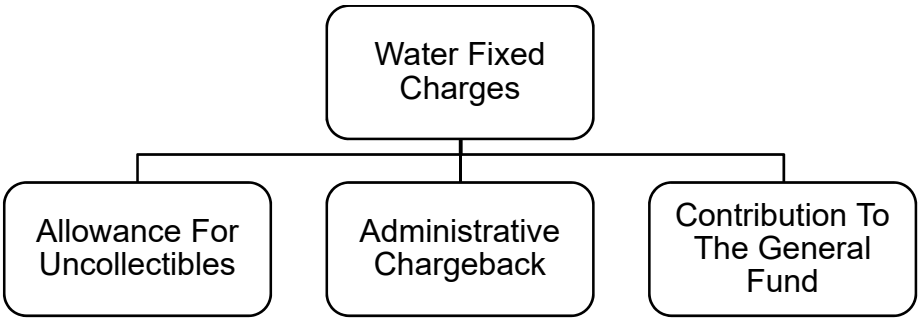
DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – DISTRIBUTION DIVISION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	3,263,908	3,432,700	3,530,700	3,634,800
Materials & Supplies	39,320	47,300	58,400	52,000
Services	984,325	1,040,400	1,107,500	1,066,700
Other	0	0	0	0
Total	4,287,553	4,520,400	4,696,600	4,753,500
Appropriation by Activity				
Administration	558,204	604,100	696,400	669,700
Dispatch	426,755	510,000	355,100	362,100
Technical Support	516,369	550,300	449,900	459,100
Grid Repair	1,687,999	1,809,900	1,890,700	1,940,500
Meter Services	630,623	513,000	757,300	771,100
Hydraulic Maintenance	467,603	533,100	547,200	551,000
Total	4,287,553	4,520,400	4,696,600	4,753,500
Employee Years by Activity				
Administration	2.9	3.7	3.9	3.9
Dispatch	7.6	8.6	6.6	6.6
Technical Support	7.4	9.7	8.4	8.4
Grid Repair	21.5	22.3	23.8	23.8
Meter Service	13.2	12.6	15.2	15.2
Hydraulic Maintenance	10.5	10.4	10.7	10.7
Total	63.1	67.3	68.6	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 2020-21	Proposed 2021-22						
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	20	20			6		8	6
63	Water Maintenance Worker/Construction	16	16				15		1
62	Senior Water Meter Repairer	1	1					1	
62	Water Maintenance Worker	3	3			1	1		1
61	Meter Reader	3	3					3	
52	Water Service Trainee	1	1				1		
EMPLOYEE YEARS									
Full Time		65.0	65.0	4.0	6.0	8.0	22.0	15.0	10.0
Overtime		5.1	4.8	0.0	0.9	0.7	1.6	0.8	0.8
Part Time, Temporary, Seasonal		1.0	1.0	0.0	0.0	0.0	0.7	0.0	0.3
Less: Vacancy Allowance		2.5	2.5	0.1	0.3	0.4	0.6	0.6	0.5
Total		68.6	68.3	3.9	6.6	8.3	23.7	15.2	10.6

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

	2020-21	2021-22	Change
Budget	9,199,400	9,199,400	0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
0	0	0	0	0	0	0

DEPARTMENT OF ENVIRONMENTAL SERVICES
WATER – WATER FIXED CHARGES
EXPENDITURE SUMMARY

Appropriation by Major Object	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	2,452,800	2,452,800	2,452,800	2,452,800
Other	6,723,600	6,746,600	6,746,600	6,746,600
Total	9,176,400	9,199,400	9,199,400	9,199,400
Appropriation by Activity				
Allowance for Uncollectibles	1,350,000	1,373,000	1,373,000	1,373,000
Administrative Chargeback	2,452,800	2,452,800	2,452,800	2,452,800
Contribution to the General Fund	5,373,600	5,373,600	5,373,600	5,373,600
Total	9,176,400	9,199,400	9,199,400	9,199,400

Mission Statement

Emergency Communications (911):

To support the City of Rochester's *Vision Statement and Policy 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:

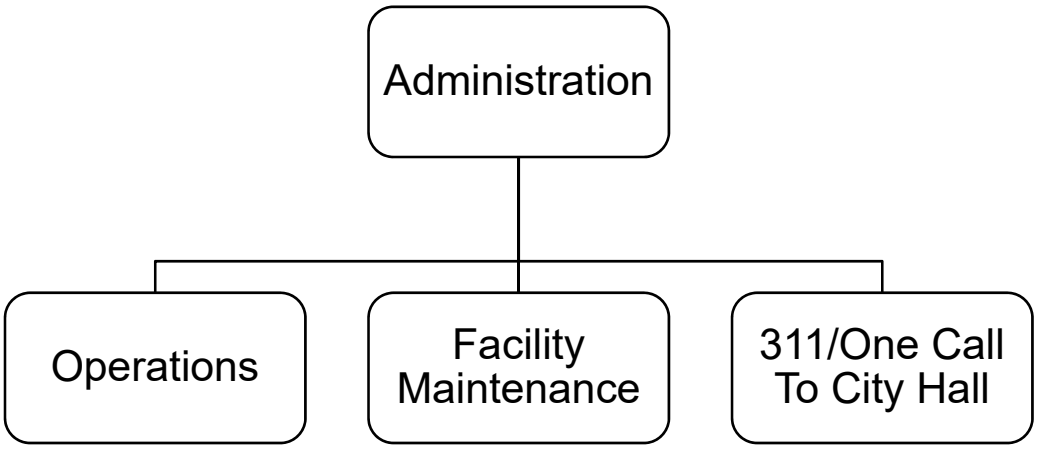
To support the City of Rochester's *Vision Statement and Policy Principles* by:

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 2021 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 2021 and spring 2022.

The go-live date for the replacement and upgrade of the Computer Aided Dispatch (CAD) system was March 14, 2021. New CAD enables telecommunicators and dispatchers to process emergency calls more efficiently.

During 2021-22 American Medical Response (AMR) Rochester will implement a nurse navigation program (NNP). AMR will be the provider of this program. The NNP will assign low acuity medical 911 calls to a licensed nurse and ultimately match the patient's needs to appropriate resources.

311/One Call to City Hall:
Live representatives will continue to be available seven days per week. Monday – Friday hours are changed to 7:00 am – 9:00 pm.

Vital Customers

Emergency Communications (911):
- External: City of Rochester and Monroe County residents, businesses, visitors, and travelers
- Internal: City of Rochester and Monroe County police, fire, and emergency medical service agencies

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

311/One Call to City Hall:
- External: All those who currently or potentially could live, visit, or do business in the city of Rochester
- Internal: City of Rochester departments

Critical Processes

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

311/One Call to City Hall:

- ❑ Answer and provide information for non-emergency calls
- ❑ Retrieve up-to-date information to respond to all City-related inquiries
- ❑ Provide appropriate avenues for public information and services
- ❑ Submit service requests to appropriate City departments
- ❑ Provide responses to case inquires
- ❑ Report on Call Center performance

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Work with DES to implement phase one (street services, city tree issues and dead animal removal) and phase two (leaf collection, public litter and street lighting issues) of online service requests through 311	SC-4	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Third Quarter
Work with Monroe County to purchase a new recording system through County Purchasing	SC-4	Innovation and Efficiency	Fourth Quarter
Build on the capabilities of the new Computer-Aided Dispatch (CAD) system replacement	SC-4	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Continue to utilize the new Verint system and collaborate with City departments to improve 311 functionality	SC-4	Innovation and Efficiency	Ongoing
Continue to enhance script efficiency for 311 service representatives to reduce call processing times	SC-4	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Emergency Communications (911):				
911 calls received (excluding administrative calls)	1,031,446	1,056,000	1,050,000	1,060,000
Calls dispatched:				
● Police (includes police-initiated)	996,719	971,471	1,000,000	975,000
● Fire	97,187	91,677	105,000	95,000
● Emergency medical service	135,732	134,307	145,000	140,000
● Total dispatched	1,229,638	1,197,455	1,250,000	1,210,000
Ring time (average in seconds)	6.0	6.0	6.0	6.0
CALEA accreditation compliance (%)	100	100	100	100
NYSSA accreditation compliance (%)	100	100	100	100
Text messages to 911	1,991	2,800	1,250	2,950

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
CUSTOMER SERVICE				
Emergency Communications (911):				
Caller complaints excluding those with unfounded results	253	300	283	300
Caller complaints - unfounded results	137	160	142	175
Caller customer satisfaction (scale =1-4; 4 = best)	3.7	3.8	3.8	3.8
311/One Call to City Hall:				
Total calls received from external sources	313,202	320,000	320,000	320,000
Calls answered within 30 seconds (%)	75	70	74	70
Call abandon rate (%)	9.7	9.5	10.5	10.0
FINANCIAL/COSTS				
Emergency Communications (911):				
Operating cost per call ($)	12.96	12.81	13.55	13.35
311/One Call to City Hall:				
Operating cost per call ($)	3.40	3.46	3.55	3.56
LEARNING & INNOVATION				
Emergency Communications (911):				
Employee training (hours)	16,040	23,000	24,300	17,000
311/One Call to City Hall:				
Average number training hours per employee	49	35	25	30

CALEA - Commission on Accreditation for Law Enforcement Agencies, Inc.
NYSSA - New York State Sheriffs' Association
N/A – Not Applicable

Year-To-Year Comparison

Main Functions	Budget 2020-21	Budget 2021-22	Change	Percent Change
Administration	1,172,800	1,095,900	-76,900	-6.6%
Operations	12,831,600	12,837,500	5,900	0.0%
Facility Maintenance	219,200	221,300	2,100	1.0%
311/One Call To City Hall	1,136,800	1,137,700	900	0.1%
Total	15,360,400	15,292,400	-68,000	-0.4%
Employee Years	231.1	224.2	-6.9	-3.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
429,400	8,600	300	-529,900	0	23,600	-68,000

Major Changes

Net increase in overtime to account for the elimination of computer aided dispatch (CAD) training and an allowance for vacancies	218,100

Net decrease in professional services to eliminate the CAD project manager expense	-104,800
One vacant full time service representative position is eliminated in 311/One Call to City Hall due to budget constraints	-51,100
Decrease in telephone expense line to align with 2021 County submission and projected need	-38,300
Vacant part time position in Administration is eliminated as an efficiency measure	-23,200
Increase maintenance and repair to align with 2021 County submission and expected expense	11,100
311/One Call to City Hall overtime increases based on projected need	9,000
Net increase in Administration and Operations supplies and services to align with 2021 County Budget and expected expense	3,800
Productivity improvements result in savings	-1,000

Program Change

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

Day of the Week	2020-21 Operating Hours	2021-22 Operating Hours
Monday – Friday	7:00 am – 11:00 pm	7:00 am – 9:00 pm
Saturday and Sunday	9:00 am – 5:00 pm	9:00 am – 5:00 pm

EMERGENCY COMMUNICATIONS DEPARTMENT
EXPENDITURE SUMMARY

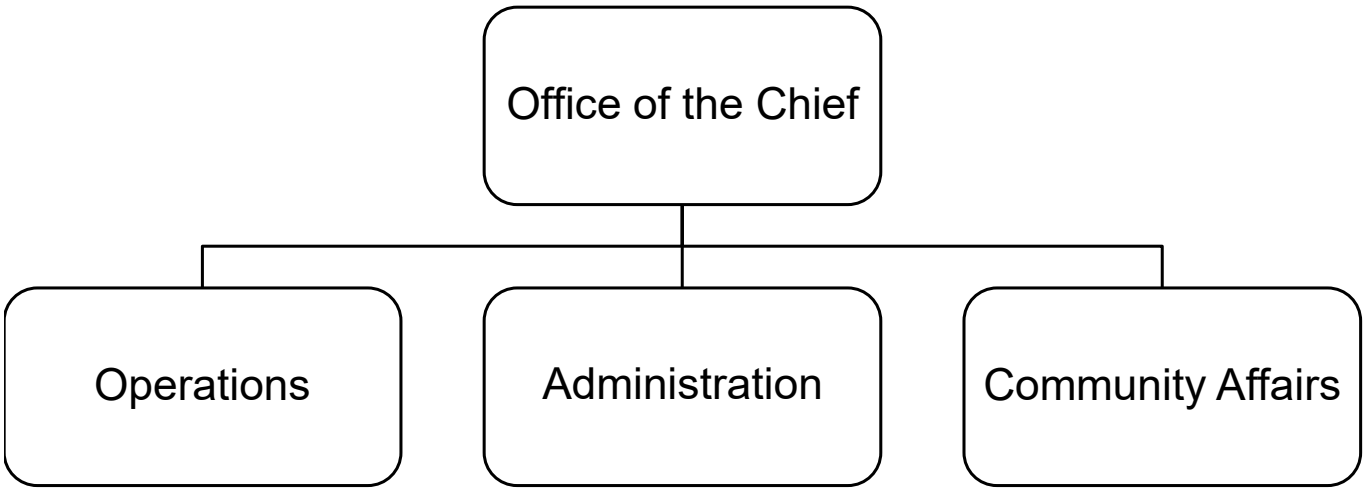
	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	13,339,335	13,320,500	13,964,600	14,016,900
Materials & Supplies	78,601	78,700	120,300	121,900
Services	1,019,265	1,237,700	1,275,500	1,153,600
Other	0	0	0	0
Total	14,437,201	14,636,900	15,360,400	15,292,400
Appropriation by Activity				
Administration	931,522	1,073,600	1,172,800	1,095,900
Operations	12,240,604	12,231,500	12,831,600	12,837,500
Facility Maintenance	198,887	224,900	219,200	221,300
311/One Call To City Hall	1,066,188	1,106,900	1,136,800	1,137,700
Total	14,437,201	14,636,900	15,360,400	15,292,400
Employee Years by Activity				
Administration	8.5	10.0	10.5	10.0
Operations	173.3	189.3	200.3	195.0
311/One Call To City Hall	19.1	19.9	20.3	19.2
Total	200.9	219.2	231.1	224.2

EMERGENCY COMMUNICATIONS DEPARTMENT
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Operations	311/One Call To City Hall
Br.	Title	Budget 2020-21	Proposed 2021-22			
36	ECC Director	1	1	1		
33	Deputy Director - ECD	2	2	1	1	
29	311 Call Center Manager	1	1			1
29	911 Operations Manager	3	3		3	
25	Knowledge Base Coordinator	0	1			1
24	Sr. Administrative Analyst	0	1	1		
22	ECD Training Manager	1	1	1		
22	Knowledge Base Coordinator	1	0			
20	Executive Assistant	1	0			
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	7			7
12	Service Representative/Bilingual	4	4			4
7	Clerk III	0	1	1		
7	Clerk III with Typing	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	212.0	8.0	187.0	17.0
Overtime		13.8	18.1	0.0	17.6	0.5
Part Time, Temporary, Seasonal		4.6	4.1	2.0	0.4	1.7
Less: Vacancy Allowance		0.3	10.0	0.0	10.0	0.0
Total		231.1	224.2	10.0	195.0	19.2

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

The development of the 2021-22 Rochester Police Department (RPD) Budget was developed following a thorough evaluation of, and consideration for, feedback shared by the Rochester community as part of Interim Police Chief Cynthia Herriott-Sullivan's (Chief) 90-Day Plan. Upon taking the oath of office October 14, 2020, the Chief immediately began the process of addressing the root causes of conduct that led to the community's reduced trust in RPD's ability to serve. To understand the public sentiment about the issues they face, the Chief set out to learn more about concerns related to safety, budget, crime, and other issues, first-hand from those who live and work in the community, crime victims, as well as subject-matter experts in areas such as racial and health equity, behavioral and mental health, domestic violence, and crisis intervention. The initial report was published on October 30, 2020 with a progress report released on May 3, 2021. The full plan and progress report is published online at www.cityofrochester.gov/police/ and is the driving force behind many changes and updates planned for the next fiscal year.

Efforts in this area are continuous, as the Chief and RPD leadership meet regularly with faith leadership, elected officials, and community advocates to identify and execute collaborative solutions that build positive momentum towards advancing officer accountability, RPD's internal culture, and community relationships and trust.

The proposed budget includes initiatives to advance RPD's mission of building and maintaining quality community relationships, achieve violence reduction and crime suppression, public safety, officer safety, and improvement of the quality of life through the direct provision of police services to the community. The following outlines initiatives that are proposed to begin, to be continued, and or further developed to support this effort throughout 2021-22.

In Progress Initiatives:

- **Officer Training Initiatives –** It's critical that officers in the field, who must make split-second decisions, are able to respond appropriately and that their training enables them to meet the moment. On-the-job training must fluctuate with the needs of the community. It is with this in mind that a full evaluation of current officer trainings was recently conducted, with the assessment identifying the need for additional educational programing on compassion fatigue, de-escalation, mindset training, race relations, pediatrics, ethics, leadership, crisis intervention, and mental and behavioral health response. To address these needs, the Chief launched the Robert E. Craig Institute for Ethical Leadership on April 28, 2021. The first round of mandatory training for more than 60 officers took place on May 13 and 14, 2021. During 2021-22, and annually thereafter, additional trainings and programing will be offered through the Institute as part of RPD's professional development budget. The continuation of this and other critical training programs is needed to ensure officers and supervisors have the skills and tools needed to respond effectively and appropriately in the field. Such trainings include the Crisis Intervention Training (CIT), which was first implemented in April 2021, and is planned to continue in the new budget year to train officers on the most current tools and strategies to respond to mental health situations.

- **Chief's Bimonthly Briefing** – Starting on March 18, 2021, RPD began publishing a bimonthly briefing to share progress on key initiatives, highlight important updates to process and policies, and outline recently completed actions. This is a small but important step towards building greater transparency and communication needed to make real systemic change. Each briefing is posted at www.cityofrochester.gov/police/.

- **Chief's Advisory Board** – The Chief has developed a group of professionals that provide their knowledge and expertise as needed to address areas that impart the message of the need for trust and transparency by members of the Department. A full list of Advisory Board members can be found in the Chief's public 90-Day Progress Report.

- **Policy Review & Changes –** In March 2021, RPD announced a series of new and revised officer policies including Duty to Intervene, Chokeholds, Mental Hygiene Detention, Juvenile Detention, and De-Escalation. Continuing these policy changes are part of the Department's commitment to better serving the community and are the result of a careful and extensive review of existing policies.

- **Critical Incident Briefings** – When a major incident occurs, the goal is to get information out to the community as soon as possible. In February 2021, RPD released a new form that the public has as much accurate information that the Department can provide so they can have an informed understanding of important matters.

- **Continue Violence Reduction Initiatives** – On March 25, 2021, the Chief held a press conference on the current violence streak within the City of Rochester and announced additional foot and bike patrols and anti-violence details to target locations where violent crime is most prevalent, based upon real-time data and analytics. Section captains have also developed individual anti-violence strategies for their specific sections of the City, as each must be supported based on its unique needs. RPD has met with numerous community and faith-based groups, including RocACTS to identify opportunities for the community to assist in reimagining safety and community relationships. As a result, a collaborative draft action plan has been developed that will be executed throughout 2021-22 through the Community Affairs Bureau.

- **Virtual Court Watch Program –** According to the Division of Criminal Justice Services, there has been an increased level of shooting incidents of 53% over the past year. Family members of victims of gun violence, and community leaders want to partner with RPD to take action to address this problem. The Community Affairs Bureau is working with Major Crimes and the Chief's Office to formalize a plan that will enable the use of advanced technology and volunteers to watch court sessions and access court dockets electronically and report on outcomes.

- **Recreational Vehicle Enforcement** – The reckless and illegal operation of recreational vehicles, such as ATVs, go-karts, and dirt bikes, on city roadways has had a significant negative impact on community neighborhoods in addition to resulting in the loss of two young lives in recent months. The Community Affairs Bureau plans to continue efforts that encourage the community to alert RPD when these illegal activities occur. Additionally, Patrol Captains are currently, and will continue to, work closely with other Monroe County law enforcement partners to identify and recommend changes to local laws with the goal of further reducing loss of life because of improper operation of recreational vehicles.

Proposed Initiatives

- **Cold Case Webpage** – The City of Rochester has a number of unsolved, cold case homicides. RPD leadership has received feedback from family members of unsolved murder victims seeking justice for their loved ones. With new technology, RPD is hoping to bring peace and healing to these families by launching a website where cases that remain open can be spotlighted and keep these cases in the forefront by encouraging tips that assist with solvability factors. The Chief, as noted in her 90-Day

Progress Report, is actively seeking underwriting to move this important initiative forward. If not, it will become part of Community Affairs for 2021-22.

- **Office of Business Intelligence (OBI) -** NYS Governor's Executive Order has called for the addition of resources to provide data and transparency to the community. Additionally, new standards must be established for the quality, utility and integrity of information. To ensure these goals are met, the budget addresses OBI's staffing needs by adjusting an information Services Analyst I to an Information Services Analyst II, upgrading a Technology Application Coordinator to an Information Services Analyst I, and adding an Application Services Analyst I. With the expanded team, OBI will centralize data and information technology planning, management, and support and enhance the management and coordination of the design, acquisition, maintenance, use, and disposition of information and information technology. It will increase its oversight of information systems applications, the RPD's Open Data Portal, records and digital evidence management, as well as performance reporting.

- **Compliance & Audit Unit –** RPD proposes the creation of this unit to ensure internal operations are continually monitored, evaluated, and audited for compliance with Federal, State and local regulations, requirements and best practices, such as records retention timelines, Freedom of Information requests and response, grants, etc. The unit will provide proper review of regulations, measurement of RPD compliance and the development of protocols for all staff. RPD recommends a civilian to fill the position of Compliance and Audit Officer within the Compliance & Audit Unit. This position would address the Officer staffing resource challenges associated with FOIL and subpoena requests that require more than 700 hours per week of non-billable hours and significant resources to ensure compliance with NYS mandates and records.

Highlights of the Department's 2021-22 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2021-22 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	PHS-3	Innovation and Efficiency	Ongoing
Assess and improve organization compliance - Review regulations and measure compliance. Develop protocols for all staff and follow an audit process	PHS-3	Innovation and Efficiency	Ongoing
Develop a plan that crafts a professional message for the public that is responsive and permits community members to be heard – Increase transparency and public relations	PHS-1	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	PHS-3	Safer and More Vibrant Neighborhoods	Ongoing

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue planning relocation of section offices	PHS-3	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	PHS-1	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	PHS-1	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	PHS-1	Safer and More Vibrant Neighborhoods	Ongoing
Administration:			
Increase quality of RPD functions - Maintain NYS Law Enforcement Accreditation Program status and enhance document management processes	PHS-3	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing
Promote Positive Tickets in all quads through the Crime Prevention Officers at each NSC with the RPD Community Affairs Bureau and NSC maintaining documentation (all quadrants)	PMP-6, VNT-3, BFN-1	Safer and More Vibrant Neighborhoods	Third Quarter
Complete NSC outreach and RPD outreach in all quadrants; provide synergy for NSC and RPD face to face engagements with citizens, groups, and organizations (all quadrants)	FPHS-1, BCC-1, BCC-2, BCC-5	Safer and More Vibrant Neighborhoods	Fourth Quarter
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)	PHS-1	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)	WRK-1	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

Bureau	Budget 2020-21	Budget 2021-22	Change	Change
Office of the Chief	6,704,400	7,176,300	471,900	7.0%
Operations	70,605,600	65,377,600	-5,228,000	-7.4%
Administration	15,135,400	15,361,400	226,000	1.5%
Community Affairs	2,824,500	2,887,500	63,000	2.2%
Total	95,269,900	90,802,800	-4,467,100	-4.7%
Employee Years	914.7	869.4	-45.3	-5.0%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-9,800	50,400	-216,900	-2,118,400	-4,700	-2,167,700	-4,467,100

Major Change Highlights

Transfer of Animal Services function to the Department of Recreation and Human Services	-1,536,300
Net change in Police Recruit Class	461,600
Family and Victim Services transferred to the Department of Recreation and Human Services	-272,100
Appropriation of forfeiture assets for a review of policies and procedures and community programs does not recur	-265,000
Net change in Project Clean (Community, Law Enforcement and Assistance Network)	-155,100
One Executive Deputy Chief is added	150,000
A special event overtime credit is adjusted	-145,000
One vacant Deputy Chief of Communications is eliminated	-142,900
One Police Sergeant is added	108,400
One vacant Police Investigator is eliminated	-107,900
One Information Services Analyst II is added	95,500
One vacant Police Officer is eliminated in Administration as an efficiency measure	-95,200
One vacant Police Officer is eliminated in Special Operations as an efficiency measure	-95,200
One Compliance Manager is added	91,500
One Applications Services Analyst I is added	87,700
One Technology Application Coordinator is eliminated	-84,300
Net change in STOP DWI grants	-84,100
Funding for Evidence Management System - body-worn camera files is eliminated in anticipation of a new system	-72,000

Net change in Department of Justice Coronavirus Emergency Supplemental Funding Program grant	-71,700
Appropriation of forfeiture assets for mobile device digital forensics software is added	47,600
Special event overtime is reduced as an efficiency measure	-35,000
Net change in Pedestrian Safety grant	-29,000
One Communications Aide/Bilingual transfers from Communications to support the FOIL program (Position split between Police and Law Department)	28,500
Net change in Motor Vehicle Traffic and Insurance Fraud grant	-24,000
Net change in the amount paid to the Sheriff for the confinement of un arraigned prisoners	-12,700
Funding for contract labor is eliminated	-5,000
NYS Child Seat Grant ends	-3,900
Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant ends	-1,800
Net change in Tobacco Enforcement grant	-300

Assignment of Authorized Positions
2012-13 to 2021-22

	Office of the Chief & Administration			Operations & Community Affairs			Department Total		
Year	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
2021-22	71	67.5	138.5	655	22	677	726	89.5	815.5
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

Authorized Sworn Positions
2017-18 to 2021-22

Positions	2017-18	2018-19	2019-20	2020-21	2021-22
Chief	1	1	1	1	1
Executive Deputy Chief	0	0	0	0	1
Deputy Chief	2	2	2	2	2
DC of Communications	0	1	1	1	0
DC Community Engagement	1	0	0	0	0
Commander	2	3	3	3	3
Captain	13	13	13	14	14
Lieutenant	32	31	31	31	31
Sergeant	95	95	95	95	96
Police Investigator	82	82	82	81	80
Police Officer	500	500	500	500	498
Total	728	728	728	728	726

The totals for 2021-22 do not include up to 30 Police Recruits that will be hired for the planned November 2021 Police Academy class.

The following positions are vacant and are unfunded for FY 22.

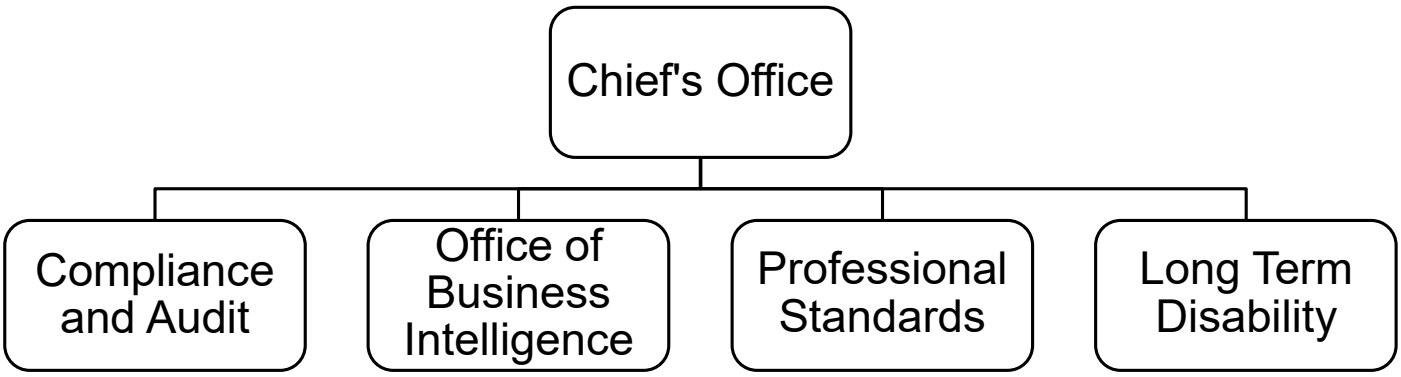
Police Captain (1)	Police Sergeant (2)	Police Officer (1)
Community Affairs	**Patrol and Special Operations**	**Special Operations**

POLICE DEPARTMENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	89,293,810	85,189,500	84,817,200	81,259,100
Materials & Supplies	1,471,908	1,276,300	1,412,800	1,375,800
Services	8,606,969	8,181,100	9,038,900	8,167,900
Other	0	0	1,000	0
Total	99,372,687	94,646,900	95,269,900	90,802,800
Appropriation by Activity				
Office of the Chief	6,523,997	6,573,800	6,704,400	7,176,300
Operations	72,307,946	70,049,800	70,605,600	65,377,600
Administration	15,942,464	15,335,800	15,135,400	15,361,400
Community Affairs	4,598,280	2,687,500	2,824,500	2,887,500
Total	99,372,687	94,646,900	95,269,900	90,802,800
Employee Years by Activity				
Office of the Chief	41.7	51.2	51.3	58.9
Operations	721.2	764.9	720.8	654.4
Administration	121.3	113.6	114.0	122.6
Community Affairs	45.9	30.6	28.6	33.5
Total	930.1	960.3	914.7	869.4
NBD Allocation - Dollars	2,878,514	2,271,800	2,368,300	2,250,600
NBD Allocation - Employee Years	29.0	22.8	23.5	22.7

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

Organization



Critical Processes

Chief's Office
- ❑ Conducts strategic planning, policy development, public relations
- ❑ Acts as 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

Compliance and Audit
- ❑ Reviews body worn camera video for compliance
- ❑ Maintains proper records retention

Office of Business Intelligence
- ❑ Coordinates the design, acquisition, use and disposition of data and information technology assets
- ❑ Maintains information systems applications, the Department's open data portal, records and digital evidence management and performance reporting
- ❑ Responsible for planning, developing, conducting and reviewing, strategic projects based on department initiatives related to resource allocation, operational effectiveness and business intelligence
- ❑ 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

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

2021-22 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	PHS-3	Innovation and Efficiency	Ongoing
Assess and Improve organization compliance - Review regulations and measure compliance - Develop protocols for all staff and follow an audit process	PHS-3	Innovation and Efficiency	Ongoing
Develop a plan that crafts a professional message for the public that is responsive and permits community members to be heard – Increase transparency and public relations	PHS-1	Innovation and Efficiency	Ongoing

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Professional Standards:				
Incident reviews completed	8	5	12	10
Civil suit investigations completed	20	33	36	25
Fleet accident reports reviewed	143	111	135	132
Subject resistance reports reviewed	885	952	784	850
Administrative inquiries	242	228	251	222

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	6,704,400	7,176,300	471,900
Employee Years	51.3	58.9	7.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-18,600	4,800	-17,700	0	-4,100	507,500	471,900

Major Change

Appropriation of forfeiture assets for a review of policies and procedures and community programs does not recur	-265,000
One Executive Deputy Chief is added	150,000
One Police Sergeant is added	108,400
One Information Services Analyst II is added	95,500

One Police Officer is transferred from Patrol	95,200
One Compliance Manager is added	91,500
One Applications Services Analyst I is added	87,700
One Digital Media Specialist is transferred from Special Operations	80,800
Appropriation of forfeiture assets for mobile device digital forensics software is added	47,600
One Communications Aide/Bilingual transfers from Communications to support the FOIL program (Position split between Police and Law Department)	28,500
Net change in the amount paid to the Sheriff for the confinement of un arraigned prisoners	-12,700

Program Change

During 2021-22 the Police Accountability Board will accept complaints and conduct investigations for excessive use of force. During this transition, the Police Department policies and procedures for civilian complaints will be revised and the funding for the current Civilian Review Board (CRB) will be phased out.

The Key Performance Indicators for Professional Standards have been adjusted to more closely reflect the most recent three year average.

POLICE DEPARTMENT
OFFICE OF THE CHIEF
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	4,759,053	5,208,800	5,230,700	5,948,700
Materials & Supplies	254,455	51,700	51,700	100,600
Services	1,510,489	1,313,300	1,422,000	1,127,000
Other	0	0		0
Total	6,523,997	6,573,800	6,704,400	7,176,300
Appropriation by Activity				
Chief's Office	3,620,549	3,565,300	3,407,400	3,332,600
Compliance and Audit	0	0	0	396,600
Office of Business Intelligence	239,427	218,400	326,200	485,000
Professional Standards	1,157,165	1,195,100	1,184,100	1,188,600
Long Term Disability	1,506,856	1,595,000	1,786,700	1,773,500
Total	6,523,997	6,573,800	6,704,400	7,176,300
Employee Years by Activity				
Chief's Office	17.0	21.5	18.2	19.6
Compliance and Audit	0.0	0.0	0.0	4.5
Office of Business Intelligence	3.8	2.4	4.0	5.8
Professional Standards	10.0	10.3	10.1	10.0
Long Term Disability	10.9	17.0	19.0	19.0
Total	41.7	51.2	51.3	58.9

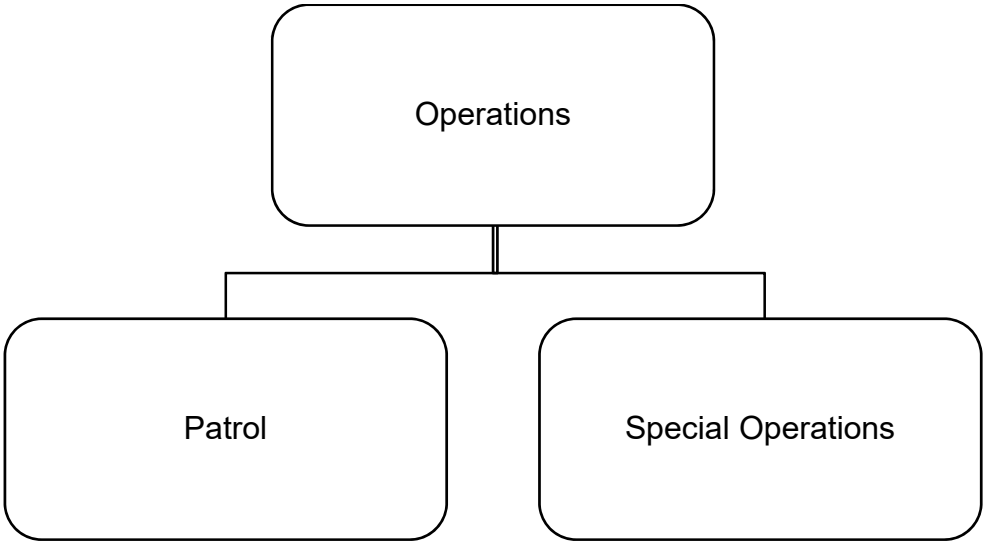
POLICE DEPARTMENT
OFFICE OF THE CHIEF
PERSONNEL SUMMARY

FULL TIME POSITIONS				Chief's Office	Compliance & Audit	Office of Business Intelligence	Professional Standards	Long Term Disability
Br.	Title	Budget 2020-21	Proposed 2021-22					
98	Chief of Police	1	1	1				
197	Executive Deputy Chief	0	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	10	11	3	2		6	
191	Police Investigator	3	3	3				
90	Police Officer	20	21	1			1	19
27	Information Services Analyst II	0	1			1		
26	Compliance Manager	0	1		1			
26	Information Services Analyst I	1	1			1		
25	Application Services Analyst I	1	2			2		
24	Crime Research Specialist	2	2			2		
24	Digital Media Specialist	0	1		1			
21	Police Steno	2	2				2	
18	Secretary to the Chief	1	1	1				
16	Communications Aide/Bilingual	0	0.5		0.5			
13	Administrative Secretary	1	1	1				
7	Clerk III with Typing	1	1	1				
EMPLOYEE YEARS								
Full Time		50.0	57.5	18.0	4.5	6.0	10.0	19.0
Overtime		0.8	1.3	1.1	0.0	0.0	0.2	0.0
Part Time, Temporary, Seasonal		0.5	0.5	0.5	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.4	0.0	0.0	0.2	0.2	0.0
Total		51.3	58.9	19.6	4.5	5.8	10.0	19.0

Mission

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

Organization



2021-22 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	PHS-3	Safer and More Vibrant Neighborhoods	Ongoing
Continue planning relocation of section offices	PHS-2	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	PHS-1	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	PHS-1	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	PHS-1	Safer and More Vibrant Neighborhoods	Ongoing

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	70,605,600	65,377,600	-5,228,000
Employee Years	720.8	654.4	-66.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-86,100	11,800	500	-2,118,400	-400	-3,035,400	-5,228,000

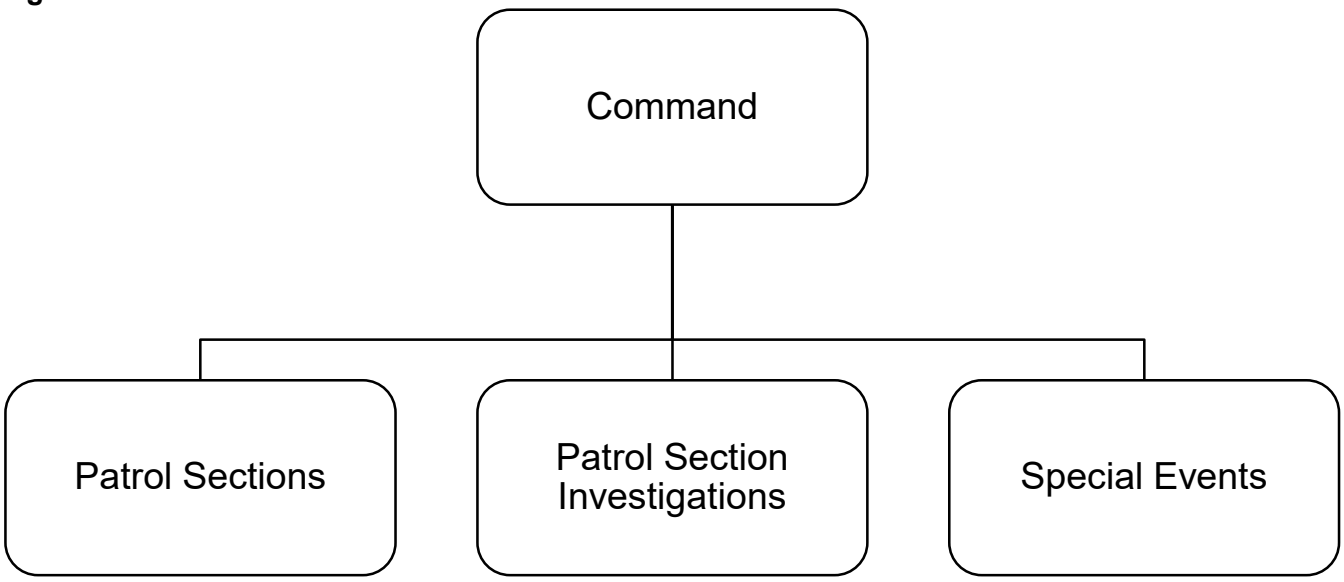
Major Change Highlights

Transfer of Animal Services function to the Department of Recreation and Human Services	-1,536,300
Family and Victim Services transferred to the Department of Recreation and Human Services	-272,100
Net change in Project Clean (Community, Law Enforcement and Assistance Network)	-155,100
A special event overtime credit is adjusted	-145,000
One Police Lieutenant is transferred to Administration	-122,100
One vacant Police Investigator is eliminated	-107,900
One Police Officer is transferred to the Office of the Chief	-95,200
One Police Officer is transferred to Community Affairs	-95,200
One vacant Police Officer is eliminated as an efficiency measure	-95,200
One Technology Application Coordinator is eliminated	-84,300
Net change in STOP DWI grants	-84,100
One Digital Media Specialist is transferred to the Office of the Chief	-80,800
Funding for Evidence Management System - body-worn camera files is eliminated in anticipation of a new system	-72,000
Special event overtime is reduced as an efficiency measure	-35,000
Net change in Pedestrian Safety grant	-29,000
Net change in Motor Vehicle Traffic and Insurance Fraud grant	-24,000
Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant ends	-1,800
Net change in Tobacco Enforcement grant	-300

POLICE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	70,667,655	68,362,300	68,786,800	64,059,700
Materials & Supplies	470,837	503,400	539,800	444,100
Services	1,169,454	1,184,100	1,278,000	873,800
Other	0	0	1,000	0
Total	72,307,946	70,049,800	70,605,600	65,377,600
Appropriation by Activity				
Patrol	50,043,353	49,760,800	51,075,400	46,722,400
Special Operations	22,264,593	20,289,000	19,530,200	18,655,200
Total	72,307,946	70,049,800	70,605,600	65,377,600
Employee Years by Activity				
Patrol	496.5	546.5	523.6	475.5
Special Operations	224.7	218.4	197.2	178.9
Total	721.2	764.9	720.8	654.4

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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Continue planning relocation of section offices	PHS-2	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	PHS-1	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	PHS-1	Safer and More Vibrant Neighborhoods	Ongoing
Continue to enhance police and community relationships - Develop relationship between new police sections and the neighborhoods they serve	PHS-1	Safer and More Vibrant Neighborhoods	Ongoing

POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Patrol Sections:				
Calls for service				
Non-Discretionary				
Critical	49,476	49,046	48,857	49,141
Urgent CFS	74,288	71,531	78,917	73,073
Normal CFS	64,623	66,238	61,360	65,244
Discretionary (Officer – Initiated)	128,437	117,397	132,846	122,003
Total	316,824	304,212	321,980	309,461
Domestic Violence calls	28,399	27,646	28,971	28,019
Arrests:				
Adult Felony	1,559	1,610	1,586	1,588
Total Adult Arrests	8,186	7,922	10,384	8,266
Youth Felony (Under 18)	178	204	193	206
Total Youth Arrests (Under 18)	461	435	692	476
Juvenile Felony (Under 16)	80	96	96	99
Total Juvenile Arrests (Under 16)	208	189	286	211
% Juveniles Diverted	35.5	25.0	34.8	29.0
Other Police Activity:				
Field information forms completed	4,671	3,997	5,468	4,326
Firearms seized	820	786	833	799
Crime guns seized	382	493	395	420
Adult Warrants served	2,831	2,780	3,790	2,919
Juvenile Warrants served	95	58	171	73
Crimes cleared (%):				
● Homicide	70.6	58.8	69.0	62.4
● Rape	24.6	40.0	29.2	31.9
● Robbery	28.2	26.9	26.6	28.4
● Aggravated Assault	54.1	46.6	54.6	49.9
● Burglary	10.7	11.0	10.1	11.4
● Larceny	9.2	6.3	9.7	7.9
● Motor Vehicle Theft	17.3	14.1	18.2	15.6
● Arson	21.8	6.3	21.6	12.5
Clearance rate for all crimes (Part I and II)	24.5	21.7	26.7	23.8
CUSTOMER PERSPECTIVE				
Reported crimes:				
▪ Homicide	34	50	30	43
▪ Rape	59	50	60	54
▪ Robbery	494	495	518	497
▪ Aggravated Assault	958	1,083	919	1,034
Part I Crime - Violent	1,545	1,678	1,527	1,628
▪ Burglary	1,415	1,423	1,276	1,406
▪ Larceny	5,273	4,814	5,384	5,013
▪ Motor Vehicle Theft	659	797	577	735
Part I Crime – Property	7,347	7,034	7,237	7,154
Total Part I Crime	8,892	8,712	8,764	8,782
Part II Crime	11,265	11,610	12,063	11,639
Total Reported Crime	19,797	20,322	20,827	20,421

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Narcotics-related offenses	369	391	747	431
Weapon-related offenses	572	710	417	631
Shooting victims	207	306	177	208
Response Time (call to arrival)				
Critical Priority Average (minutes)	16.10	17.91	15.20	17.0
Urgent priority average (minutes)	19.30	20.78	18.30	20.10
Normal priority (minutes)	31.50	33.98	29.70	32.90
% Primary car assigned responded	64.2	64.6	64.5	64.9

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	51,075,400	46,722,400	-4,353,000
Employee Years	523.6	475.5	-48.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-222,300	6,900	0	-2,118,400	-400	-2,018,800	-4,353,000

Major Change

Transfer of Animal Services function to the Department of Recreation and Human Services	-1,536,300
Net change in Project Clean (Community, Law Enforcement and Assistance Network)	-155,100
A special event overtime credit is adjusted	-145,000
One Police Office is transferred to the Office of the Chief	-95,200
One Police Officer is transferred to Community Affairs	-95,200
One Clerk III is transferred from Special Operations	43,000
Special event overtime is reduced as an efficiency measure	-35,000

Program Change

The Animal Services function is transferred to the Department of Recreation and Human Services.

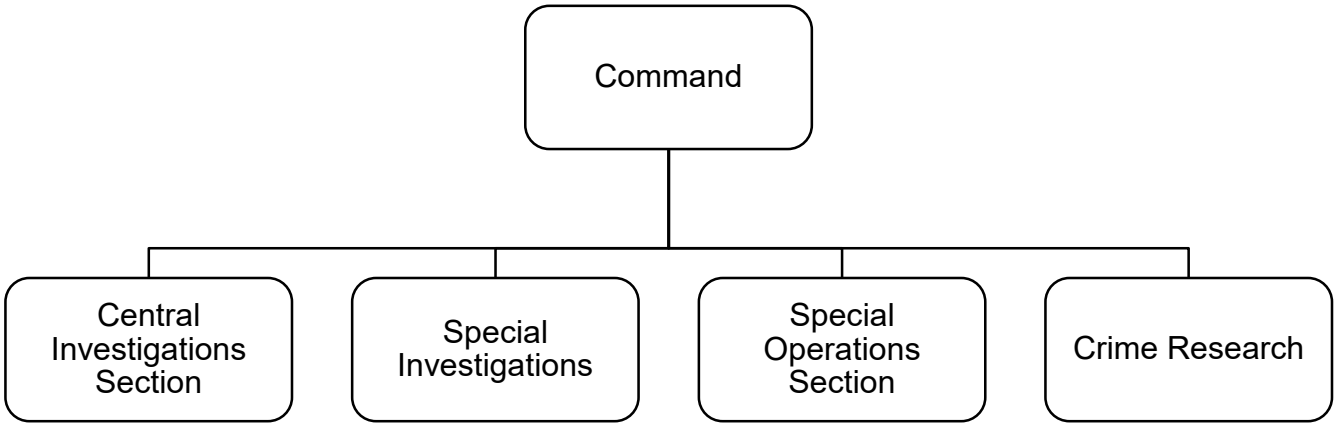
POLICE DEPARTMENT
OPERATIONS-PATROL DIVISION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	49,119,453	48,739,800	50,035,200	46,097,600
Materials & Supplies	298,177	329,500	348,100	252,500
Services	625,723	691,500	692,100	372,300
Other	0	0	0	0
Total	50,043,353	49,760,800	51,075,400	46,722,400
Appropriation by Activity				
Command	435,276	255,100	484,600	486,200
Patrol Sections	45,140,765	42,078,500	43,002,400	40,355,300
Patrol Section Investigations	2,742,171	5,377,300	4,975,900	4,987,700
Special Events	227,020	568,800	1,076,200	893,200
Animal Services	1,498,121	1,481,100	1,536,300	0
Total	50,043,353	49,760,800	51,075,400	46,722,400
Employee Years by Activity				
Command	3.7	1.8	3.3	3.5
Patrol Sections	438.0	452.8	448.4	413.3
Patrol Section Investigations	27.1	51.9	46.6	47.9
Special Events	3.6	16.1	2.6	10.8
Animal Services	24.1	23.9	22.7	0.0
Total	496.5	546.5	523.6	475.5

POLICE DEPARTMENT
OPERATIONS – PATROL DIVISION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Command	Patrol Sections	Patrol Section Investigations	Special Events
Br.	Title	Budget 2020-21	Proposed 2021-22				
95	Police Captain	9	9	3	5	1	
94	Police Lieutenant	18	18		15	2	1
92	Police Sergeant	57	57		51	6	
191	Police Investigator	32	32			32	
90	Police Officer	366	364		362	1	1
28	Director of Animal Services	1	0				
26	Shelter Veterinarian	1	0				
18	Animal Shelter Manager	1	0				
18	Supervisor of Animal Control	1	0				
14	Assistant Supervisor of Animal Control	1	0				
14	Police Paralegal	1	1			1	
14	Police Paralegal/Bilingual	1	1			1	
12	Animal Control Officer	5	0				
11	Animal Services Client Specialist	2	0				
10	Veterinary Technician	2	0				
9	Clerk II	1	1		1		
7	Clerk III	0	1		1		
7	Clerk III with Typing	2	2		2		
6	Animal Care Technician II	5	0				
EMPLOYEE YEARS							
Full Time		506.0	486.0	3.0	437.0	44.0	2.0
Overtime		27.5	36.3	0.5	23.1	3.9	8.8
Part Time, Temporary, Seasonal		11.0	0.6	0.0	0.6	0.0	0.0
Less: Vacancy Allowance		20.9	47.4	0.0	47.4	0.0	0.0
Total		523.6	475.5	3.5	413.3	47.9	10.8

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

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

2021-22 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	PHS-3	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	PHS-1	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Central Investigations:				
Investigations conducted:				
▪ Homicides	35	55	30	45
▪ Other death	3	20	22	12
▪ Bank robbery	4	6	10	7
▪ Physical child abuse	28	34	19	30
▪ Sexual child abuse	195	225	225	200
Missing persons cases handled	1,310	1,300	1,672	1,350
Licenses processed	5,775	8,000	9,372	7,500
Crime scenes processed	2,898	5,000	3,300	4,800
Registered sex offenders monitored	13,180	14,000	1,181	13,500
State Automated Biometric Identification System (SABIS) identifications	346	575	272	300
Special Investigations:				
Cases open	409	359	550	520
Cases closed	396	406	450	450
Narcotics/Intelligence arrests	152	131	140	130
GRANET Arrests	69	65	125	110
Drugs seized:				
● Cocaine (kilograms)	7.0	6.2	5.5	7.5
● Heroin (grams)	431	290	2,800	550
● Marijuana (pounds)	147	111	500	350
Weapons seized	67	57	75	70
Vehicles seized	0	0	3	3
Cash seized ($)	112,015	91,953	50,000	60,500
Crime Analysis:				
Bulletins produced	1,378	1,204	1,148	1,269
Patterns identified	28	45	29	38
Violent disputes identified	49	161	31	108

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	19,530,200	18,655,200	-875,000
Employee Years	197.2	178.9	-18.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
136,200	4,900	500	0	0	-1,016,600	-875,000

Major Change

Family and Victim Services transferred to the Department of Recreation and Human Services	-272,100
One Police Lieutenant is transferred to Administration	-122,100
One vacant Police Investigator is eliminated	-107,900
One vacant Police Officer is eliminated as an efficiency measure	-95,200
One Technology Application Coordinator is eliminated	-84,300
Net change in STOP DWI grants	-84,100
One Digital Media Specialist is transferred to the Office of the Chief	-80,800
Funding for Evidence Management System - body-worn camera files is eliminated in anticipation of a new system	-72,000
One Clerk III is transferred to Patrol	-43,000
Net change in Pedestrian Safety grant	-29,000
Net change in Motor Vehicle Traffic and Insurance Fraud grant	-24,000
Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grant ends	-1,800
Net change in Tobacco Enforcement grant	-300

Program Change

Family and Victim Services transferred to the Department of Recreation and Human Services during the year.

The KPI for Registered sex offenders has been changed from handled to monitored. On average the Police Department monitors 1,100 sex offenders per month.

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	21,548,202	19,622,500	18,751,600	17,962,100
Materials & Supplies	172,660	173,900	191,700	191,600
Services	543,731	492,600	585,900	501,500
Other	0	0	1,000	0
Total	22,264,593	20,289,000	19,530,200	18,655,200
Appropriation by Activity				
Command	1,256,435	1,511,800	1,098,200	924,800
Central Investigations	6,877,389	6,609,700	5,908,300	5,728,100
Family & Victim Services	893,937	271,800	272,100	0
Special Investigations	5,953,729	5,079,700	4,586,200	4,473,200
Special Operations Section	7,072,660	6,660,800	7,511,700	7,367,800
Crime Research	210,443	155,200	153,700	161,300
Total	22,264,593	20,289,000	19,530,200	18,655,200
Employee Years by Activity				
Command	9.7	13.3	6.5	8.1
Central Investigations	73.6	75.5	64.0	62.2
Family & Victim Services	15.6	17.4	17.9	0.0
Special Investigations	52.1	44.2	38.8	38.0
Special Operations Section	70.8	66.0	68.1	68.8
Crime Research	2.9	2.0	1.9	1.8
Total	224.7	218.4	197.2	178.9

POLICE DEPARTMENT
OPERATIONS – SPECIAL OPERATIONS DIVISION
PERSONNEL SUMMARY

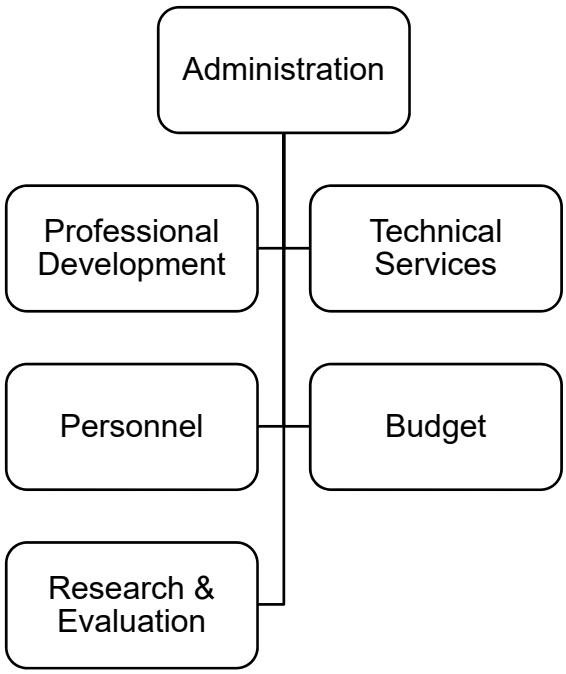
FULL TIME POSITIONS				Command	Central Investigations	Special Investigations	Special Operations Section	Crime Research
Br.	Title	Budget 2020-21	Proposed 2021-22					
95	Police Captain	3	3	2		1		
94	Police Lieutenant	5	4		1	2	1	
92	Police Sergeant	19	19	1	7	5	6	
191	Police Investigator	46	45		21	24		
90	Police Officer	77	76		14	4	58	
25	Technology Application Coordinator	1	0					
24	Crime Research Specialist	2	2					2
24	Digital Media Specialist	1	0					
20	Crisis Counseling Coordinator	1	0					
20	Victim Services Coordinator	1	0					
18	Counseling Specialist	4	0					
16	Police Evidence Technician	9	9		9			
14	Victim Assistance Counselor	4	0					
14	Victim Asst Counselor/Bilingual	1	0					
11	Senior Photo Lab Technician	1	1		1			
9	Clerk II	3	3	1	1	1		
7	Clerk III	1	0					
7	Clerk III with Typing	2	1		1			
EMPLOYEE YEARS								
Full Time		181.0	163.0	4.0	55.0	37.0	65.0	2.0
Overtime		12.0	16.3	4.1	6.7	1.0	4.5	0.0
Part Time, Temporary, Seasonal		8.5	2.2	0.0	0.5	0.0	1.7	0.0
Less: Vacancy Allowance		4.3	2.6	0.0	0.0	0.0	2.4	0.2
Total		197.2	178.9	8.1	62.2	38.0	68.8	1.8

POLICE DEPARTMENT
ADMINISTRATION

Mission

To support the City of Rochester's *Vision Statement and Policy 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.
  - Acts as 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
  - Acts as liaison to Monroe County Office of Emergency Preparedness
  - Acts as liaison to Department of Human Resource Management in administration of department's health and safety program

2021-22 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	PHS-3	Safer and More Vibrant Neighborhoods, Innovation and Efficiency	Ongoing

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Technical Services:				
Property lots disposed	12,106	20,000	20,000	20,000
Vehicles disposed of:				
● Sold at auction	667	1,000	900	900
● Sold for salvage	47	75	75	75
Arrests resulting from surveillance camera footage	57	65	70	70
Research & Evaluation:				
Inspections	123	146	108	146
Grants submitted	21	19	20	16
Grants received	17	18	20	13
FINANCIAL/COST				
Average sale price (vehicles) ($)	320	500	350	450
LEARNING & INNOVATION				
Professional Development:				
Recruit training slots	19	19	19	30
New officers trained:				
● Academy	17	19	19	30
● Field Training	14	19	19	49

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	15,135,400	15,361,400	226,000
Employee Years	114	122.6	8.6

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
121,500	33,700	-199,700	0	-200	270,700	226,000

Major Change

Net change in Police Recruit Class	461,600
One Police Captain is transferred to Community Affairs	-137,200

One Police Lieutenant is transferred from Special Operations	122,100
One vacant Police Officer is eliminated as an efficiency measure	-95,200
Net change in Department of Justice Coronavirus Emergency Supplemental Funding Program grant	-71,700
Funding for contract labor is eliminated	-5,000
NYS Child Seat Grant ends	-3,900

Program Change

The number of inspectional reports have increased to maintain NYS accreditation standards as established by the NYS Division of Criminal Justice Services.

POLICE DEPARTMENT
ADMINISTRATION
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	9,301,494	8,954,000	7,999,500	8,388,600
Materials & Supplies	726,519	707,100	806,000	814,800
Services	5,914,451	5,674,700	6,329,900	6,158,000
Other	0	0	0	0
Total	15,942,464	15,335,800	15,135,400	15,361,400
Appropriation by Activity				
Professional Development	3,241,764	2,707,900	2,413,800	2,891,400
Technical Services	10,042,869	9,790,000	9,574,800	9,389,100
Personnel	1,066,154	1,096,600	1,178,500	1,184,100
Budget	592,679	563,000	615,800	632,100
Research & Evaluation	998,998	1,178,300	1,352,500	1,264,700
Total	15,942,464	15,335,800	15,135,400	15,361,400
Employee Years by Activity				
Professional Development	15.4	16.3	25.2	32.4
Technical Services	88.7	86.1	75.5	77.2
Personnel	2.9	1.8	3.0	2.8
Budget	2.9	2.1	1.9	1.8
Research & Evaluation	11.4	7.3	8.4	8.4
Total	121.3	113.6	114.0	122.6

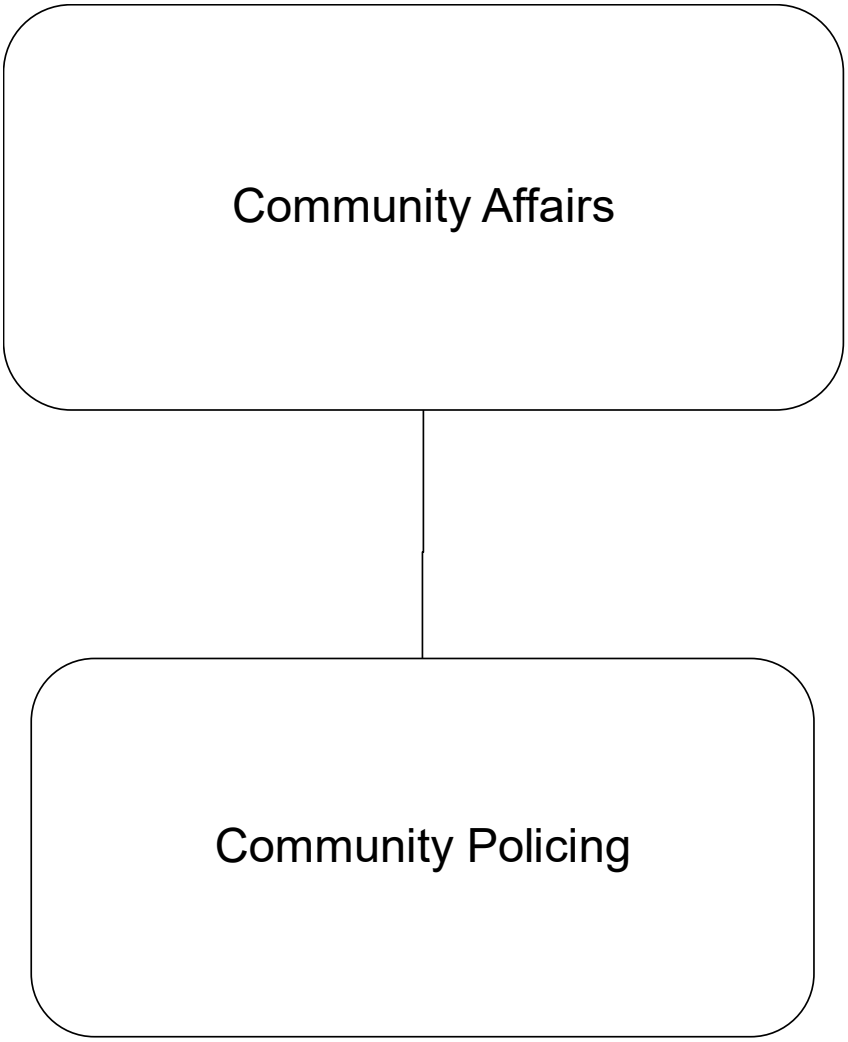
POLICE DEPARTMENT
ADMINISTRATION
PERSONNEL SUMMARY

FULL TIME POSITIONS				Professional Development	Technical Services	Personnel	Budget	Research & Evaluation
Br.	Title	Budget 2020-21	Proposed 2021-22					
95	Police Captain	1	0					
94	Police Lieutenant	2	3	1	1			1
92	Police Sergeant	9	9	3	5			1
90	Police Officer	16	15	5	9			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			
13	Administrative Secretary	1	1	1				
13	Lead Police Information Clerk	3	3		3			
11	Clerk I	1	0					
11	Police Identification Technician Trick	4	4		4			
11	Police Information Clerk	14	14		14			
9	Clerk II	6	9	1	6	1	1	
9	Clerk II with Typing	2	1		1			
9	Lot Attendant	5	5		5			
9	Property Clerk	4	4		4			
7	Clerk III 55A	1	1		1			
7	Clerk III	2	2		2			
7	Clerk III with Typing	2	1		1			
EMPLOYEE YEARS								
Full Time		82.0	81.0	11.0	61.0	3.0	2.0	4.0
Overtime		10.6	10.9	0.8	5.7	0.0	0.0	4.4
Part Time, Temporary, Seasonal		23.1	31.3	20.6	10.7	0.0	0.0	0.0
Less: Vacancy Allowance		1.7	0.6	0.0	0.2	0.2	0.2	0.0
Total		114.0	122.6	32.4	77.2	2.8	1.8	8.4

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Promote Positive Tickets in all quads through the Crime Prevention Officers at each NSC with the RPD Community Affairs Bureau and NSC maintaining documentation (all quadrants)	PMP-6, VNT-3, BFN-1	Safer and More Vibrant Neighborhoods	Third Quarter
Complete NSC outreach and RPD outreach in all quadrants; provide synergy for NSC and RPD face to face engagements with citizens, groups, and organizations (all quadrants)	FPHS-1, BCC-1, BCC-2, BCC-5	Safer and More Vibrant Neighborhoods	Fourth Quarter
Continue to work with DHRM to maximize recruitment efforts for minority candidates and to develop a meaningful and sustained recruitment campaign/strategy	WRK-3	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 community partners to host community conversations with law enforcement)	PHS-1	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)	WRK-1	Safer and More Vibrant Neighborhoods	Ongoing

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Proposed 2021-22
INTERNAL OPERATIONS				
Community meetings attended	346	400	500	425
Community outreaches conducted	563	120	300	250
Applicants for Police Officer exam	1,115	1,500	1,500	1,000
Recruitment events held	36	45	45	35

N/A – Not Available

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	2,824,500	2,887,500	63,000
Employee Years	28.6	33.5	4.9

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-26,600	100	0	0	0	89,500	63,000

Major Change

One vacant Deputy Chief of Communications is eliminated	-142,900
One Police Captain is transferred from Research and Evaluation	137,200
One Police Office is transferred from Patrol	95,200

Program Change

The Department is expecting fewer applicants for the Police Officer civil service examination than in prior years.

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	4,565,608	2,664,400	2,800,200	2,862,100
Materials & Supplies	20,097	14,100	15,300	16,300
Services	12,575	9,000	9,000	9,100
Other	0	0	0	0
Total	4,598,280	2,687,500	2,824,500	2,887,500
Appropriation by Activity				
Command	412,104	415,700	456,200	636,900
Community Policing	2,878,514	2,271,800	2,368,300	2,250,600
Youth Services	1,307,662	0	0	0
Total	4,598,280	2,687,500	2,824,500	2,887,500
Employee Years by Activity				
Command	3.0	7.8	5.1	10.8
Community Policing	29.0	22.8	23.5	22.7
Youth Services	13.9	0.0	0.0	0.0
Total	45.9	30.6	28.6	33.5

POLICE DEPARTMENT
BUREAU OF COMMUNITY AFFAIRS
PERSONNEL SUMMARY

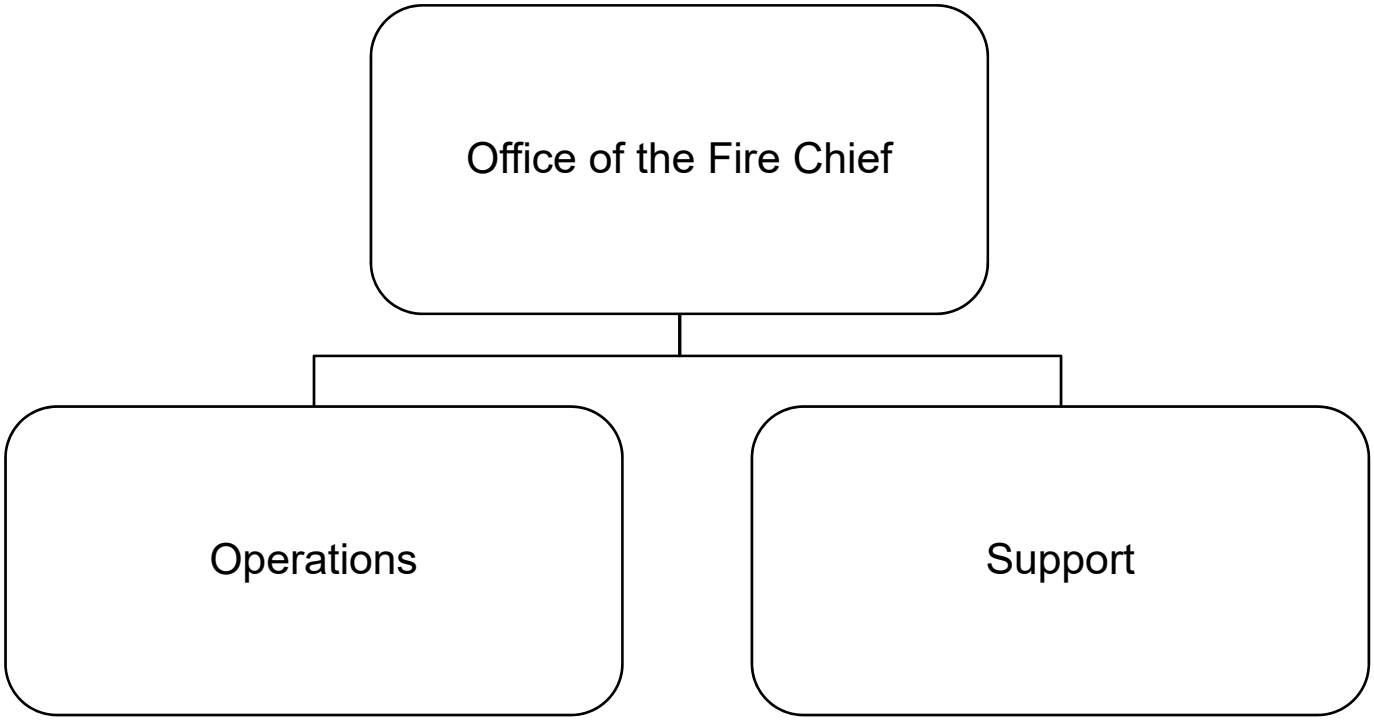
FULL TIME POSITIONS				Command	Community Policing
Br.	Title	Budget 2020-21	Proposed 2021-22		
97	Deputy Chief of Communications	1	0		
95	Police Captain	1	2	2	
94	Police Lieutenant	4	4		4
90	Police Officer	21	22	4	18
EMPLOYEE YEARS					
Full Time		27.0	28.0	6.0	22.0
Overtime		0.6	1.0	0.3	0.7
Part Time, Temporary, Seasonal		2.0	4.5	4.5	0.0
Less: Vacancy Allowance		1.0	0.0	0.0	0.0
Total		28.6	33.5	10.8	22.7

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 2020-21	Proposed 2021-22
94	Police Lieutenant	4	4
90	Police Officer	19	18
EMPLOYEE YEARS			
Full Time		23.0	22.0
Overtime		0.5	0.7
Part Time, Temporary, Seasonal		0.0	0.0
Less: Vacancy Allowance		0.0	0.0
Total		23.5	22.7

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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 includes funding for a planned recruit class to begin January 2022. The recruit class will provide an opportunity for continued efforts to increase diversity among uniform personnel. The proposed budget assumes the department will begin the fiscal year with vacancies instead of an overhire as in the prior fiscal year; and as a result overtime increases to reflect the appropriate funding level.

Portions of the 2018, 2019 & 2020 State Homeland Security Program (SHSP) and Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) grants continue in 2021-22. Training will be provided in the following areas during 2021-22: Citizen Emergency Response Team (CERT), hazardous material safety officer class, elevator rescue and rescue task force training. 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.

The Fire Department will integrate into the County's trunked radio system and new Computer Aided Dispatch (CAD) system to maintain safety and compliance for Mutual Aid with the County and surrounding fire agencies.

Highlights of the Department's 2021-22 Strategic Goals & Objectives are presented below. Additional information for each bureau is included in the sections that follow.

2021-22 Strategic Goals & Objectives Highlights	**Rochester 2034 Initiative**	**Mayor's Priorities Supported**	**Projected Completion**
Office of the Fire Chief:			
Review and update department key performance indicators	PHS-3	Safer and More Vibrant Neighborhoods	Second Quarter
Conduct candidate vetting process and hire recruit class	PHS-3	Safer and More Vibrant Neighborhoods	Second Quarter
Work with DHRM to evaluate and improve the firefighter hiring process	PHS-3	Safer and More Vibrant Neighborhoods	Fourth Quarter

Highlights	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Issue RFP and work with selected vendor to conduct a system analysis of EMS service delivery for the City of Rochester	PHS-4	Safer and More Vibrant Neighborhoods	Fourth Quarter
Operations:			
Issue RFP for department medical director for EMS service delivery	PHS-4	Safer and More Vibrant Neighborhoods	Second Quarter
Implement electronic patient care reports (E-PCR) to align with new federal and state requirements	PHS-3	Safer and More Vibrant Neighborhoods	Third Quarter
Continue trunked radio implementation project	PHS-3	Safer and More Vibrant Neighborhoods	Fourth Quarter
Conduct officer development training	PHS-4	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year Comparison

Bureaus	Budget 2020-21	Budget 2021-22	Change	Percent Change
Office of the Fire Chief	2,535,400	2,654,700	119,300	4.7%
Operations	46,834,800	47,078,600	243,800	0.5%
Support	4,398,000	4,479,000	81,000	1.8%
Total	53,768,200	54,212,300	444,100	0.8%
Employee Years	515.7	519.2	3.5	0.7%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
342,500	23,600	-57,700	-1,083,000	0	1,218,700	444,100

Major Change Highlights

Net increase in overtime based on projected need	700,900
Add funding for firefighter recruit class	393,600
Add funding for maintenance of fire station alerting system	68,100
Add funding for turnout gear repair and small equipment repair	56,500
Net change in State Homeland Security Program (SHSP) grants	-45,600
Add funding to support implementation of an electronic patient care report (E-PCR) tracking system that is compliant with federal and state guidance and mandates	30,000
Increase funding for Urban Fellows Program that was reduced in 2020-21	8,800
Add funding for SIM cards for fire station alerting control units	8,700
Decrease professional services based on projected need	-2,300

Assignment of Authorized Positions
2012-13 to 2021-22

	Office of the Chief & Support			Operations			Department Total		
Year	Uniform	Civilian	Total	Uniform	Civilian	Total	Uniform	Civilian	Total
2021-22	39	20	59	443	2	445	482	22	504
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

FIRE DEPARTMENT
EXPENDITURE SUMMARY

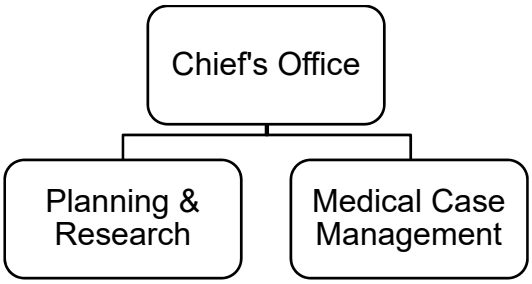
	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	48,557,629	49,841,400	49,621,500	49,938,700
Materials & Supplies	646,411	586,800	678,500	687,200
Services	2,686,988	3,048,000	3,464,100	3,582,200
Other	3,683	4,100	4,100	4,200
Total	51,894,711	53,480,300	53,768,200	54,212,300
Appropriation by Activity				
Office of the Fire Chief	2,098,605	2,258,400	2,535,400	2,654,700
Operations	45,605,681	47,089,000	46,834,800	47,078,600
Support	4,190,425	4,132,900	4,398,000	4,479,000
Total	51,894,711	53,480,300	53,768,200	54,212,300
Employee Years by Activity				
Office of the Fire Chief	16.8	18.6	21.5	21.5
Operations	446.7	459.4	450.8	454.3
Support	40.6	40.7	43.4	43.4
Total	504.1	518.7	515.7	519.2

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF

Mission Statement

To support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Review and update department key performance indicators	PHS-3	Safer and More Vibrant Neighborhoods	Second Quarter
Conduct candidate vetting process and hire recruit class	PHS-3	Safer and More Vibrant Neighborhoods	Second Quarter

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Work with DHRM to evaluate and improve the firefighter hiring process	PHS-3	Safer and More Vibrant Neighborhoods	Fourth Quarter
Issue RFP and work with selected vendor to conduct a system analysis of EMS service delivery for the City of Rochester	PHS-4	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	2,535,400	2,654,700	119,300
Employee Years	21.5	21.5	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
40,600	3,800	4,900	0	0	70,000	119,300

Major Changes

Add funding for maintenance of fire station alerting system	68,100
Net change in State Homeland Security Program (SHSP) grants	-45,600
Add funding to support implementation of an electronic patient care report (E-PCR) tracking system that is compliant with federal and state guidance and mandates	30,000
Increase funding for Urban Fellows Program that was reduced in 2020-21	8,800
Add funding for SIM cards for fire station alerting control units	8,700

Program Change

The Office of the Fire Chief will be reorganized to improve administrative and operational oversight. The Executive Deputy Fire Chief will be reclassified to Executive Deputy Fire Chief – Operations. The Chief's command staff will include an Executive Deputy Fire Chief – Administration. This sworn position will provide additional administrative expertise. The Battalion Chief in Planning & Research will be eliminated.

FIRE DEPARTMENT
OFFICE OF THE FIRE CHIEF
EXPENDITURE SUMMARY

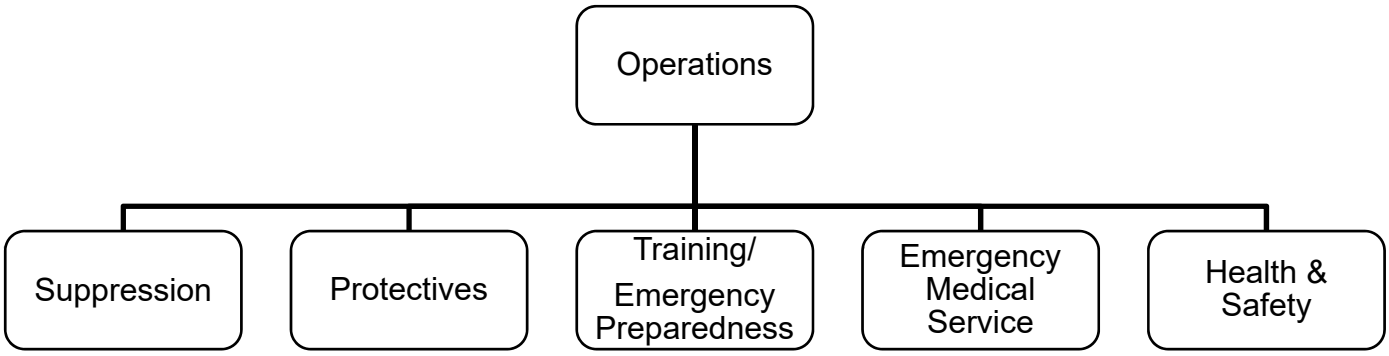
	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,817,843	1,977,100	2,206,600	2,210,400
Materials & Supplies	15,189	29,900	34,900	35,300
Services	265,573	251,400	293,900	409,000
Other	0	0	0	0
Total	2,098,605	2,258,400	2,535,400	2,654,700
Appropriation by Activity				
Chief's Office	1,378,917	1,350,500	1,298,900	1,440,400
Planning and Research	631,974	669,500	674,700	658,800
Medical Case Management	87,714	238,400	561,800	555,500
Total	2,098,605	2,258,400	2,535,400	2,654,700
Employee Years by Activity				
Chief's Office	10.7	11.0	10.4	11.4
Planning & Research	5.1	5.1	5.1	4.1
Medical Case Management	1.0	2.5	6.0	6.0
Total	16.8	18.6	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 2020-21	Proposed 2021-22			
88	Fire Chief	1	1	1		
87	Executive Deputy Fire Chief	1	0			
87	Executive Deputy Fire Chief - Administration	0	1	1		
87	Executive Deputy Fire Chief - Operations	0	1	1		
85	Battalion Chief	1	0			
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	0			
7	Clerk III	0	1	1		
EMPLOYEE YEARS						
Full Time		21.0	21.0	11.0	4.0	6.0
Overtime		0.3	0.3	0.2	0.1	0.0
Part Time, Temporary, Seasonal		0.2	0.2	0.2	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0
Total		21.5	21.5	11.4	4.1	6.0

Mission Statement
To support the City of Rochester's *Vision Statement and Policy 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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Issue RFP for department medical director for EMS service delivery	PHS-4	Safer and More Vibrant Neighborhoods	Second Quarter
Implement electronic patient care (E-PCR) reports to align with new Federal and State requirements	PHS-3	Safer and More Vibrant Neighborhoods	Third Quarter
Continue trunked radio implementation project	PHS-3	Safer and More Vibrant Neighborhoods	Fourth Quarter
Conduct officer development training	PHS-4	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
INTERNAL OPERATIONS				
Emergency Medical Service:				
Cardiopulmonary Resuscitation (CPR) certifications completed	67	482	503	50
Emergency Medical Technician (EMT) re-certifications	130	1	149	155
Health & Safety:				
Firefighter injury reviews	90	80	80	85
Incident responses by line safety officer-Car 99	1,269	1,300	1,300	1,300

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
CUSTOMER PERSPECTIVE				
Suppression:				
Incidents:				
● Structure fire	592	601	600	600
● Outside fire	645	635	625	625
● Overpressure, rupture	525	562	600	600
● Rescue & EMS	17,999	18,325	18,500	18,500
● Hazardous condition	2,646	2,977	3,100	3,100
● Service call	2,851	2,555	2,500	2,500
● Good intent call	3,428	3,215	3,200	3,200
● False alarm & false call	4,088	4,190	4,200	4,200
● Severe weather	15	28	20	20
● Other	1,413	1,759	1,800	1,800
● Total incidents	34,202	38,847	35,145	35,145
Vacant structure fires	23	40	40	40
Unit responses by fire station and unit:				
● 272 Allen Street (Engine 13, Truck 10)	4,087	3,981	4,300	4,300
● 185 N. Chestnut St (Engine 17, Rescue 11)	3,719	3,816	3,900	3,900
● 1207 N. Clinton Ave (Engine 2)	3,505	3,448	3,500	3,500
● 1477 Dewey Ave (Engine 10, Truck 2)	3,641	3,597	3,700	3,700
● 1051 Emerson St (Engine 3)	1,506	1,632	1,650	1,650
● 57 Gardiner Ave (Truck 5)	1,266	1,948	2,250	2,250
● 873 Genesee St (Engine 7)	3,129	2,881	2,800	2,800
● 740 N Goodman St (Engine 9)	2,905	2,810	2,900	2,900
● 704 Hudson Ave (Engine 16, Truck 6)	4,063	4,343	4,600	4,600
● 4090 Lake Ave (Engine 19)	1,047	982	1,000	1,000
● 450 Lyell Ave (Engine 5)	3,497	3,374	3,400	3,400
● 315 Monroe Ave (Engine 1)	2,683	2,800	2,800	2,800
● 1281 South Ave (Truck 3)	1,624	1,675	1,700	1,700
● 977 University Ave (Truck 4)	1,852	1,721	1,700	1,700
● 160 Wisconsin St (Engine 12)	1,675	1,673	1,800	1,800
● 2695 West Henrietta Rd (W. Brighton Engine 8)	1,016	1,027	1,100	1,100
● Battalion 1	1,275	1,182	1,150	1,150
● Battalion 2	1,700	1,629	1,600	1,600
● Total responses	44,190	44,519	45,850	45,850
Smoke detector installation	816	1,023	1,050	1,050
CO detector installations	757	809	1,000	1,000
LEARNING & INNOVATION				
Training/Emergency Preparedness:				
Recruits trained	0	38	0	17
Uniformed personnel training hours	129,103	130,000	140,000	135,000
Special Operations drills held	48	16	52	52

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	46,834,800	47,078,600	243,800
Employee Years	450.8	454.3	3.5

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
283,400	13,500	-62,300	-1,083,000	0	1,092,200	243,800

Major Changes

Net increase in overtime based on projected need	700,900
Add funding for firefighter recruit class	393,600
Decrease professional services based on projected need	-2,300

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. Due to the COVID-19 pandemic the Department of Health extended all EMT certifications for 12 months. No recertifications were necessary but will resume in late May 2021.

Shutdowns resulting from the COVID-19 pandemic in 2020 caused a delay in the January 2020 recruit class training schedule. While there was no budgeted firefighter recruit class in January 2021, it was determined that a hybrid approach to recruit training could be achieved with 7 firefighter trainees during 2020-21. Therefore 31 fire recruits graduated the RFD Fire Academy in September 2020, and an additional 7 firefighter trainees entered the State Fire Academy in Montour Falls, NY for basic certification training, with the local component of training to be completed by June 30, 2021.

FIRE DEPARTMENT
OPERATIONS
EXPENDITURE SUMMARY

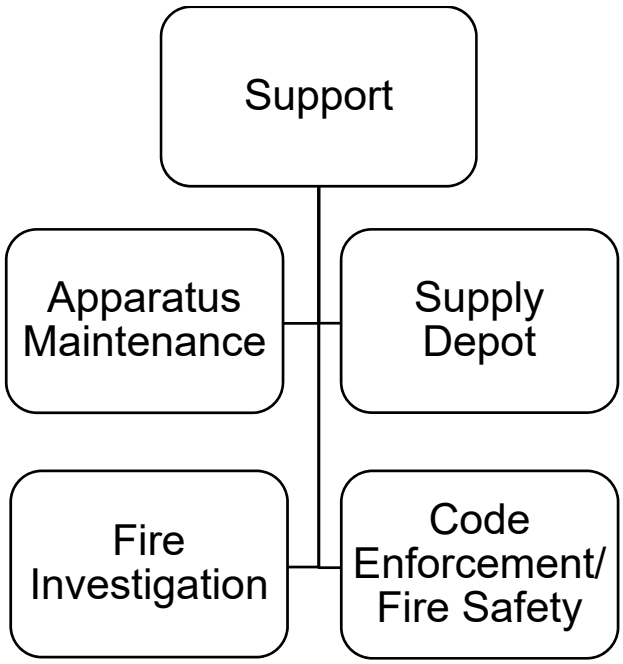
	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	43,015,355	44,232,800	43,517,500	43,812,400
Materials & Supplies	248,845	216,500	288,000	291,800
Services	2,337,798	2,635,600	3,025,200	2,970,200
Other	3,683	4,100	4,100	4,200
Total	45,605,681	47,089,000	46,834,800	47,078,600
Appropriation by Activity				
Suppression	42,515,565	44,032,400	43,746,100	43,929,100
Protectives	56,000	57,400	57,400	58,100
Training/Emergency Preparedness	2,086,572	2,018,600	2,057,400	2,115,600
Emergency Medical Service	256,444	252,800	260,400	259,000
Health & Safety	691,100	727,800	713,500	716,800
Total	45,605,681	47,089,000	46,834,800	47,078,600
Employee Years by Activity				
Suppression	427.3	440.3	431.7	435.2
Training/Emergency Preparedness	10.7	10.4	10.4	10.4
Emergency Medical Service	2.1	2.1	2.1	2.1
Health & Safety	6.6	6.6	6.6	6.6
Total	446.7	459.4	450.8	454.3

FIRE DEPARTMENT
OPERATIONS
PERSONNEL SUMMARY

FULL TIME POSITIONS				Suppression	Training/ Emergency Preparedness	Emergency Medical Service	Health & Safety
Br.	Title	Budget 2020-21	Proposed 2021-22				
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		4.6	11.4	9.8	0.9	0.1	0.6
Part Time, Temporary, Seasonal		2.5	11.0	8.5	2.5	0.0	0.0
Less: Vacancy Allowance		1.3	13.1	13.1	0.0	0.0	0.0
Total		450.8	454.3	435.2	10.4	2.1	6.6

Mission Statement
To support the City of Rochester's *Vision Statement and Policy Principles,* Support maintains fire apparatus and equipment, investigates all structure and other fires, and conducts code enforcement.

Organization



Critical Processes
Apparatus Maintenance

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

Supply Depot

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

Fire Investigation

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

Code Enforcement/Fire Safety

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

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Apparatus Maintenance:				
Apparatus maintenance and repairs	1,899	1,800	2,200	2,200
Supply Depot:				
Breathing apparatus repair and testing	1,446	1,500	1,500	1,500
Turnout Gear repairs	1,209	1,500	1,500	1,500
Fire Investigation:				
Initial fire investigation responses	1,095	869	950	1,350
Arson or incendiary fires (adult & juvenile)	197	174	185	210
Fires with undetermined cause	41	45	45	52
Juvenile fire-setter incidents	128	103	110	119
Fire investigations closed	936	691	695	969
Juvenile contacts	146	110	120	97
Arrests:				
● Adult	47	71	70	71
● Juvenile	41	34	35	40
Juvenile Diversions-referrals to Fire Related Youth Program (FRY)	73	55	54	54
Code Enforcement:				
Permits issued	4,344	4,200	4,375	4,375
Property inspections conducted	6,733	6,930	7,700	8,400
Violations cited	1,667	1,764	1,960	2,000
Fire Safety complaints	77	90	100	100
Fire Safety:				
Community Risk Reduction presentations	115	30	475	500
Community Risk Reduction events	55	12	225	150

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	4,398,000	4,479,000	81,000
Employee Years	43.4	43.4	0.0

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
18,500	6,300	-300	0	0	56,500	81,000

Major Changes

Add funding for turnout gear repair and small equipment repair	56,500

Program Changes

Code Enforcement and Fire Safety actual 2019-20 and estimated 2020-21 KPIs reflect the impacts resulting from the COVID-19 pandemic. Community risk reduction presentations and events will resume in 2021-22.

FIRE DEPARTMENT
SUPPORT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	3,724,431	3,631,500	3,897,400	3,915,900
Materials & Supplies	382,377	340,400	355,600	360,100
Services	83,617	161,000	145,000	203,000
Other	0	0	0	0
Total	4,190,425	4,132,900	4,398,000	4,479,000
Appropriation by Activity				
Apparatus Maintenance	937,821	990,800	1,015,400	1,032,400
Supply Depot	464,243	436,900	427,000	489,200
Fire Investigation	1,228,351	1,305,700	1,270,300	1,274,200
Code Enforcement/Fire Safety	1,560,010	1,399,500	1,685,300	1,683,200
Total	4,190,425	4,132,900	4,398,000	4,479,000
Employee Years by Activity				
Apparatus Maintenance	8.4	9.2	9.7	9.7
Supply Depot	3.2	3.2	3.2	3.2
Fire Investigation	13.0	13.2	13.1	13.1
Code Enforcement/Fire Safety	16.0	15.1	17.4	17.4
Total	40.6	40.7	43.4	43.4

FIRE DEPARTMENT
SUPPORT
PERSONNEL SUMMARY

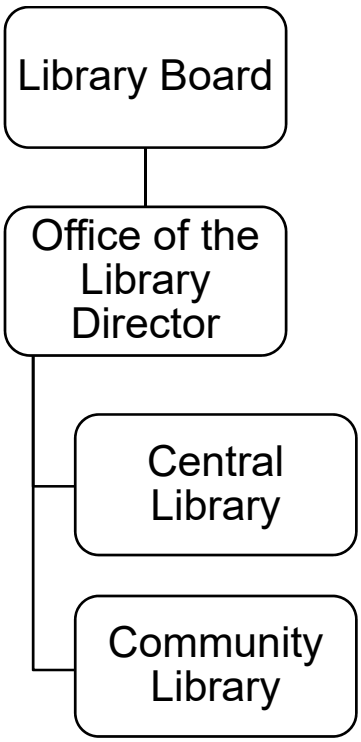
FULL TIME POSITIONS				Apparatus Maintenance	Supply Depot	Fire Investigation	Code Enforcement/ Fire Safety
Br.	Title	Budget 2020-21	Proposed 2021-22				
86	Deputy Fire Chief	1	1				1
84	Fire Captain	1	1				1
82	Fire Lieutenant	5	5		2	1	2
80	Firefighter	19	19		1	9	9
78	Fire Equipment Maint. Supervisor	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	1			1	
7	Clerk III	0	2	1			1
7	Clerk III with Typing	1	0				
EMPLOYEE YEARS							
Full Time		38.0	38.0	9.0	3.0	11.0	15.0
Overtime		5.4	5.4	0.7	0.2	2.1	2.4
Part Time, Temporary, Seasonal		0.0	0.0	0.0	0.0	0.0	0.0
Less: Vacancy Allowance		0.0	0.0	0.0	0.0	0.0	0.0
Total		43.4	43.4	9.7	3.2	13.1	17.4

Mission Statement

- To support the City of Rochester's *Vision Statement and Policy 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 & Human 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
The Library continues to address the COVID-19 crisis by enhancing digital access to library materials and resources and mitigating health risks to 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 MiFi units to residents who did not have internet access at home, thereby facilitating work and school from home for many residents. The Library assists with the vaccine rollout by providing information to patrons and assisting them in registering for vaccination appointments.

The proposed budget for the Central Library includes a slight increase from Monroe County, primarily reflecting inflation, to support the minimum obligations to continue to operate at current service levels.

The new Technology Center at the Central Library is completed and open to patrons. The Center meets 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 continues to service patrons in the Central Library. The Central Library has partnered with Foodlink for a Community Café, operating under a "pay what you can" pilot service model. The Children's Center Secret Room renovations will begin summer 2021. The Business Insight Center is completing renovations on the fourth floor of the Central Library. These renovations will support its focus on market and intellectual property research as well as supporting partner program space use.

Highlights of the Department's 2021-22 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:			
Restore full operating hours and services at all locations and evaluate blend of in-person programming and services with continued virtual programming, services, and e-content as expanded during FY 2020-2021	SCC-1, SCC-4, ECN-5	Better Educational Opportunities, Safer and More Vibrant Neighborhoods	First Quarter
Develop a 2022-2024 RPL Strategic Plan, expanding on prior Plan initiatives (education & engagement, sustainability & resources, and stewardship & curation) while adding an equity lens and incorporating goals of Rochester 2034 (sustainability, economic growth)	IMP-1, IMP-2, IMP-3	Innovation and Efficiency	Third Quarter
Central:			
Complete Central's Business Insight Center space remodel and expanded programming, including a new focus on the emerging cannabis marketplace	ECN-5, WRK-1	More Jobs	Fourth Quarter
Maximize use of Central Technology Center (open summer 2021) to increase focus on workforce development with digital literacy, technology skills building, and work readiness programming	WRK-1, WRK-2, WRK-3, WRK-4	Innovation and Efficiency, More Jobs	Ongoing
Community:			
Explore development of a Mobile Library Hub at the Lyell Branch as part of the Branch Operations and Facilities Plan	SCC-3, PMP-6	Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Third Quarter
Complete interior and exterior renovations and parking lot expansion at the Lincoln Branch as part of the Branch Operations and Facilities Plan	PMP-6	Safer and More Vibrant Neighborhoods	Fourth Quarter

Year-To-Year Comparison

Bureau	Budget 2020-21	Budget 2021-22	Change	Percent Change
Central Library	7,836,400	7,735,800	-100,600	-1.3%
Community Library	4,538,900	4,679,700	140,800	3.1%
Total	12,375,300	12,415,500	40,200	0.3%
Employee Years	131.4	132.5	1.1	0.8%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
74,000	27,300	1,200	0	-3,600	-58,700	40,200

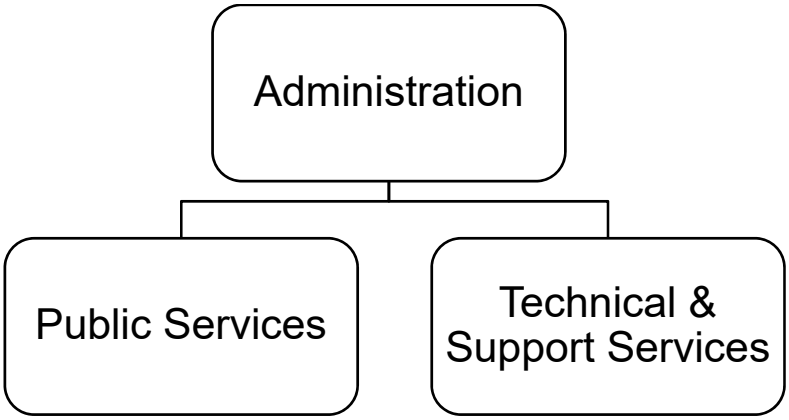
Major Change Highlights

One full time Librarian II position is eliminated due to budget constraints	-64,900
A full time Early Learning Specialist is added through private funding support at the Community Library for the Raising A Reader program	43,000
Partial year funding is added for a full time Computer Communications Technician to support succession planning with Library Automation (IT) staff	28,800
A part time Librarian I position is restored at the Lincoln Branch	24,500
A part time Librarian I position is restored at the Wheatley Branch	23,800

PUBLIC LIBRARY
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	8,451,190	8,601,300	9,231,300	9,371,900
Materials & Supplies	139,406	153,100	1,120,800	1,103,400
Services	1,599,523	1,759,300	1,928,200	1,845,200
Other	1,044,350	1,092,200	95,000	95,000
Total	11,234,469	11,605,900	12,375,300	12,415,500
Appropriation by Activity				
Central Library	7,102,644	7,406,300	7,836,400	7,735,800
Community Library	4,131,825	4,199,600	4,538,900	4,679,700
Total	11,234,469	11,605,900	12,375,300	12,415,500
Employee Years by Activity				
Central Library	83.4	85.0	90.8	89.5
Community Library	35.2	36.8	40.6	43.0
Total	118.6	121.8	131.4	132.5

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

2021-22 Strategic Goals & Objectives

Objective	Rochester 2034 Initiative	Mayor's Priorities Supported	Projected Completion
Identify funding to support a multi-phase restoration of Rundel Memorial Library façade, continue design of first phase repair and restoration (West / River side)	HIS-1, HIS-4, PMP-6	Safer and More Vibrant Neighborhoods	Second Quarter
Evaluate effectiveness of Central Library ImagineYOU digital media lab and make recommendations for future enhancements, including development of expanded virtual and partner programs	SCC-3, SCC-4, BCC-5	Better Educational Opportunities	Second Quarter
Complete Central's Business Insight Center space remodel and expanded programming, including a new focus on the emerging cannabis marketplace	ECN-5, WRK-1	More Jobs	Fourth Quarter
Maximize use of Central Technology Center (opening summer 2021) to increase focus on workforce development with digital literacy, technology skills building, and work readiness programming	WRK-1, WRK-2, WRK-3, WRK-4	Innovation and Efficiency, More Jobs	Ongoing

Key Performance Indicators

	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
CUSTOMER PERSPECTIVE				
Total users	283,611	88,400	470,000	330,000
Total service hours	1,878	1,437	2,680	2,680
Library user engagement	15,609	8,200	27,000	18,000
Total reference questions	60,073	42,300	95,000	67,000
Programs presented	1,524	910	2,100	1,500
Total program attendance	28,363	19,500	43,000	43,000
Total computer use (hours)	44,429	4,000	60,000	28,000
Patron broadband use	41,642	18,200	59,000	29,000
Average monthly wireless network usage	3,470	1,517	4,917	2,417
EFFICIENCY				
Circulation per service hour	338	299	265	205
Users per service hour	151	62	175	123
Reference assistance per service hour	32	29	35	25
Computer use per service hour	23.7	2.8	22.4	10.4
Broadband use per service hour	22.2	12.7	22.0	10.8
RESULTS				
Total circulation	633,843	430,000	710,000	550,000
RPL E-Materials circulation	118,531	135,000	90,000	140,000
MCLS E-Materials circulation (system-wide)	807,137	960,000	650,000	1,000,000

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	7,836,400	7,735,800	-100,600
Employee Years	90.8	89.5	-1.3

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
22,900	17,500	-1,700	0	-1,600	-137,700	-100,600

Major Changes

One full time Librarian II position is eliminated due to budget constraints	-64,900
Productivity improvements result in savings	-43,200
Partial year funding is added for a full time Computer Communications Technician to support succession planning with Library Automation (IT) staff	28,800
Previously shared Assistant Library Director position shifts to Community Library and becomes Deputy Director of Community Libraries	-26,200
A vacant part time clerical position is eliminated due to budget constraints	-16,400
Reduction in library Page hours as an efficiency results in savings	-15,800

Program Changes

With the exception of e-material circulation, all indicators for 2020-21 show reductions due to the limited operating hours for most of the year and the closure of the Central Library from March 2020 to August 2020 and December 2020 to January 2021. The Library continues to provide virtual programming to patrons. Material purchases are 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. Library staff changes reflect the overall shift toward more digital resources.

The Central Library's Secret Room will be reimagined as an interactive play space incorporating new lighting, audio/visual, flooring and furnishings to increase programming and encourage independent play.

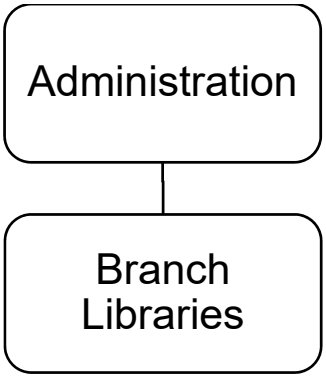
PUBLIC LIBRARY
CENTRAL LIBRARY
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	5,563,580	5,733,200	6,035,400	6,026,800
Materials & Supplies	72,255	87,800	616,600	598,200
Services	925,012	1,022,000	1,109,400	1,035,800
Other	541,797	563,300	75,000	75,000
Total	7,102,644	7,406,300	7,836,400	7,735,800
Appropriation by Activity				
Administration	2,240,283	2,278,400	2,499,300	2,457,800
Public Services	3,391,540	3,536,500	3,723,800	3,603,600
Technical & Support Services	1,470,821	1,591,400	1,613,300	1,674,400
Total	7,102,644	7,406,300	7,836,400	7,735,800
Employee Years by Activity				
Administration	24.6	24.0	25.0	25.0
Public Services	36.8	39.5	43.8	41.5
Technical & Support Services	22.0	21.5	22.0	23.0
Total	83.4	85.0	90.8	89.5

PUBLIC LIBRARY
CENTRAL LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Public Services	Technical & Support Services
Br.	Title	Budget 2020-21	Proposed 2021-22			
36	Library Director	1.0	1.0	1.0		
31	Assistant Library Director III	0.25	0.0			
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
28	Manager of Library Administration	0.0	1.0	1.0		
26	Human Resources Coordinator	1.0	0.0	0.0		
26	Library Area Coordinator	1.0	1.0			1.0
24	Associate Accountant	1.0	1.0	1.0		
24	Children's Services Consultant	1.0	1.0		1.0	
24	Historical Services Consultant	1.0	1.0		1.0	
24	Public Services Manager	1.0	1.0		1.0	
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	3.0			3.0
21	Library Automation Specialist	2.0	2.0			2.0
21	Senior Graphic Designer	1.0	1.0	1.0		
21	Senior Historical Researcher	1.0	1.0		1.0	
20	Circulation Supervisor	1.0	1.0		1.0	
20	Librarian II	11.0	9.0		8.0	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	Assistant to the Manager of Library Administration	0.0	1.0	1.0		
18	Building Supervisor	1.0	1.0	1.0		
18	Librarian I	12.0	12.0		10.0	2.0
18	Secretary to Library Director	1.0	1.0	1.0		
16	Administrative Assistant	3.0	1.0			1.0
16	Supervising Security Guard	1.0	1.0	1.0		
14	Digital Media Associate	0.0	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	
10	Senior Account Clerk	0.0	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	Maintenance Worker - Library	1.0	1.0	1.0		
7	Youth Services Assistant	1.0	1.0		1.0	
4	Materials Processor	0.0	1.0		1.0	
3	Materials Processor	1.0	0.0			
2	Senior Library Page	3.0	3.0		2.0	1.0
1	Cleaner	2.0	2.0	2.0		
52	Security Guard	4.0	4.0	4.0		
EMPLOYEE YEARS						
Full Time		74.8	74.5	21.0	32.5	21.0
Overtime		0.8	0.8	0.3	0.1	0.4
Part Time, Temporary, Seasonal		17.6	16.6	4.0	10.5	2.1
Less: Vacancy Allowance		2.4	2.4	0.3	1.6	0.5
Total		90.8	89.5	25.0	41.5	23.0

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
Determine Raising a Reader sustainable funding and staffing needs for early childhood providers that includes kindergarten readiness skills and parent and family engagement activities	SCC-1, SCC-4	Better Educational Opportunities	First Quarter
Explore development of a Mobile Library Hub at the Lyell Branch as part of the Branch Operations and Facilities Plan	SCC-3, PMP-6	Safer and More Vibrant Neighborhoods, Better Educational Opportunities	Third Quarter
Complete interior and exterior renovations and parking lot expansion at the Lincoln Branch as part of the Branch Operations and Facilities Plan	PMP-6	Safer and More Vibrant Neighborhoods	Fourth Quarter
Begin preliminary design and programming for an expansion at the Maplewood Community Library, as part of the Branch Operations and Facilities Plan	PMP-6	Safer and More Vibrant Neighborhoods	Fourth Quarter

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
CUSTOMER PERSPECTIVE				
Arnett				
Service hours	1,727	1,265	2,205	2,100
Computer use (hours)	11,822	2,590	19,500	8,800
Patron broadband use (previously wireless use)	7,117	4,000	9,100	6,000
Library user engagement	8,011	7,000	20,500	13,000
Reference questions	16,553	14,800	20,000	17,000
Reference assistance per service hour	10	12	9	8
Average attendance per program	15	25	29	13
Circulation per service hour	25	19	25	19
Programs	1,158	250	750	600
Program attendance	17,794	6,200	22,000	8,000
Library materials circulated	42,407	24,000	56,000	40,000
Door count	41,808	26,000	112,000	60,000
Library card registrations	519	410	560	500
Charlotte				
Service hours	1,414	1,224	2,009	1,930
Computer use (hours)	2,752	350	4,400	1,600
Patron broadband use (previously wireless use)	2,069	1,200	3,100	2,000
Library user engagement	7,634	1,300	9,200	6,800
Reference questions	5,326	6,200	6,500	6,000
Reference assistance per service hour	4	5	3	3
Average attendance per program	11	32	14	14
Circulation per service hour	41	18	44	26
Programs	485	170	610	440
Program attendance	5,369	5,400	8,800	6,000
Library materials circulated	57,806	21,500	88,000	51,000
Door count	42,541	14,000	63,000	40,000
Library card registrations	191	75	260	150
Douglass				
Service hours	1,411	1,318	2,011	1,930
Computer use (hours)	3,957	100	6,100	2,100
Patron broadband use (previously wireless use)	2,917	1,500	3,400	2,800
Library user engagement	7,269	2,400	7,000	4,200
Reference questions	3,675	3,200	5,800	4,000
Reference assistance per service hour	3	2	3	2
Average attendance per program	16	48	14	24
Circulation per service hour	36	17	34	25
Programs	727	240	820	500
Program attendance	11,399	11,500	11,70	12,000
Library materials circulated	51,115	22,800	67,500	48,000
Door count	53,654	4,400	65,000	36,000
Library card registrations	160	60	220	120

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Lincoln				
Service hours	1,397	1,246	2,008	1,170
Computer use (hours)	8,401	1,700	13,000	2,000
Patron broadband use (previously wireless use)	8,086	5,700	10,800	5,000
Library user engagement	6,148	5,600	8,800	5,000
Reference questions	2,834	5,800	5,500	3,000
Reference assistance per service hour	2	5	3	3
Average attendance per program	25	36	25	20
Circulation per service hour	32	12	30	14
Programs	580	400	700	400
Program attendance	14,420	14,500	17,200	8,000
Library materials circulated	45,097	15,500	61,000	16,000
Door count	69,494	24,400	115,000	30,000
Library card registrations	379	140	650	150
Lyell				
Service hours	1,284	1,246	1,810	1,730
Computer use (hours)	6,147	800	8,800	5,000
Patron broadband use (previously wireless use)	6,152	3,900	7,300	6,200
Library user engagement	15,889	2,000	7,500	5,900
Reference questions	2,862	1,400	4,400	3,000
Reference assistance per service hour	2	1	2	2
Average attendance per program	10	28	10	17
Circulation per service hour	25	10	25	17
Programs	554	190	650	350
Program attendance	5,324	5,400	6,600	6,000
Library materials circulated	31,797	12,000	46,000	30,000
Door count	45,907	7,900	66,000	42,000
Library card registrations	240	70	360	200
Maplewood				
Service hours	1,415	1,246	2,010	1,930
Computer use (hours)	9,529	2,600	12,800	6,000
Patron broadband use (previously wireless use)	8,392	6,700	10,000	7,800
Library user engagement	4,539	1,500	9,000	5,500
Reference questions	729	1,000	3,000	1,900
Reference assistance per service hour	1	1	1	1
Average attendance per program	13	123	25	28
Circulation per service hour	20	13	21	16
Programs	1,103	120	1,250	750
Program attendance	14,665	14,700	31,000	21,000
Library materials circulated	28,377	16,200	42,000	30,000
Door count	99,127	23,400	160,000	105,000
Library card registrations	269	100	410	250

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Monroe				
Service hours	1,413	1,246	2,010	1,930
Computer use (hours)	3,763	300	6,800	3,300
Patron broadband use (previously wireless use)	2,280	1,400	3,400	2,800
Library user engagement	7,516	700	9,800	6,000
Reference questions	3,703	2,500	7,800	6,000
Reference assistance per service hour	3	2	4	3
Average attendance per program	16	23	9	23
Circulation per service hour	40	17	40	28
Programs	303	60	300	120
Program attendance	4,942	1,400	2,800	2,800
Library materials circulated	56,425	21,100	81,000	55,000
Door count	36,051	5,000	59,000	39,000
Library card registrations	491	310	420	300
Sully				
Service hours	1,409	1,246	2,010	1,930
Computer use (hours)	6,096	700	12,000	6,100
Patron broadband use (previously wireless use)	6,592	3,000	8,900	6,000
Library user engagement	6,202	1,400	10,000	8,000
Reference questions	5,326	2,400	6,900	5,500
Reference assistance per service hour	4	2	3	3
Average attendance per program	40	16	49	41
Circulation per service hour	28	9	36	23
Programs	666	130	950	700
Program attendance	26,807	2,100	47,000	29,000
Library materials circulated	39,331	11,000	72,000	45,000
Door count	76,360	7,800	119,000	78,000
Library card registrations	362	60	480	250
Wheatley				
Service hours	1,413	1,228	2,008	1,930
Computer use (hours)	6,918	800	11,000	7,000
Patron broadband use (previously wireless use)	5,793	3,100	7,500	6,000
Library user engagement	8,823	2,200	13,000	9,000
Reference questions	5,397	3,700	9,000	6,000
Reference assistance per service hour	4	3	4	3
Average attendance per program	14	10	23	18
Circulation per service hour	21	8	20	16
Programs	937	200	600	500
Program attendance	13,251	2,000	13,500	9,000
Library materials circulated	29,856	10,000	41,000	30,000
Door count	56,225	5,400	83,000	58,000
Library card registrations	195	50	320	200

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Winton				
Service hours	1,410	1,246	2,010	1,930
Computer use (hours)	5,430	1,400	7,800	4,500
Patron broadband use (previously wireless use)	5,974	4,200	7,800	6,000
Library user engagement	7,729	3,000	6,800	5,100
Reference questions	5,924	5,800	6,400	6,000
Reference assistance per service hour	4	5	3	3
Average attendance per program	17	22	11	22
Circulation per service hour	67	42	59	47
Programs	142	50	195	90
Program attendance	2,344	1,100	2,200	2,000
Library materials circulated	94,724	52,800	119,000	91,000
Door count	62,006	36,500	94,000	65,000
Library card registrations	440	270	450	320
Total All Branches				
Service hours	14,293	12,511	20,091	18,510
Computer use (hours)	64,815	11,340	102,200	46,400
Patron broadband use (previously wireless use)	55,372	34,700	71,300	50,600
Library user engagement	79,760	27,100	101,600	68,500
Reference questions	52,329	46,800	75,300	58,400
Reference assistance per service hour	37	37	37	32
Average attendance per program	17	36	24	23
Circulation per service hour	334	165	335	236
Programs	6,655	1,810	6,825	4,450
Program attendance	116,315	64,300	162,800	103,800
Library materials circulated	476,935	206,900	673,500	436,000
Door count	583,173	154,800	936,000	553,000
Library card registrations	3,246	1,545	4,130	2,440

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	4,538,900	4,679,700	140,800
Employee Years	40.6	43.0	2.4

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
51,100	9,800	2,900	0	-2,000	79,000	140,800

Major Changes

A full time Early Learning Specialist is added through private funding support at the Community Library for the Raising A Reader program	43,000
A part time Librarian I position is restored at the Lincoln Branch	24,500
A part time Librarian I position is restored at the Wheatley Branch	23,800
One part time Library Assistant position is eliminated due to budget constraints	-21,800
A part time Security Guard is added at the Maplewood Branch	16,500
Library materials are reduced due to budget constraints	-16,100
Previously shared Assistant Library Director position shifts to Community Library and becomes Deputy Director of Community Libraries	12,100
Productivity improvements result in savings	-3,000

Program Change

With the exception of e-material circulation, all indicators for 2020-21 show reductions due to the partial year closure and reduced operating hours at the Branch Libraries. All branches will be open to patrons by June 2021. The Lincoln Branch will partially close for four months due to construction. Material purchases have been focused on e-books and e-audiobooks to enhance online offerings. The Friends & Foundation of the Rochester Public Library (FFRPL) will fund a three year, full time Early Learning Specialist position for the Raising a Reader program.

PUBLIC LIBRARY
COMMUNITY LIBRARY
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	2,887,610	2,868,100	3,195,900	3,345,100
Materials & Supplies	67,151	65,300	504,200	505,200
Services	674,511	737,300	818,800	809,400
Other	502,553	528,900	20,000	20,000
Total	4,131,825	4,199,600	4,538,900	4,679,700
Appropriation by Activity				
Administration	1,398,294	1,325,800	1,525,000	1,003,700
Branch Libraries	2,733,531	2,873,800	3,013,900	3,676,000
Total	4,131,825	4,199,600	4,538,900	4,679,700
Employee Years by Activity				
Administration	4.5	3.5	4.5	4.9
Branch Libraries	30.7	33.3	36.1	38.1
Total	35.2	36.8	40.6	43.0

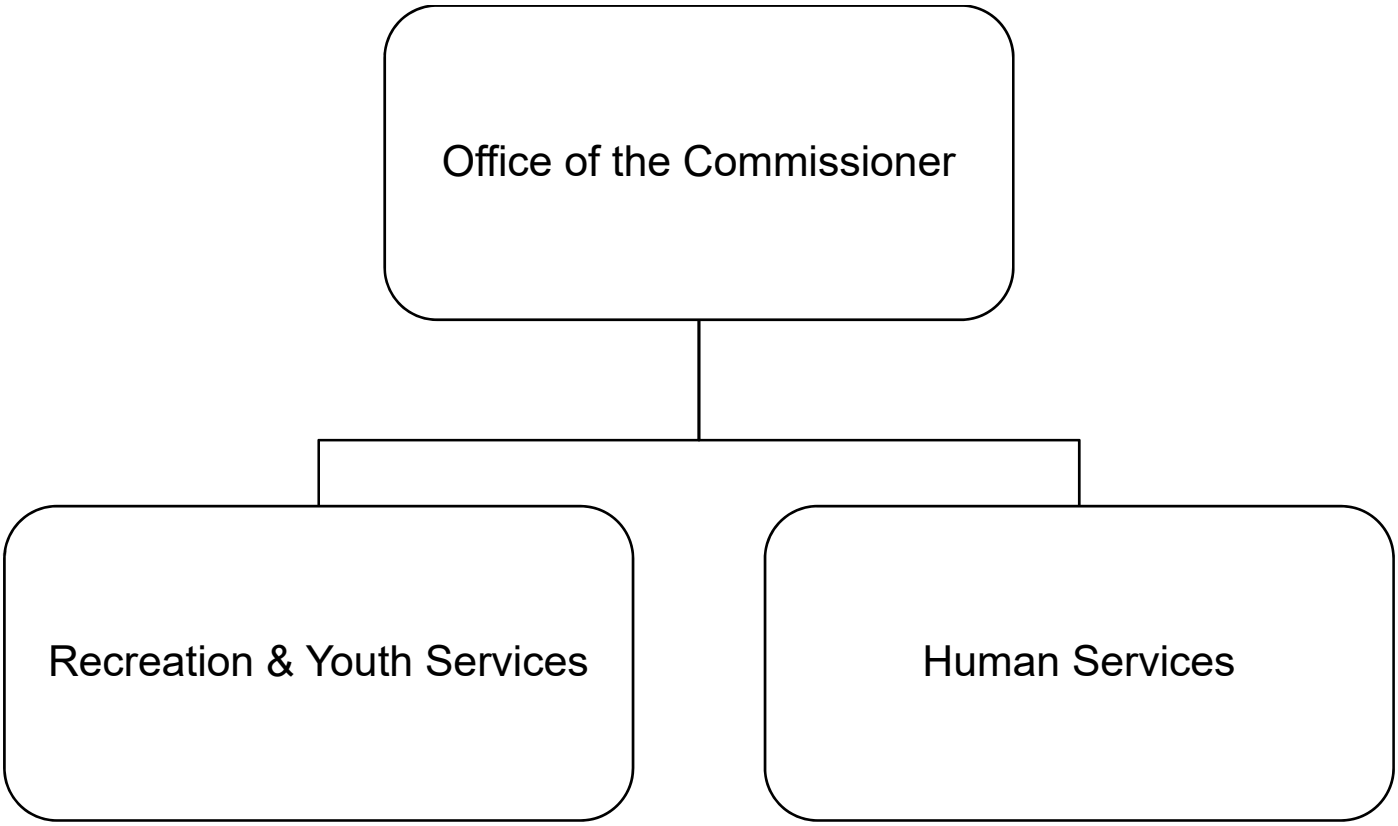
PUBLIC LIBRARY
COMMUNITY LIBRARY
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration	Branch Libraries
Br.	Title	Budget 2020-21	Proposed 2021-22		
31	Assistant Library Director III	0.75	0.0		
31	Deputy Director of Community Libraries	0.0	1.0	1.0	
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	5.0	5.0		5.0
14	Early Learning Specialist	0.0	1.0	1.0	
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		22.3	23.5	4.5	19.0
Overtime		0.3	0.5	0.2	0.3
Part Time, Temporary, Seasonal		18.4	19.4	0.3	19.1
Less: Vacancy Allowance		0.4	0.4	0.1	0.3
Total		40.6	43.0	4.9	38.1

Mission Statement

The Department of Recreation and Human Services (DRHS) supports the City of Rochester's *Vision Statement and Policy 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.

DRHS nurtures and inspires the inner potential of all citizens of Rochester through recreational, educational, crisis supports, 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. The safety and vibrancy of our neighborhoods is enhanced by the parks, playgrounds, Public Market, International Plaza, and community-based partnerships. Through DRHS, City residents gain access to quality programs and services such as the meaningful connection to animals and to nature. The return to human services recognizes the need to ensure equitable access to supports for citizens of all ages who are confronting complex challenges.



Departmental Highlights

Beginning in 2020-21 and continuing in the 2021-22 Proposed Budget, the department has undertaken a number of significant initiatives to provide equitable access to supports and services for residents of the City of all ages who are confronting complex challenges. The expanded scope of the department has resulted in an organizational restructuring. The Department of Recreation and Youth Services has been formally renamed the Department of Recreation and Human Services (DRHS), and in 2021-22 the Bureau of Youth Services will be renamed the Bureau of Human Services and the Bureau of Recreation will be renamed the Bureau of Recreation and Youth Services. The Bureau of Human Services will provide adult, family, and community-based violence prevention, crisis intervention, and other human services, while the Bureau of Recreation and Youth Services will provide youth development and recreational services.

DRHS has also re-established a Deputy Commissioner to increase leadership capacity for effective management of the growing number of services provided to the community. The Deputy Commissioner will oversee the Bureau of Human Services, serve as Acting Commissioner when designated, and represent the department both internally and externally.

Shift to Human Services

Much of the department's organizational changes began with the creation of the new Crisis Intervention Services Unit in September 2020, prompting a return to the provision of human services as a formal function. Housed in the Bureau of Human Services, the new Crisis Intervention Services Unit establishes a comprehensive, community-based response model to support victims and families dealing with homicides, mental health, domestic violence, and other related crises. Trained professionals are available to serve residents in need as first responders and offer connection to community based supports that can lead to long-term recovery and stability.

In 2020-21, the City funded this Unit through the transfer of existing Rochester Police Department resources for the Family and Crisis Intervention Team and Victim Assistance Unit as well as a one-time transfer of Contingency funds designated for racial equity purposes. DRHS' 2021-22 Proposed Budget significantly reconfigures the Crisis Intervention Services staffing for the effective provision of 24/7 crisis response and follow up services.

In 2021-22, DRHS will further grow the Bureau of Human Services' Violence Prevention unit. The long-term impact of trauma and systemic barriers has led to DRHS expanding Pathways to Peace outreach and prevention work to adults and family units. The bureau will also include the newly formed Mayor's Office of Neighborhood Safety tasked with consolidating City violence prevention services found to be effective, developing partnerships with community providers, and implementing new evidence-based initiatives in a coordinated manner. This will provide an opportunity to develop a citywide framework with residents and partners for addressing the root causes of violence and recidivism.

Transfer of Animal Services

The 2021-22 Proposed Budget will also bring about another significant change to the department – the transfer of the Animal Services division from the Rochester Police Department. The Animal Services division, consisting of 21 full time and 10 part time staff, will be housed in the Commissioner's Office.

Continued community supports in response to COVID-19

The COVID-19 pandemic highlighted a number of areas of need for Rochester residents. Access to food and nutrition for children and families became an increased focus. The reliance on the school system for daily meals is a reality for many youth. By transforming city-wide partnerships, DRHS will continue to keep food easily accessible at R-Centers, the Public Market, and the International Plaza. In addition to food access, DRHS will intentionally focus on food quality to ensure a balance of nutritional and culturally relevant choices.

The R-Centers and youth services programming have played an increasingly vital role given the extended period of remote learning, the cancelation of sports and athletics, and the reduction of positive social-

emotional interactions over the past year. An enhanced focus on academic support systems provided in the out-of-school time opportunities will be a critical support for youth and families. A renewed launch of preschool support programming and increasing access to sports and fitness through the Rochester Community Sports Complex and indoor training facility will be meaningful investments.

Budget Comparison

Because a mid-year transfer of function significantly impacted the DRHS budget, the chart below provides the 2020-21 Approved Budget, the 2020-21 Amended Budget, and the 2021-22 Proposed Budget for a comprehensive basis of comparison.

Bureau	Approved 2020-21	Amended 2020-21	Proposed 2021-22
Office of the Commissioner	2,397,100	3,707,100	4,184,600
Recreation & Youth Services	7,637,200	8,382,200	10,221,700
Human Services	2,504,300	2,995,200	2,939,800
Total	12,538,600	15,084,500	17,346,100

2021-22 Strategic Initiatives and Key Performance Indicators

Strategic Initiative & ***Rochester 2034 Alignment***	**KPIs**	**Mayor's Priorities Supported**	**Projected Completion**
Foster local entrepreneurship and economic development and provide access to fresh, nutritious, and affordable foods through the efficient operation of the Rochester Public Market and the International Plaza. *ECN-2d. Continue the efforts to reinforce and grow the Rochester Public Market as a community, local business, and entrepreneurial incubation anchor in Rochester, particularly for businesses in craft production, small scale food processing, and food service.* *PHS-6a. Work with partners to help fundraise and expand initiatives that provide access to fresh and nutritious food in neighborhoods and to underserved youth, families, seniors, and people with disabilities. Examples include the Public Market Token Program; Foodlink's many innovative initiatives; meals at schools, rec centers, senior centers, child care, and adult day programs; the summer meal program; and efforts to support existing and new community gardens.* *CC-2. Use City authority, facilities, policies, operations, and investment to help achieve climate action planning goals.*	**A**	More Jobs Safer and More Vibrant Neighborhoods	Ongoing
Partner with community organizations to address food insecurity by providing free & healthy meals throughout the year to City youth at R-Centers and other youth focused service providers (in Rochester). *PHS-6a. Work with partners to help fundraise and expand initiatives that provide access to fresh and nutritious food in neighborhoods and to underserved youth, families, seniors, and people with disabilities. (Examples include meals at schools, rec centers, senior centers, child care, and adult day programs; the summer meal program).*	**B**	Safer and More Vibrant Neighborhoods	Ongoing
Provide high-quality recreational opportunities for community members of all ages to learn, socialize, exercise, and play, while promoting healthy behaviors, with a focus on youth. *PR-5. Extend the reach of our parks and recreation system through innovative programming and strategic infrastructure investments.* *PR-2c.Inventory existing parks and recreation programming, which city populations are served by current program and which are not, and use this information to assess new program development needs and opportunities.* *PR-3d. Develop and administer user satisfaction surveys for City parks and recreational facilities.* *PR-4. Increase community awareness, pride, and engagement with our parks and recreation system.* *BCC-5. Increase youth engagement and empowerment.* *SCC-1. Improve conditions for students to ensure a healthy and nurturing environment for learning that is targeted at key success indicators.* *SCC-3c. For those facilities already co-located, such as the library and rec center on the School No. 12 campus, each of the entities should continue to look for ways to better coordinate programming and shared facilities. Additionally, facilities should be made more available for community partners to expand their offerings* *SCC-3g. Create after-school programs for students and adult community members that incorporate a variety of educational and recreational activities, such as art programs, English as a Second Language (ESL), adaptive athletic programs, and General Education Development classes.*	**C**	Safer and More Vibrant Neighborhoods	Ongoing

Steward and champion the City's parks, greenspaces, & playgrounds through programming that activates these spaces and engages a (wide) diversity of City residents with a focus on youth and families. *NR-5c. Encourage and support development of "sustainability curriculum" and environmental programming in schools, rec centers, and other community venues to educate students and adults about issues related to natural history, environmental stewardship, urban planning and ecology, sustainability, climate change, etc.* *PR-1c. Engage non-traditional parks partners to communicate the value of parks to their interests and partners and partner with them to identify funding or in-kind resources.* *PR-4c. Activate parks with community-oriented programming for diverse audiences, ages, interests and abilities including nature education and adventures, local history walks, garden programs, music, accessible adventures, etc.* *PR-5a. Extend the geographic reach of parks & recreation through mobile programming and events that bring activities directly out to people in their neighborhoods.*	**D**	Safer and More Vibrant Neighborhoods	Ongoing
Deliver comprehensive, evidence-based youth development and educational programming to ensure youth have the knowledge, skills, and supports that they need to make well-informed decisions. *SCC-1b. Continue to address the conditions that indirectly affect school performance and a healthy environment for students such as reducing crime, deconcentrating poverty, improving access to stable quality housing and attracting job opportunities* *SCC-1f. Encourage better student-based data development and sharing between DRHS, RPL, and the RCSD. With strategies such as a universal ID card used for all three networks, administrators can better track a child's access or lack of access to community facilities and programs.*	**E**	More Jobs Safer and More Vibrant Neighborhoods Better Schools and Educational Opportunities	Ongoing
Identify and connect individuals in crisis and victims of violence with the appropriate level of services and support through the operation of a team of first responders and a network of community-based support services. *BCC-5c. Continue ongoing professional development for all City employees that engage with youth and encourage other groups who work with children to be trained in: Restorative Practices, De-escalation Techniques, and Trauma-informed approaches.* *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.*	**F**	Safer and More Vibrant Neighborhoods	Ongoing
Implement evidence-based best practices and creative approaches to keeping animals with families, in the community, and out of the shelter system addressing barriers in access to resources while also providing shelter and care for injured and homeless companion animals. *BCC-2. Continuously improve City Hall public outreach and communication of City services* *PHS-1. Continue building connections and partnerships with the community to enhance public safety efforts and impacts.* *PHS-1b. Promote and encourage volunteer opportunities through the RPD and RFD to build the capabilities of the organizations, and increase civic capacity in public safety efforts. Market volunteer opportunities through libraries, rec centers, and City events.* *PR-5. Extend the reach of our parks and recreation system through innovative programming and strategic infrastructure investments.*	**G**	Innovation and Efficiency Safer and More Vibrant Neighborhoods	Ongoing

	Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
A	**Rochester Public Market**				
	Occupancy Rate (%)	80.75	84.25	n/a	86.25
	Fees revenue ($)	632,462	800,000	850,000	850,000
	Sponsorship revenue increase (%)	N/A	N/A	N/A	15
	Special event days	52	48	40	55
	Nutrition education programs and preparation demos	N/A	N/A	N/A	40
	Tons of waste to transfer station	N/A	380	n/a	323
	International Plaza				
	Occupancy Rate (%)	N/A	65	80	85
	Number of new businesses or artisans recruited as vendors	N/A	N/A	N/A	35
	Number of City/Ibero-sponsored community arts and cultural programs	N/A	15	8	30
	Non-market/permitted usage of Plaza	N/A	N/A	N/A	20
B	**Food & Nutrition Program**				
	Meals & snacks served - school year	N/A	N/A	N/A	77,740
	Meals served - summer	73,754	195,473	195,473	194,000
C	**Recreation**				
	R-Center - Registered Members	7,651	7,775	17,250	10,000
	R-Center - Attendance	443,997	203,248	212,723	350,000
	Ice Rink - Attendance (MLK & GVP)	170,791	26,056	168,000	154,500
	Aquatics - Attendance	72,143	49,800	75,200	198,900
	Rochester Community Sports Complex - Attendance	23,820	41,065	40,000	74,950
	Youth participants in City-sponsored athletic programs (sports leagues, clinics, camps)	N/A	N/A	N/A	900
	Adult participants in athletic programs	1,348	3,032	2,900	2,500
	Partnerships with community based service providers to offer a specialized program catalog for youth and families	N/A	N/A	N/A	10
	% positive Net Promotor Score "On a scale of 1 to 10, how likely are you to recommend ___ to a friend or family member"	N/A	N/A	N/A	80
D	**Parks & Nature-based Play**				
	Percent of City census tracts reached through park activation programming (%)	N/A	N/A	N/A	80
	# of school age youth participating in environmental education Programs	N/A	N/A	N/A	1,500
	Mobile Recreation Services				
	Rec on the Move Attendance	6,333	1,100	8,700	3,520
	Play Streets ROC Events	2	0	13	5

	Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
E	**Youth Employment Services**				
	Number of participants who have completed training	73	50	100	100
	Youth employed or engaged in internships	356	156	355	355
	Employers participating in youth employment services – Summer of Opportunity and other programs	27	20	25	25
	Youth Health & Education				
	Number of youth participants receiving health education services	918	1,050	1,200	1,500
	Number of youth participants involved in youth leadership and civic engagement programming	N/A	N/A	N/A	500
	Number of youth participants receiving free music instruction and instrumentation	N/A	N/A	N/A	130
	Number of youth participants receiving literacy instruction and support services	N/A	N/A	N/A	200
	Family Engagement				
	Family Talk participants	56	150	300	300
	Parent Leadership Training Institute (PLTI) parent/adult workshop participants	20	20	20	20

F	**Crisis Intervention Services**				
	Calls responded to by Crisis Intervention Services teams as first responder	N/A	N/A	N/A	3,000
	Calls responded to by Crisis Intervention Services teams as co-responder with law enforcement and/or EMS	N/A	N/A	N/A	5,000
	Clients who were eligible/transferred to connected referrals and short-term case management support services, based on identified needs (%)	N/A	N/A	N/A	60
	Pathways to Peace				
	Number of victims of violence engaged in interventions (includes mediations, curricula)	329	1,000	1,000	1,000
	Number of participants engaged in violence prevention efforts	N/A	N/A	N/A	1,000

G	**Provide public safety and public health services**				
	At-large dogs returned by ACOs to homes (%)	25.70	28.90	N/A	30
	# Community cats Rabies vaccinated and returned	185	188	N/A	150
	Increase community engagement				
	# Volunteer hours	N/A	N/A	N/A	15,000
	Keep families together				
	# Households/People supported	796	1,482	1,200	1,500
	# Pets supported	1,486	2,598	N/A	2,600
	Support lost pet reunification				
	Return to Home Rate – Cats (%)	3.60	4.50	N/A	10
	Return to Home Rate – Dogs (%)	51.90	63.90	N/A	55
	Support self-rehoming & intake diversion				
	Surrendered pets rehomed with support (%)	N/A	N/A	N/A	10
	Operate community animal resource center				
	Live Release Rate (%)	90.87	89	90	90
	Length of stay – Cats (days)	9.6	9.6	10	10

Key Performance Indicators	Actual 2019-20	Estimated 2020-21	Budget 2020-21	Budget 2021-22
Length of stay – Dogs (days)	7.8	8.1	8	8
Implement a foster-centric model for pet housing				
Animals in foster care (%)	5.50	32.40	N/A	50
Provide community veterinary services				
# Pets receiving veterinary care	44	210	N/A	240
# Owned pet sterilizations provided	824	1,061	N/A	1,000

N/A – Not Applicable

Year-to-Year Comparison

Bureau	Budget 2020-21	Budget 2021-22	Change	Percent Change
Office of the Commissioner	3,707,100	4,184,600	477,500	12.9%
Recreation & Youth Services	8,382,200	10,221,700	1,839,500	21.9%
Human Services	2,995,200	2,939,800	-55,400	-1.8%
Total	15,084,500	17,346,100	2,261,600	15.0%
Employee Years	182.7	225.6	42.9	23.5%

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
98,600	35,500	11,700	-8,300	0	2,124,100	2,261,600

Major Change Highlights

Animal Services division transfers from the Rochester Police Department to DRHS	1,536,300
New ROC My Brother's Keeper Summer Career Academy grant funding is received	825,000
Summer Food grant is reduced to reflect anticipated COVID-19 food distribution program based on previous summer's program expenditures	-586,800
Crisis Intervention Services Unit is restructured to reflect new service delivery model	480,900
Office of Neighborhood Safety is created	434,900
Durand Eastman Beach operations are restored	134,100
Two vacant full time Training and Quality Coordinators are eliminated	-125,700
Funding is added for the Mayor's Youth Academy of Excellence pilot program	100,000
One full time Emergency Operations Coordinator position is added	80,600

DEPARTMENT OF RECREATION & HUMAN SERVICES
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	7,486,597	7,959,500	9,013,000	10,966,200
Materials & Supplies	396,555	272,600	395,000	448,500
Services	3,175,897	4,486,000	5,676,500	5,931,400
Other	106,690	0	0	0
Total	11,165,739	12,718,100	15,084,500	17,346,100
Appropriation by Activity				
Office of the Commissioner	1,992,247	3,443,400	3,707,100	4,184,600
Recreation & Youth Services	7,134,681	6,768,800	8,382,200	10,221,700
Human Services	2,038,811	2,505,900	2,995,200	2,939,800
Total	11,165,739	12,718,100	15,084,500	17,346,100
Employee Years by Activity				
Office of the Commissioner	19.1	34.6	18.5	44.2
Recreation & Youth Services	130.1	119.5	134.6	143.8
Human Services	26.5	26.5	29.6	37.6
Total	175.7	180.6	182.7	225.6

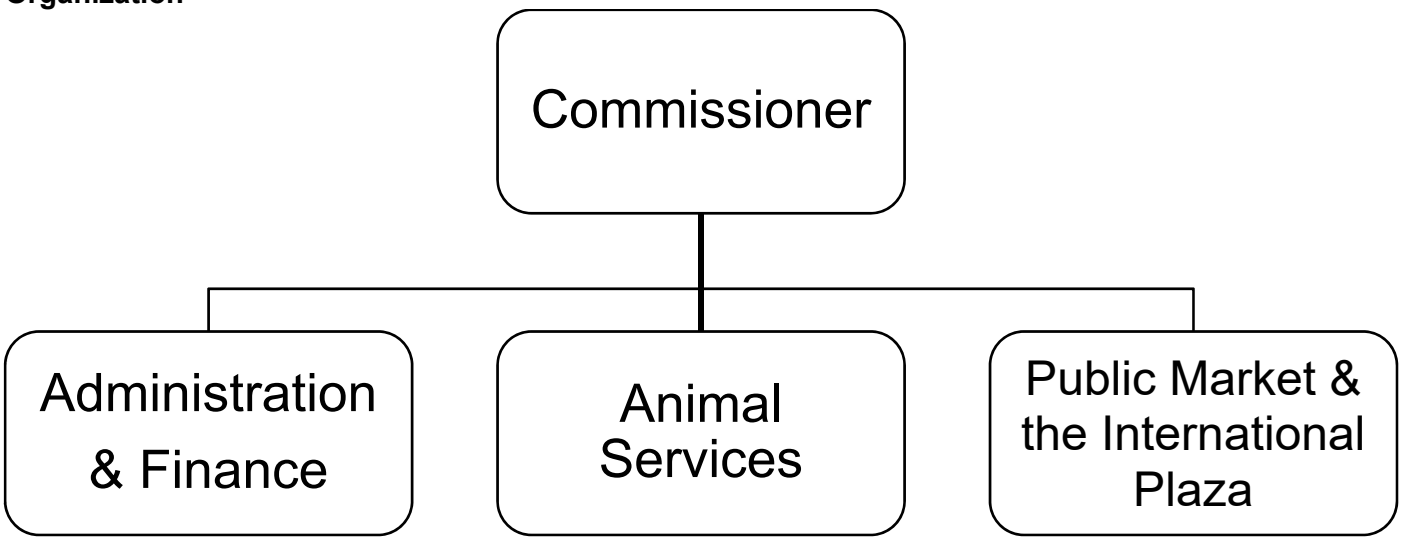
DEPARTMENT OF RECREATION & HUMAN SERVICES
COMMISSIONER'S OFFICE

Mission Statement
The Commissioner's Office supports the City of Rochester's *Vision Statement and Policy Principles* by setting management policy, goals, and performance standards. It coordinates the Department's annual budget and capital planning processes; maintains fiscal operations, staffing, 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 and the International Plaza in a manner that ensures financial viability, fosters local economic development, promotes and sustains farmers and vendors, and provides consumers with access to a fresh, nutritious, and affordable food.

The Bureau also includes the Animal Services division. Animal Services' mission is to serve the people and animals of Rochester to create safe neighborhoods, support the human-animal bond, and save and enhance lives. Animal Services provides critical services necessary to keep animals with families, in the community, and out of the shelter system.

Organization



Vital Customers
Administration and Finance
- External: Grant makers, human services, youth-focused agencies
- Internal: DRHS staff, City Council, City of Rochester departments

Public Market & International Plaza
- External: Residents and visitors of all ages, vendors, and customers
- Internal: City Council, City of Rochester departments

Animal Services
- External: local, state, and federal government, city residents, businesses, neighborhood groups, community service providers, nonprofit organizations
- Internal: City of Rochester administration, departments, employees, volunteers, City Council, Friends of Animal Services group

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 human services organizations to share data and analyze trends to better understand youth usage of services and related outcomes

Public Market & International Plaza
- Operate a year-round Public Market which provides access to healthy food, opportunities for entrepreneurs, and a venue for community special events
- Operate the International Plaza event and market place

Animal Services
- Provide shelter, foster homes, and daily husbandry for injured, abandoned, lost, displaced, and at-risk companion animals
- Make available unclaimed companion animals for public adoption
- Maintain foster care program as preferred pet housing forum
- Respond to concerns regarding companion animals
- Seek to resolve concerns with support whenever possible
- Provide door-to-door outreach and pet support services to address barriers in access to resources
- Provide veterinary care and spay/neuter for intakes and fostered animals and for pet guardians facing barriers
- Provide triage and case management for pet guardians in crisis
- Support lost pet reunification, self-rehoming, and pet retention
- Engage volunteer participation in all aspects of operation

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	3,707,100	4,184,600	477,500
Employee Years	18.5	44.2	25.7

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
70,300	12,300	30,700	0	0	364,200	477,500

Major Changes

Animal Services division transfers from the Rochester Police Department to DRHS	1,536,300
Crisis Intervention Services Unit transfers to the Bureau of Human Services	-1,314,800
Two full time grant-funded positions are added to Animal Services	86,200
One full time Emergency Operations Coordinator position is added	80,600
.5 full time Principal Staff Assistant transfers to the Office of Management and Budget	-49,900
Animal Services receives new one-time Maddie's Fund grant	40,000
Professional services funding is reduced due to budget constraints	-23,800
Funding for DRHS Main Office building expenses is added	22,000
Public Market refuse funding is increased based on historical usage	21,500
Non-personnel funding is reduced due to budget constraints	-18,900
Several one-time Animal Services grants do not recur	-15,000

Program Changes

The Animal Services division, formerly under the oversight of the Rochester Police Department, will transfer into the Department of Recreation and Human Services. Animal Services provides critical services necessary to keep animals with families, in the community, and out of the shelter system.

In response to the COVID-19 pandemic, DRHS transitioned to providing a number of vital services to the community from emergency food distribution to learning labs to testing and pop-up vaccination clinics at R-Centers. DRHS is adding one full time Emergency Operations Coordinator to provide continued, effective coordination of these services as Rochester continues to face this public health emergency.

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

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,139,279	1,930,500	2,130,700	2,669,600
Materials & Supplies	17,814	11,300	17,200	95,200
Services	835,154	1,501,600	1,559,200	1,419,800
Other	0	0	0	0
Total	1,992,247	3,443,400	3,707,100	4,184,600
Appropriation by Activity				
Administration and Finance	1,060,705	1,079,900	1,249,400	1,324,200
Crisis Intervention Services	0	1,222,100	1,314,800	0
Public Market & La Marketa	931,542	1,141,400	1,142,900	1,176,900
Animal Services	0	0	0	1,683,500
Total	1,992,247	3,443,400	3,707,100	4,184,600
Employee Years by Activity				
Administration and Finance	12.1	11.0	12.0	12.0
Crisis Intervention Services	0	17.1	0	0
Public Market & La Marketa	7.0	6.5	6.5	7.0
Animal Services	0	0	0	25.2
Total	19.1	34.6	18.5	44.2

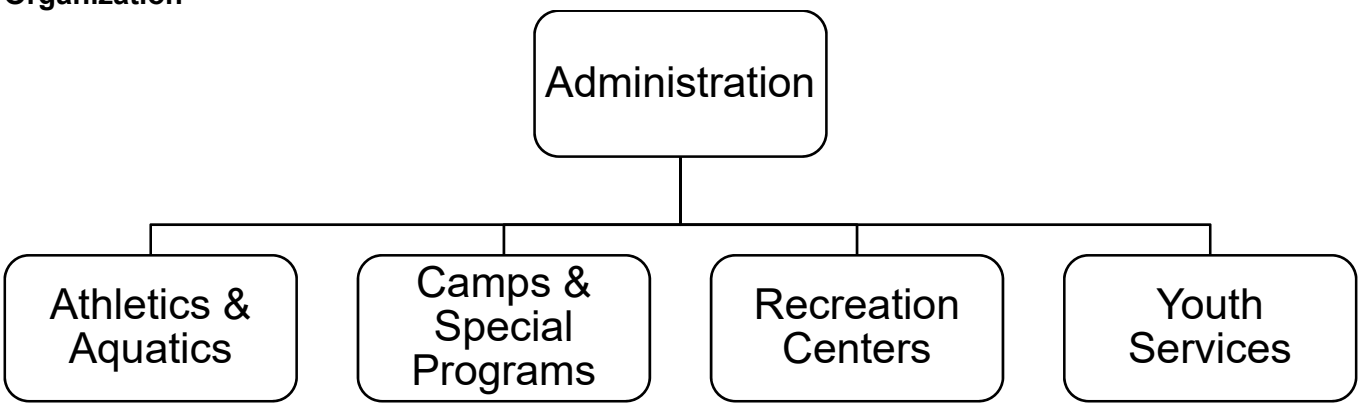
DEPARTMENT OF RECREATION & HUMAN SERVICES
COMMISSIONER'S OFFICE
PERSONNEL SUMMARY

FULL TIME POSITIONS				Administration & Finance	Public Market & La Marketa	Animal Services
Br.	Title	Budget 2020-21	Proposed 2021-22			
36	Commissioner of Recreation and Human Services	1.0	1.0	1.0		
30	Director of Animal Services	0.0	1.0			1.0
30	Director of Public Market	1.0	1.0		1.0	
29	Principal Staff Assistant	1.0	0.5	0.5		
28	Shelter Veterinarian	0.0	1.0			1.0
26	Manager of Administrative Support	0.0	1.0	1.0		
23	Emergency Operations Coordinator	0.0	1.0	1.0		
23	Personnel and Communications Coordinator, Bilingual	1.0	0.0			
23	Project Manager	1.0	1.0	1.0		
23	Supervisor of Markets	1.0	1.0		1.0	
20	Administrative Analyst, Bilingual	1.0	1.0	1.0		
20	Executive Assistant	1.0	1.0	1.0		
18	Animal Shelter Manager	0.0	1.0			1.0
18	Asst. Personnel & Marketing Coordinator	1.0	1.0	1.0		
18	Secretary to Commissioner	1.0	1.0	1.0		
18	Supervisor of Animal Control	0.0	1.0			1.0
16	Assistant Supervisor of Markets	2.0	2.0		2.0	
16	Foster & Transfer Coordinator	0.0	1.0			1.0
14	Assistant Supervisor of Animal Control	0.0	1.0			1.0
12	Animal Control Officer	0.0	5.0			5.0
12	Project Assistant	1.0	1.0	1.0		
11	Animal Services Client Specialist	0.0	2.0			2.0
10	Community Outreach & Support Specialist	0.0	1.0			1.0
10	Veterinary Technician	0.0	2.0			2.0
9	Clerk II	1.0	1.0	1.0		
6	Animal Care Technician II	0.0	5.0			5.0
6	Receptionist, Bilingual	1.0	1.0	1.0		
41	Parks Operations Worker	1.0	0.0			
56	Grounds Equipment Operator	1.0	1.0		1.0	
61	Crew Chief	0.0	1.0		1.0	
EMPLOYEE YEARS						
Full Time		17.0	38.5	11.5	6.0	21.0
Overtime		0.6	1.6	0.1	0.5	1.0
Part Time, Temporary, Seasonal		1.0	4.5	0.5	0.5	3.5
Less: Vacancy Allowance		0.1	0.4	0.1	0.0	0.3
Total		18.5	44.2	12.0	7.0	25.2

Mission Statement

The Bureau of Recreation & Youth Services supports the City of Rochester's *Vision Statement and Policy 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
- Provide employment readiness training and year-round employment and internship opportunities for youth
- Provide youth development workshops and training on health and personal development

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	8,382,200	10,221,700	1,839,500
Employee Years	134.6	143.8	9.2

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
93,800	22,200	-25,800	-8,300	0	1,757,600	1,839,500

Major Changes

Bureau is restructured to the Bureau of Recreation & Youth Services, youth-serving programming transfers in from the Bureau of Human Services	2,318,400
New ROC My Brother's Keeper Summer Career Academy grant funding is received	825,000
Summer Food grant is reduced to reflect anticipated COVID-19 food distribution program based on previous summer's program expenditures	-586,800
One-time ROC My Brother's Keeper school year grant funding is complete	-472,100
AmeriCorps program transfers to the Bureau of Human Services	-145,100
Durand Eastman Beach operations are restored	134,100
Two vacant full time Training and Quality Coordinators are eliminated	-125,700
Funding is added for the Mayor's Youth Academy of Excellence pilot program	100,000
Comprehensive Adolescent Pregnancy Prevention grant ends mid-fiscal year, pending competitive application	-89,500
One vacant full time Coordinator of Community Athletics is eliminated	-62,800
Funding is eliminated for one-time temporary position	-51,100
Non-personnel funding is reduced due to budget constraints	-35,500
One part time Clerk is eliminated due to budget constraints	-20,700
Athletics funding is reduced based on historical trends	-20,500
Part time and seasonal staff are added due to completion of Flint R-Center construction project	17,300
Youth Bureau grant is adjusted to reflect appropriation	-14,600
Summer Camp & After School in the Park part time and seasonal staffing is restructured	-12,800

Program Change

Due to the expanded focus of the department, all youth-focused services will transfer into the Bureau of Recreation and the bureau will be renamed the Bureau of Recreation and Youth Services. The Flower City AmeriCorps program, which provides service learning, civic engagement, and professional development experiences to Rochester adult residents, will transfer to the Bureau of Human Services. This will better align youth-serving activities under one bureau and management team.

The current five-year Comprehensive Adolescent Pregnancy Prevention grant cycle will end December 31, 2021 and is reflected in this budget as such. The City has received various versions of this grant funding for more than twenty years and will reapply once the new application for funding becomes available.

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

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	4,730,978	4,363,100	4,953,000	6,115,000
Materials & Supplies	312,603	242,400	341,500	296,200
Services	1,984,410	2,163,300	3,087,700	3,810,500
Other	106,690	0	0	0
Total	7,134,681	6,768,800	8,382,200	10,221,700
Appropriation by Activity				
Administration	1,059,079	807,600	1,153,700	1,145,700
Camps and Special Programs	1,472,501	1,235,800	1,979,500	1,161,000
Recreation Centers	3,033,178	3,152,700	3,510,300	3,361,300
Athletics and Aquatics	1,569,923	1,572,700	1,738,700	1,882,000
Youth Services	0	0	0	2,671,700
Total	7,134,681	6,768,800	8,382,200	10,221,700
Employee Year by Activity				
Administration	2.0	0.5	0.5	1.0
Camps and Special Programs	14.8	11.9	14.2	17.0
Recreation Centers	84.2	79.7	89.6	75.6
Athletics and Aquatics	29.1	27.3	30.3	33.3
Youth Services	0	0	0	16.9
Total	130.1	119.5	134.6	143.8

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

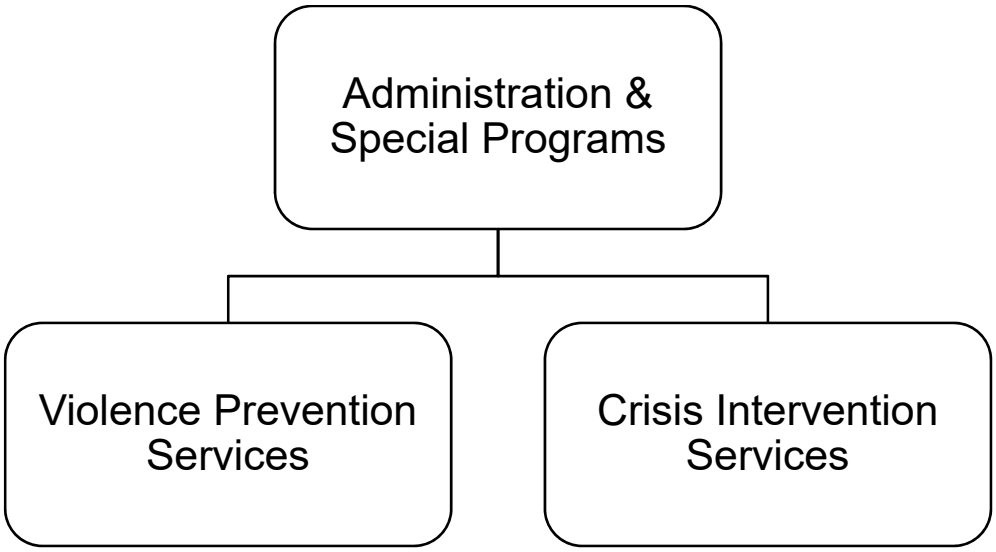
FULL TIME POSITIONS				Administration	Camps & Special Programs	Recreation Centers	Athletics & Aquatics	Youth Services
Br.	Title	Budget 2020-21	Proposed 2021-22					
30	Director of Center Operations	1.0	1.0			1.0		
30	Director of Community Athletics	1.0	1.0				1.0	
30	Director of Recreation	1.0	0.0					
30	Director of Recreation & Parks Stewardship	0.0	1.0		1.0			
26	Manager of Athletics & Aquatics	1.0	0.0					
26	Manager of Youth Services	0.0	1.0					1.0
24	Community Center Manager	6.0	6.0			6.0		
23	Coordinator of Athletics & Aquatics	0.0	1.0				1.0	
23	Coordinator of Roc MBK	0.0	1.0					1.0
23	Coordinator of Youth Workforce Development	0.0	1.0					1.0
23	ROCmusic Program Coordinator	0.0	1.0					1.0
20	AmeriCorps Program Director	1.0	0.0					
20	CAPP Supervisor	0.0	1.0					1.0
18	Community Athletics Associate	0.0	3.0				3.0	
18	Coordinator of Community Athletics	4.0	0.0					
18	Employment and Training Coordinator	0.0	2.0					2.0
18	Operations Associate	0.0	1.0					1.0
18	Training & Quality Coordinator	4.0	2.0			2.0		
16	Sexual Risk Avoidance Education Coordinator	0.0	1.0					1.0
15	Sr. Education Specialist	1.0	1.0			1.0		
15	Sr. Education Specialist, Bilingual	1.0	1.0			1.0		
15	Sr. Sports/Fitness Specialist	2.0	2.0			2.0		
15	Youth Camp Supervisor	1.0	1.0		1.0			
13	Grant Support Associate	0.0	2.0					2.0
13	Pregnancy Prevention Trainer	0.0	1.0					1.0
12	Education Specialist	6.0	6.0			6.0		
12	Environmental Education Specialist	1.0	1.0		1.0			
12	Member Development Specialist	1.0	0.0					
12	Project Assistant	0.5	1.0	1.0				
12	Senior Youth Services Associate	1.0	1.0			1.0		
12	Sports/Fitness Specialist	7.0	7.0			7.0		
12	Youth Development Specialist	7.0	8.0			7.0		1.0
11	Youth Services Associate	0.0	1.0					1.0
11	Youth Services Associate, Bilingual	0.0	1.0					1.0
EMPLOYEE YEARS								
Full Time		47.5	58.0	1.0	3.0	34.0	5.0	15.0
Overtime		0.8	0.8	0.2	0.0	0.1	0.5	0.0
Part Time, Temporary, Seasonal		92.2	90.9	0.0	14.0	47.0	28.0	1.9
Less: Vacancy Allowance		5.9	5.9	0.2	0.0	5.5	0.2	0.0
Total		134.6	143.8	1.0	17.0	75.6	33.3	16.9

Mission Statement
The Bureau of Human Services supports the City of Rochester's *Vision Statement and Policy Principles* by supporting residents in their development into successful, contributing adult citizens through the provision of career exploration and work readiness, violence prevention, and crisis intervention programs and services.

The Bureau includes the Office of Neighborhood Safety and Pathways to Peace, which focus on outreach and channeling residents of all ages 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 residents and their families.

Crisis Intervention Services supports residents by providing trained professionals for people in immediate need, victims, and families impacted by violence. With teams acting as first responders and offering connection to community based supports, residents can have improved opportunities for long-term recovery and stability. The continuation and expansion of the Person in Crisis Team with community support services are the needed investments in follow-up to address repeat needs and complex issues that cannot be solved in one encounter.

Organization



Vital Customers
Violence Prevention Services
- External: Youth and adults at risk of or involved in serious violent incidents, families of violent youth or in a crisis involving youth, community service providers, community-at-large
- Internal: City of Rochester departments

Crisis Intervention Services
- External: Youth, adults and families in crisis, victims of crimes or violence, community service providers
- Internal: City of Rochester departments

Critical Processes
Violence Prevention Services
- Monitor high risk youth and adults through regular meetings and communication
- Mediate violent conflicts
- Provide presentations on anti-violence and gang issues
- Provide service linkages

Crisis Intervention Services

- Provide direct public services through the Crisis Services Office which includes the Person In Crisis (PIC) team of first responders to crisis, the Homicide Response Team, and community support services for victims
- Unit costs are partially underwritten by grants

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	2,995,200	2,939,800	-55,400
Employee Years	26.5	37.6	11.1

Change Detail

Salary & Wage Adjustment	General Inflation	Chargebacks	Vacancy Allowance	Miscellaneous	Major Change	Total
-65,500	1,000	6,800	0	0	2,300	-55,400

Major Changes

Bureau is restructured to the Bureau of Human Services, youth-serving activities transfer to the Bureau of Recreation & Youth Services	-2,318,400
Crisis Intervention Services Unit transfers in from the Commissioner's Office, and is restructured	1,795,700
Office of Neighborhood Safety is created	434,900
One full time Deputy Commissioner is added to provide oversight of Bureau of Human Services and one full time Secretary is added for administrative support	166,400
Rochester City School District contracts for Pathways to Peace violence prevention services do not recur	-111,100
AmeriCorps program transfers in from the Bureau of Recreation and Youth Services, grant ends mid-fiscal year, pending new competitive application	85,200
One vacant full time Youth Services Associate is eliminated due to budget constraints	-49,400
Productivity improvements lead to savings	-1,000

Program Change

In alignment with the Mayor's Equity and Recovery Agenda, the City is establishing the Office of Neighborhood Safety housed within the Department of Recreation and Human Services. The Office is tasked with consolidating City violence prevention services found to be effective, developing partnerships with community providers, and implementing new evidence-based initiatives in a coordinated manner.

The Crisis Intervention Services Unit was established with a goal of reinventing the City's response to residents in crisis through deployment of behavioral health specialists instead of traditional law enforcement responders. The Unit has been revised to merge efforts supporting victims and people in crisis to provide more comprehensive and coordinated services together. These staff will provide counseling and referral services to people in crisis as well as victims of violence and their families, following the initial on-scene PIC Team response and continued referrals from RPD, the court system, and direct connections from residents.

Given the significant changes to DRHS, the department has restructured the Bureau of Youth Services into the Bureau of Human Services and re-established a Deputy Commissioner who will oversee this Bureau.

The current three-year Flower City AmeriCorps grant cycle will end January 2022 and is reflected in this budget as such. The City has received two prior cycles of this grant funding and has submitted a grant application for continuation of the program in the next three-year grant cycle.

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

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	1,616,340	1,665,900	1,929,300	2,181,600
Materials & Supplies	66,138	18,900	36,300	37,100
Services	356,333	821,100	1,029,600	721,100
Other	0	0	0	0
Total	2,038,811	2,505,900	2,995,200	2,939,800
Appropriation by Activity				
Administration & Special Programs	183,509	1,073,400	1,151,600	307,900
Crisis Intervention Services	0	0	0	1,754,300
Violence Prevention Services	453,751	430,700	614,100	877,600
Youth Employment Services	930,693	729,200	985,100	0
Youth Health and Personal Development	470,858	272,600	244,400	0
Total	2,038,811	2,505,900	2,995,200	2,939,800
Employee Years by Activity				
Administration & Special Programs	2.5	9.0	9.0	5.0
Crisis Intervention Services	0.0	0.0	0.0	23.5
Violence Prevention Services	8.5	7.5	10.6	9.1
Youth Employment Services	5.5	4.5	4.5	0
Youth Health and Personal Development	10.0	5.5	5.5	0
Total	26.5	26.5	29.6	37.6

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

FULL TIME POSITIONS				Administration & Special Programs	Crisis Intervention Services	Violence Prevention Services
Br.	Title	Budget 2020-21	Proposed 2021-22			
32	Deputy Commissioner	0.0	1.0	1.0		
30	Director of Youth Services	1.0	0.0			
26	Coordinator of Roc MBK	1.0	0.0			
26	Manager of Crisis Services	0.0	1.0		1.0	
26	Manager of Violence Prevention	0.0	1.0			1.0
26	Manager of Youth Outreach and Violence Prevention	1.0	0.0			
23	Coordinator of the Office of Neighborhood Safety	0.0	1.0			1.0
23	Coordinator of Youth Workforce Development	1.0	0.0			
23	Emergency Response Social Worker	0.0	4.0		4.0	
22	ROCmusic Program Coordinator	1.0	0.0			
20	AmeriCorps Program Director	0.0	1.0	1.0		
20	CAPP Supervisor	1.0	0.0			
18	Community Support Counselor	0.0	8.0		8.0	
18	Employment and Training Coordinator	2.0	0.0			
16	Sexual Risk Avoidance Education Coordinator	1.0	0.0			
13	Grant Support Associate	3.0	0.0			
13	Pregnancy Prevention Trainer	1.0	0.0			
12	Member Development Specialist	0.0	1.0	1.0		
12	Project Assistant	0.5	1.0	1.0		
12	Youth Development Specialist	1.0	0.0			
11	Secretary to the Deputy Commissioner	0.0	1.0	1.0		
11	Youth Services Associate	2.0	0.0			
11	Youth Services Associate, Bilingual	1.0	0.0			
EMPLOYEE YEARS						
Full Time		17.5	20.0	5.0	13.0	2.0
Overtime		0.2	0.2	0.0	0.0	0.2
Part Time, Temporary, Seasonal		12.0	17.5	0.0	10.5	7.0
Less: Vacancy Allowance		0.1	0.1	0.0	0.0	0.1
Total		29.6	37.6	5.0	23.5	9.1

Purpose

The Undistributed Expenses budget records allocations associated with, but not included in, departmental budgets or those that cannot reasonably be distributed to departmental budgets. This budget includes costs for both current and non-current (including retiree) employee benefits, general risk management, payments to other agencies, and other miscellaneous expenditures.

Year-To-Year Comparison

Main Functions	Budget 2020-21	Budget 2021-22	Change	Percent Change
Employee Benefits - Current	114,108,200	122,927,100	8,818,900	7.7%
Employee Benefits - Non-Current	32,312,300	34,453,500	2,141,200	6.6%
General Risk Management	1,080,500	815,600	-264,900	-24.5%
Other	1,929,100	3,318,000	1,388,900	72.0%
	149,430,100	161,514,200	12,084,100	8.1%
Interfund Credit*	-276,000	-265,000	11,000	-4.0%
Intrafund Credit*	-158,000	-154,900	3,100	-2.0%
Total	148,996,100	161,094,300	12,098,200	8.1%

*Reflects departmental chargeback for a portion of Workers' Compensation costs.

Major Change Highlights

Employee Benefits – Current:

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 2019-20 to State fiscal year 2020-21.	7,099,700
Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions	1,843,700

Employee Benefits – Non-Current:

An inflationary adjustment of 5% is assumed for calendar year 2022 for retiree medical coverage, and head count is expected to increase	2,211,500

Other:

Funding is added to implement RASE Commission recommendations	1,000,000

UNDISTRIBUTED EXPENSES
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	108,478,074	113,598,900	114,108,200	122,927,100
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	33,913,551	34,187,300	35,321,900	38,587,100
	142,391,625	147,786,200	149,430,100	161,514,200
Interfund Credit*	-188,725	-224,000	-276,000	-265,000
Intrafund Credit*	-66,487	-139,600	-158,000	-154,900
Total	142,136,413	147,422,600	148,996,100	161,094,300
Appropriation by Activity				
Employee Benefits - Current	108,478,074	113,598,900	114,108,200	122,927,100
Employee Benefits - Non-Current	30,656,416	31,750,600	32,312,300	34,453,500
General Risk Management	2,306,432	1,035,500	1,080,500	815,600
Other	950,703	1,401,200	1,929,100	3,318,000
	142,391,625	147,786,200	149,430,100	161,514,200
Interfund Credit*	-188,725	-224,000	-276,000	-265,000
Intrafund Credit*	-66,487	-139,600	-158,000	-154,900
Total	142,136,413	147,422,600	148,996,100	161,094,300

*Reflects departmental chargeback for a portion of Workers' Compensation costs.

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

Tier	Hire Date (by any qualified public employer)	
	Non-Uniformed Employees Employee Retirement System	Uniformed Employees Police/Fire Retirement System
1	Before July 1, 1973	Before July 31, 1973
2	July 1, 1973 to July 26, 1976	August 1, 1973 to June 30, 2009
3	July 27, 1976 to August 31, 1983	July 1, 2009 to January 8, 2010
4	September 1, 1983 to December 31, 2009	Does not apply
5	January 1, 2010 to March 31, 2012	January 9, 2010 to March 31, 2012
6	April 1, 2012 or later	April 1, 2012 or later

The City's pension payment to the state for fiscal year 2021-22 is the product of the estimated state fiscal year 2020-21 City wage base and the state contribution rate for each tier. The 2020-21 wage base is calculated by the Comptroller based upon wages and salaries earned during the period April 1, 2020 to March 31, 2021. The Comptroller sets the contribution rates which vary from year to year, and which increased substantially for the 2021-22 pension bill calculation due to the results of an updated actuarial assessment conducted every five years by NYS.

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). Eleven City employees are currently enrolled in the VDC.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	44,528,900	51,628,600	7,099,700

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 NYS fiscal year 2019-20 to 2020-21.	7,099,700

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 $142,800 (calendar year 2021 maximum) then 1.45 percent (Medicare portion only) 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

	2020-21	2021-22	Change
Budget	18,500,700	18,497,900	-2,800

Major Change

Small change based on budgeted wages	-2,800

HOSPITAL & MEDICAL INSURANCE: The City provides hospitalization and medical benefits. Agreements with labor unions determine specific coverage and the dollar 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. 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

	2020-21	2021-22	Change
Budget	43,111,300	44,955,000	1,843,700

Major Change

Current employee medical expenses are budgeted under the terms of the Memorandum of Agreement with the labor unions	1,843,700

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

	2020-21	2021-22	Change
Budget	5,405,400	5,391,300	-14,100
Interfund Credit*	-276,000	-265,000	11,000
Intrafund Credit*	-158,000	-154,900	3,100
	4,971,400	4,971,400	0

*Reflects department chargebacks for a portion of Workers' Compensation costs.

Major Change

	2020-21	2021-22	Change
Current Year Claims	434,000	419,900	-14,100
Administrative Charge	60,000	60,000	0
State Assessments	316,400	316,400	0
Prior Years' Claims	4,595,000	4,595,000	0
Total	5,405,400	5,391,300	-14,100
Interfund Credit*	-276,000	-265,000	11,000
Intrafund Credit*	-158,000	-154,900	3,100
	4,971,400	4,971,400	0

*Reflects departmental chargeback for a portion of Workers' Compensation costs.

Department/Bureau	2020-21	2021-22	Department/Bureau	2020-21	2021-22
NEIGHBORHOOD & BUSINESS DEVELOPMENT	3,100	3,100	RECREATION & HUMAN SERVICES	16,700	16,000
ENVIRONMENTAL SERVICES	328,500	319,500	FINANCE	10,300	10,300
EMERGENCY COMMUNICATIONS	3,400	4,000	LIBRARY	21,000	16,000
POLICE	36,000	33,000	UNDISTRIBUTED (OTHER)	10,000	10,000
FIRE	5,000	8,000	Total Interfund	276,000	265,000
			Total Intrafund	158,000	154,900
			CITY TOTAL	434,000	419,900

DENTAL INSURANCE: In 2017 the City reached an agreement with its unions to establish a self-funded dental 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

	2020-21	2021-22	Change
Budget	2,122,700	2,164,200	41,500

Major Change

Current employee dental is budgeted under the terms of the Memorandum of Agreement with the labor unions	41,500

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	34,400	31,300	-3,100

Major Change

Allocation is reduced based on historical experience	-3,100

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	50,400	50,400	0

Major Change

Allocation is unchanged	0

AMERICORPS: The Flower City AmeriCorps state grant provides stipends for program members.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	354,400	208,400	-146,000

Major Change

Allocation is reduced to reflect adjusted grant budget for AmeriCorps members; grant ends in January 2022	-146,000

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – CURRENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	108,478,074	113,598,900	114,108,200	122,927,100
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	0	0	0
	108,478,074	113,598,900	114,108,200	122,927,100
Interfund Credit*	-188,725	-224,000	-276,000	-265,000
Intrafund Credit*	-66,487	-139,600	-158,000	-154,900
Total	108,222,862	113,235,300	113,674,200	122,507,200
Appropriation by Activity				
New York State Retirement	42,173,828	44,362,600	44,528,900	51,628,600
Social Security	17,540,837	18,138,500	18,500,700	18,497,900
Hospital and Medical	41,330,320	43,222,500	43,111,300	44,955,000
Workers' Compensation	5,087,683	5,347,400	5,405,400	5,391,300
Dental Insurance	2,046,287	2,112,100	2,122,700	2,164,200
Life Insurance	23,414	27,000	34,400	31,300
Disability Insurance	44,177	42,100	50,400	50,400
AmeriCorps	231,528	346,700	354,400	208,400
	108,478,074	113,598,900	114,108,200	122,927,100
Interfund Credit*	-188,725	-224,000	-276,000	-265,000
Intrafund Credit*	-66,487	-139,600	-158,000	-154,900
Total	108,222,862	113,235,300	113,674,200	122,507,200

*Reflects departmental chargeback for a portion of Workers' Compensation costs.

DISABLED FIREFIGHTERS/OLD PENSION: This activity includes the cost of pension payments to permanently disabled firefighters who are entitled to collect the difference between the amount they receive from the New York State Retirement System and their current pay for the bracket and step that they held with the Fire Department at the time they separated from City employment.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	2,487,600	2,513,700	26,100

Major Change

Budget adjusted for actual headcount and recent experience	26,100

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	28,688,300	30,899,800	2,211,500

Major Change

An inflationary adjustment of 5% is assumed for calendar year 2022 for retiree medical coverage, and head count is expected to increase	2,211,500

DENTAL INSURANCE: Coverage is provided to eligible firefighter retirees.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	150,000	150,000	0

Major Change

Allocation is unchanged	0

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	86,400	90,000	3,600

Major Change

Allocation is increased to reflect recent experience	3,600

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

	2020-21	2021-22	Change
Budget	900,000	800,000	-100,000

Major Change

Allocation is decreased based on historical experience	-100,000

UNDISTRIBUTED EXPENSES
EMPLOYEE BENEFITS – NON-CURRENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	30,656,416	31,750,600	32,312,300	34,453,500
Total	30,656,416	31,750,600	32,312,300	34,453,500
Appropriation by Activity				
Disabled Firefighters/Old Pension	2,395,851	2,445,700	2,487,600	2,513,700
Hospital and Medical - Retirees	26,944,068	28,688,300	28,688,300	30,899,800
Dental Insurance - Fire Retirees	139,215	137,000	150,000	150,000
Life Insurance - Retirees	77,216	87,700	86,400	90,000
Unemployment Compensation	1,100,066	391,900	900,000	800,000
Total	30,656,416	31,750,600	32,312,300	34,453,500

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

	2020-21	2021-22	Change
Budget	500,000	553,500	53,500

Major Change

Allocation increased due to higher costs for cyber liability and property coverage	53,500

CONTRIBUTIONS TO INSURANCE RESERVE: Reimbursement to General Fund for actual Enterprise Fund claims made two years prior (FY 2019-20), and other contributions.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	555,500	237,100	-318,400

Major Change

Decrease based on actual expenses paid in 2019-20 for enterprise fund activities	-318,400

JUDGMENTS AND CLAIMS: Funds to cover 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

	2020-21	2021-22	Change
Budget	25,000	25,000	0

Major Change

Allocation is unchanged	0

UNDISTRIBUTED EXPENSES
GENERAL RISK MANAGEMENT
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	2,306,432	1,035,500	1,080,500	815,600
Total	2,306,432	1,035,500	1,080,500	815,600
Appropriation by Activity				
General Insurance	417,532	480,000	500,000	553,500
Insurance Reserve	1,888,900	555,500	555,500	237,100
Judgments and Claims	0	0	25,000	25,000
Total	2,306,432	1,035,500	1,080,500	815,600

PAYMENTS TO OTHER GOVERNMENTS: This activity provides for payments to Monroe County and other governments for charges and services. Monroe County Pure Waters Agency charges the City for waste water removal at City-owned properties. The charge is based on both assessed property value and water consumption. Taxes of certain city residents whose children attend suburban schools are remitted to those suburban school districts as required by state law. Payments are also made to Monroe County for services provided to City Court facilities.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,157,100	1,148,900	-8,200

Major Change

Allocation is adjusted based on recent experience	-8,200

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	311,000	314,100	3,100

Major Change

Allocation increased slightly to reflect contracts for online learning, computer training, and supervisor training.	3,100

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

	2020-21	2021-22	Change
Budget	228,800	235,700	6,900

Major Change

Allocation is adjusted to match contractual amount	6,900

TITLE REPORTS: This activity includes agreements with companies that search titles of properties in foreclosure actions and issue title reports.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	200,000	200,000	0

Major Change

Allocation is unchanged	0

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

	2020-21	2021-22	Change
Budget	308,400	310,000	1,600

Major Change

Allocation increased to reflect recent experience	1,600

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

	2020-21	2021-22	Change
Budget	150,000	150,000	0

Major Change

Allocation is unchanged	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

	2020-21	2021-22	Change
Budget	263,300	321,000	57,700

Major Change

Allocation is increased to reflect current contractual obligations	57,500

EFFICIENCY & EFFECTIVENESS INITIATIVES: This activity supports initiatives seeking greater efficiency and enhanced effectiveness in City operations.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	200,000	200,000	0

Major Change

Allocation is unchanged	0

LONG TERM LIABILITY ADJUSTMENTS: At the end of each fiscal year the Accounting Bureau calculates changes from the prior year for short and long-term liabilities including workers' compensation, pension, and vacation accruals. Prior year actual expense for this category often reflect increases or decreases in the short and long-term workers' compensation liability for certain Enterprise Funds. These changes are made in accordance with Generally Accepted Accounting Principles (GAAP) and do not represent budgetary transactions.

MOTOR EQUIPMENT BENEFITS CREDIT: this credit to Undistributed represents the estimated benefits costs for active and retired employees in the Department of Environmental Services, Bureau of Equipment Services. These benefits expenses are allocated directly to the Bureau of Equipment Services so that these costs are part of the unit's operational expense, and the full costs are then recovered via the motor equipment chargeback imposed on each department (i.e., this credit eliminates double counting this expense citywide).

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	-2,274,800	-2,431,100	-156,300

Major Change

Credit is increased due to increase in Equipment Services labor expenses	-156,300

RASE COMMISSION RECOMMENDATION IMPLEMENTATION: The RASE Commission released a report on its findings and recommendations for change in March 2021.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	0	1,000,000	1,000,000

Major Change

Funding is added to implement RASE Commission recommendations	1,000,000

MISCELLANEOUS: This activity reserves funds for various expenditures that do not fall under a listed category.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,385,300	1,869,400	484,100

Major Change

Full year allocation made for RCTV contract for potential payments of Public Education and Government (PEG) funding from Charter Communications	173,100
Launch a pilot day labor program for panhandlers	120,000
Funding for YAMTEP (Young Adults Manufacturer Training Employment Program) increases to expand the number of young adults served	100,000
Add funds to provide support for victims of violence	100,000
Funds for classroom space for Pathways to Public Safety no longer needed as training moves to DRHS building on St. Paul Street	-9,000

UNDISTRIBUTED EXPENSES
OTHER
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	950,703	1,401,200	1,929,100	3,318,000
Total	950,703	1,401,200	1,929,100	3,318,000
Appropriation by Activity				
Payments to Other Governments	1,021,188	961,600	1,157,100	1,148,900
Employee Development	227,680	221,000	311,000	314,100
CIty Channel 12 Operation	241,723	228,800	228,800	235,700
Title Reports	154,504	200,000	200,000	200,000
Credit Card Fees	287,745	308,400	308,400	310,000
Employer Assisted Housing Initiative	108,000	150,000	150,000	150,000
Other Employee Benefits	284,340	266,900	263,300	321,000
Efficiency & Effectiveness Initiatives	184,105	141,000	200,000	200,000
Long Term Liability Adjustments	-474,406	0	0	0
Motor Equipment Benefits Credit	-2,292,100	-2,274,800	-2,274,800	-2,431,100
RASE Commission Recommendation Implementation	0	0	0	1,000,000
Miscellaneous	1,207,924	1,198,300	1,385,300	1,869,400
Total	950,703	1,401,200	1,929,100	3,318,000

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

	2020-21	2021-22	Change	Change
Budget	2,687,800	8,452,200	5,764,400	214.5%

Major Change

Allocation is made for difficult to project or unforeseen expenditures, including the cost of pending labor agreements.	5,764,400

CONTINGENCY
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	0	2,687,800	2,687,800	8,452,200
Total	0	2,687,800	2,687,800	8,452,200
Appropriation by Activity				
General Contingency	0	2,687,800	2,687,800	8,452,200

The amounts shown reflect remaining Contingency budgets after amendments. The original 2020-21 Contingency was $3,537,800. The original 2019-20 Contingency was $4,317,500.

CAPITAL EXPENSE
EXPENDITURE SUMMARY

The Capital Expense budget finances the construction or reconstruction of facilities and services, the acquisition and replacement of vehicles and equipment, and certain other projects and improvements that provide benefits over a multi-year period. To be included in this budget, a project or item must be consistent with the definition of "capital object or purpose" included in Section 11 of New York State Local Finance Law.

The financing of these capital projects may occur principally through two means. First, a direct appropriation may be made; this type of appropriation is included in the Cash Capital section. Second, funds for the project may be obtained through the issuance of bonds and notes, two forms of borrowing. The subsequent repayment of these borrowed funds and the related interest costs are called "debt service." Appropriations for these expenses are included in the Debt Service section.

To plan for capital expenditures over a period of years and to ensure that equipment replacement and building renovations are made when economically feasible and needed, a Capital Improvement Program (CIP) is prepared anticipating capital investments and their proposed sources of funding for a five-year period. The CIP is included in this section as a separate document. The first year's program in each five-year CIP provides the basis for the Cash Capital appropriation and the annual Debt Authorization Plan.

Year-To-Year Comparison

Category	Budget 2020-21	Budget 2021-22	Change
Cash Capital	16,474,600	20,788,000	4,313,400
Debt Service	39,537,900	37,228,300	-2,309,600
Total	56,012,500	58,016,300	2,003,800

Major Change Highlights

CASH CAPITAL

Funds are added for the following new projects:

Chamber Building Priority 1 Building Systems	665,000
Maplewood Branch Library Expansion	160,000
Rundel Library Filtration and Intake Air Upgrades	120,000
Handheld Parking Enforcement Equipment	107,000
Collaborative Solutions Workday and Payroll technical support	100,000
Roc the Riverway grant application	65,000
Parking and Miscellaneous Traffic Control Sign Replacement	50,000
Security Enhancements at Recreation and Human Services facilities	50,000

CAPITAL EXPENSE
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	3,300	2,500	2,500	800
Other	75,510,799	55,965,800	56,010,000	58,015,500
Total	75,514,099	55,968,300	56,012,500	58,016,300
Appropriation by Activity				
Cash Capital	37,979,000	16,474,600	16,474,600	20,788,000
Debt Service	37,535,099	39,493,700	39,537,900	37,228,300
Total	75,514,099	55,968,300	56,012,500	58,016,300

TRANSPORTATION & INFRASTRUCTURE

The Transportation category includes the following ongoing infrastructure rehabilitation programs:

- Arterial Improvements
- Asphalt Milling, Resurfacing and Curb Replacement
- Residential Street Rehabilitation
- Residential Street Treatment
- Hazardous Sidewalk Program
- Street Planning and Design
- Bridge Improvement Program
- Bridge Reconstruction and Rehabilitation

Funding in this category includes utility work done together with street improvement projects.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	2,510,000	5,602,000	3,092,000

Major Change

Funds are added for the following new projects:

Parking and Miscellaneous Traffic Control Sign Replacement	50,000

Changes in Existing Projects from 2020-21 CIP:

Milling & Resurfacing Program funding increases	1,770,000
Various changes as planned	-575,000
Dewey Avenue (Felix Street to Emerson Street) funding is added	535,000
Bridges - Standard Allocation funding is added	500,000
Residential Street Rehabilitation funding increases	337,000
Arnett Boulevard (Thurston Road to Genesee Park Boulevard) funding is added	220,000
State Street (Basin Street to Inner Loop) funding consolidated in Stone and State Street project	-205,000
Seneca Avenue funding increases	170,000
Street Treatment funding is added	150,000
Hazardous Sidewalk Remediation funding increases	89,000
Genesee Street (Genesee Park Boulevard to Brooks Avenue) funding increases	75,000
Project Uplift funding is added	40,000
Pavement Preventive funding decreases	-34,000
Gibbs Street and Swan Street Reconstruction (East Avenue to East Main Street) funding decreases	-30,000

PUBLIC WATERFRONT

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	170,000	15,000	-155,000

Major Change

Changes in Existing Projects from 2020-21 CIP:

Various changes as planned	-125,000
River Street Roadway & Trail Connector shifts to General Debt	-30,000
Marina Facilities funding transfers from Public Facilities Section	15,000
River Street Marina funding is eliminated	-15,000

WATER SYSTEM

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	2,805,000	1,711,000	-1,094,000

Major Change

Changes in Existing Projects from 2020-21 CIP:

Distribution System Water Main Renewal funding decreases	-841,000
Water Meter Replacement Program funding is added	546,000
Lead Service Replacement program funding shifts to American Rescue Plan federal stimulus funding	-500,000
Upland Structures annual allocation is deferred one year	-231,000
Reservoir Facilities funding decreases	-52,000
Filtration Plant Small Equipment Replacement funding decreases	-50,000
Various changes as planned	21,000
Laboratory and SCADA Equipment funding increases	13,000

PUBLIC SAFETY

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,684,100	2,353,000	668,900

Major Change

Changes in Existing Projects from 2020-21 CIP:

Fire Small Equipment funding increases	618,000
Various changes as planned	-155,100
Fire Cars, Vans, Utility Vehicles funding is added	89,000
Fire Turnout Gear funding increases	72,000
Police Equipment funding is added	65,000
Animal Services Equipment decreases due to budget constraints	-12,000
Police Patrol Rifles are deferred one year due to budget constraints	-8,000

PARKS & OPEN SPACE

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	908,000	1,784,000	876,000

Major Change

Changes in Existing Projects from 2020-21 CIP:

Various changes as planned	361,000
Cemeteries Site Improvements funding is added	170,000
ROC City Skate Park Phase 2 funding is added	150,000
Genesee Riverway Rehabilitation funding is added	100,000
Tennis/Basketball Court Replacement funding is added	100,000
Spray Park Rehabilitation funding is deferred one year	-75,000
Recreation and Human Services General Rehabilitation funding increases	50,000
Cemeteries Facilities funding is added	20,000

ECONOMIC DEVELOPMENT

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,792,500	844,000	-948,500

Major Change

Changes in Existing Projects from 2020-21 CIP:

Various changes as planned	-641,500
Roofing Program shifts to American Rescue Plan federal stimulus funds	-500,000
Demolition funding is added	200,000
Home Ownership Program funding is added	150,000
Investigation and Remediation - Site Management Periodic Review Reports funding is deferred one year	-100,000
Tax Delinquent Environmental Review is deferred one year	-60,000
Investigation and Remediation funding increases	28,000
Vacuum Oil BOA Flint Street (Exchange Street to East End) is deferred one year and shifts to debt	-25,000

ARTS & CULTURE

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	0	236,000	236,000

Major Change

Changes in Existing Projects from 2020-21 CIP:

Public Art Enhancements are funded pursuant to the 1% for Arts policy	236,000

PUBLIC FACILITIES

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	50,000	185,000	135,000

Major Change

Funds are added for the following new projects:

Roc the Riverway grant application	65,000

Changes in Existing Projects from 2020-21 CIP:

Various changes as planned	70,000
Rochester Community Sports Complex general rehabilitation funding is added	50,000
Blue Cross Arena Facility Improvements funding is deferred one year	-50,000

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

	2020-21	2021-22	Change
Budget	3,189,000	2,832,000	-357,000

Major Change

Funds are added for the following new projects:

Chamber Building Priority 1 Building Systems	665,000
Maplewood Branch Library Expansion	160,000
Rundel Library Filtration and Intake Air Upgrades	120,000

Changes in Existing Projects from 2020-21 CIP:

South Avenue Garage Upgrades funding is deferred one year	-1,300,000
Garage Improvement Program is deferred	-695,000
Various changes as planned	116,000
Arnett Branch Library funding is added	112,000
General Rehabilitation funding increases	100,000
Large Parking Lot Program funding is added	100,000
CVMF Lift Replacement funding is added	60,000
Central Library Elevator Assessment funding is added	50,000
City Hall Annual Allocation funding is added	50,000
Asbestos Management funding is added	45,000
ADA Upgrades for City Facilities funding is added	25,000
Public Safety Building Standard Allocation funding increases	25,000
Branch Facilities Annual Allocation funding increases	10,000

BUSINESS EQUIPMENT

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

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,559,000	3,227,000	1,668,000

Major Change

Funds are added for the following new projects:

Handheld Parking Enforcement Equipment	107,000
Collaborative Solutions for Workday and Payroll technical support	100,000
Security Enhancements at Recreation and Human Services facilities	50,000

Changes in Existing Projects from 2020-21 CIP:

Land Management funding is added	1,414,000
Video Surveillance Camera Network funding increases	350,000
Police Body Worn Cameras funding shifts to other available resources	-296,000
Network Expansion/Refresh funding is added	150,000
Various changes as planned	-103,000
Data Center Expansion funding is added	100,000
Client Services and Revitalization funding decreases	-100,000
Street Pavement Management System funding is deferred one year	-99,000
Body Camera Infrastructure funding increases	50,000
Printer Consolidation funding is added	50,000
Disaster Recovery funding is deferred one year	-50,000
Information Security funding is deferred one year	-50,000
Public Safety Building and University of Rochester Data Centers modernization funding decreases	-50,000
Camera Network Upgrade funding is added	45,000
Application Upgrades funding is added	25,000
Mobile Device Management funding is eliminated	-25,000
Branch Libraries Equipment funding eliminated due to budget constraints	-20,000
Branch Libraries Furnishings funding is added	10,000
Information Technology Lab Development funding is added	10,000

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, Environmental Services, Finance, Library, Neighborhood and Business Development, and Recreation and Human Services. Motor Equipment for Police, Fire, and Emergency Communications is funded in the Public Safety category.

Year-To-Year Comparison

	2020-21	2021-22	Change
Budget	1,807,000	1,999,000	192,000

Major Change

Changes in Existing Projects from 2020-21 CIP:

Environmental Services/Water fleet funding decreases	-767,000
Environmental Services/Operations fleet funding increases	532,000
Environmental Services/Buildings & Parks fleet funding is added	360,000
Recreation and Human Services fleet funding is added	77,000
Parking fleet funding is deferred one year	-68,000
Various changes as planned	58,000

CAPITAL EXPENSE
CASH CAPITAL
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	0	0	0	0
Other	37,979,000	16,474,600	16,474,600	20,788,000
Total	37,979,000	16,474,600	16,474,600	20,788,000
Appropriation by Activity				
Transportation & Infrastructure	6,806,000	2,510,000	2,510,000	5,602,000
Public Waterfront	155,000	170,000	170,000	15,000
Water System	5,491,000	2,805,000	2,805,000	1,711,000
Public Safety	1,836,000	1,684,100	1,684,100	2,353,000
Parks & Open Space	3,570,000	908,000	908,000	1,784,000
Economic Development	5,585,000	1,792,500	1,792,500	844,000
Arts & Culture	150,000	0	0	236,000
Public Facilities	860,000	50,000	50,000	185,000
Municipal Facilities	7,318,000	3,189,000	3,189,000	2,832,000
Business Equipment	2,869,000	1,559,000	1,559,000	3,227,000
Non-Public Safety Fleet	3,339,000	1,807,000	1,807,000	1,999,000
Total	37,979,000	16,474,600	16,474,600	20,788,000

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

Year-To-Year Comparison

	Budget 2020-21	Budget 2021-22	Change
Serial Bonds	26,351,800	21,586,400	-4,765,400
Bond Anticipation Notes	6,805,000	10,465,000	3,660,000
Total	33,156,800	32,051,400	-1,105,400

Interest Payment consists of annual payments of interest on long−term borrowing (Serial Bonds) and short−term borrowing (Bond Anticipation Notes).

Year-To-Year Comparison

	Budget 2020-21	Budget 2021-22	Change
Serial Bonds	4,531,800	3,560,900	-970,900
Bond Anticipation Notes	1,805,100	1,616,000	-189,100
Total	6,336,900	5,176,900	-1,160,000

The following table illustrates the actual rates on borrowing contracted by the City during 2020-21. Rates vary with the type of borrowing, size of the issue, and general market conditions.

Date	Type of Issue	Interest Rate
August 2020	BAN	2.00; 3.00
March 2021	BAN	1.50

Statement of Indebtedness - June 30, 2021

Category	Bonds	Notes	Total
General	66,774,872	73,855,000	140,629,872
Sewer*	0	0	0
Water	32,437,773	14,992,000	47,429,773
School	87,112,355	51,278,000	138,390,355
School - RJSCB	0	0	0
	186,325,000	140,125,000	326,450,000

Less:	
Items not subject to Constitutional Limit:	
-Sewer (partial)	0
-Water	47,429,773
-School RJSCB	0
Constitutional Debt	279,020,227
Constitutional Debt Limit (equal to 9% of the most recent five year average full assessed value)	665,373,296
Estimated Debt Contracting Margin	386,353,069

Bond Debt to Maturities (Principal, All funds)
As of June 30, 2021

Fiscal Year	City	School	Total
2021-22	21,586,144	14,858,856	36,445,000
2022-23	18,546,131	13,298,869	31,845,000
2023-24	16,430,539	11,429,461	27,860,000
2024-25	13,862,317	7,827,683	21,690,000
2025-26	8,579,672	7,140,328	15,720,000
2026-27	6,772,842	6,522,158	13,295,000
2027-28	4,930,000	5,730,000	10,660,000
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	$99,212,645	$87,112,355	$186,325,000

CAPITAL EXPENSE
DEBT SERVICE
EXPENDITURE SUMMARY

	Actual 2019-20	Estimated 2020-21	Amended 2020-21	Proposed 2021-22
Appropriation by Major Object				
Personnel Expenses	0	0	0	0
Materials & Supplies	0	0	0	0
Services	3,300	2,500	2,500	800
Other	37,531,799	39,491,200	39,535,400	37,227,500
Total	37,535,099	39,493,700	39,537,900	37,228,300
Appropriation by Activity				
Principal Payment	30,376,294	33,156,800	32,945,000	32,051,400
Interest Payment	7,158,805	6,336,900	6,592,900	5,176,900
Total	37,535,099	39,493,700	39,537,900	37,228,300

CAPITAL EXPENSE
CIP DOCUMENT NOTES

This CIP Document Notes section shows two things. First, an errata and addendum section makes corrections to the document published April 28, 2021. 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 2021-22 levels throughout the five-year period. The April 28, 2021 version of the CIP concludes this section of the budget and has been updated to reflect the following Errata and Addendum.

ERRATA & ADDENDUM

Errata & Addendum that follow are changes and corrections that have been made to the April 28, 2021 version of the CIP, all amounts (000s):

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Cobbs Hill Reservoir LT2 Compliance		-2,000	-17,000	2,000	17,000	

CAPITAL EXPENSE
TAX RATES

TAX RATES FOR DEBT SERVICE

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Expense ($000)						
Existing Debt	37,228.3	40,476.2	35,796.9	29,850.5	21,417.0	164,768.9
New Program	0.0	1,920.4	10,176.1	16,749.6	24,025.4	52,871.5
	37,228.3	42,396.6	45,973.0	46,600.1	45,442.4	217,640.4
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	18.9	18.9	18.9	-	-	56.7
CHIPS	3,090.6	3,090.6	3,090.6	3,090.6	3,090.6	15,453.0
Fed. Transportation Reimb.	30.0	30.0	30.0	30.0	30.0	150.0
Enterprise Funds	13,517.5	16,539.0	17,170.5	16,541.3	15,403.4	79,171.7
	20,157.0	23,178.5	23,810.0	23,161.9	22,024.0	112,331.4
Tax Revenue Required ($000)	17,071.3	19,218.1	22,163.0	23,438.2	23,418.4	105,309.0
Tax Reserve	804.4	905.6	1,044.3	1,104.4	1,103.5	5,542.6
Tax Levy Required ($000)	17,875.7	20,123.6	23,207.4	24,542.6	24,521.9	110,851.6
Tax Rate per $1,000 Assessed Value						
Homestead	1.63	1.84	2.12	2.25	2.24	
Non-Homestead	3.48	3.92	4.52	4.78	4.77	

TAX RATES FOR CASH CAPITAL

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Expense ($000)						
General Cash Capital	14,026.0	35,367.0	31,933.0	31,111.0	28,775.0	141,212.0
Animal Cash Capital	3.0	10.0	10.0	10.0	10.0	43.0
Library Cash Capital	742.0	909.0	1,434.0	214.0	224.0	3,523.0
Local Works Cash Capital	2,189.0	5,024.0	5,037.0	7,136.0	6,934.0	26,320.0
Water Cash Capital	2,226.0	7,595.0	6,295.0	6,140.0	6,606.0	28,862.0
War Memorial Cash Capital	65.0	850.0	200.0	540.0	450.0	2,105.0
Parking Cash Capital	107.0	2,577.0	3,782.0	2,359.0	3,280.0	12,105.0
Public Market Cash Capital	54.0	55.0	324.0	2,861.0	59.0	3,353.0
Cemetery Cash Capital	395.0	1,957.0	1,953.0	1,434.0	1,991.0	7,730.0
Refuse Cash Capital	981.0	628.0	1,526.0	3,155.0	3,166.0	9,456.0
	20,788.0	54,972.0	52,494.0	54,960.0	51,495.0	234,709.0
Revenue ($000)						
CHIPS	3,471.0	1,945.0	1,945.0	1,945.0	1,945.0	11,251.0
Traffic Shares	300.0	567.0	1,671.0	1,083.0	689.0	4,310.0
Miscellaneous	440.0	393.0	403.0	415.0	416.0	2,067.0
Enterprise Funds	847.4	847.4	847.4	847.4	847.4	4,237.0
	5,058.4	3,752.4	4,866.4	4,290.4	3,897.4	21,865.0
Tax Revenue Required ($000)	15,729.6	51,219.6	47,627.6	50,669.6	47,597.6	212,844.0
Tax Reserve	741.2	2,413.5	2,244.2	2,387.6	2,242.8	10,029.3
Tax Levy Required ($000)	16,470.8	53,633.1	49,871.8	53,057.2	49,840.4	222,873.3
Tax Rate per $1,000 Assessed Value						
Homestead	1.51	4.91	4.56	4.86	4.56	
Non-Homestead	3.20	10.44	9.70	10.32	9.70	

Capital Improvement Program

2021-22
City of Rochester, New York
April 28, 2021

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)
Miguel Melendez (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
Kristina Heiligenthaler, Principal Staff Assistant, Management & Budget

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INTRODUCTION

CAPITAL EXPENDITURES

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

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

CIP DOCUMENT

This document represents a five-year capital investment program organized in two 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 (E), Arts 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.

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.

FY 2022-26

CAPITAL IMPROVEMENT PROGRAM

SUMMARY BY FUNDING SOURCE (000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
CDBG	3,255	3,255	3,755	2,955	3,055	16,275
Monroe County Traffic	326	567	1,671	1,083	689	4,336
Federal	7,293	8,442	0	360	360	16,455
General Debt	18,986	38,060	42,297	74,064	46,959	220,366
Library Debt	2,000	425	530	2,000	0	4,955
Refuse Debt	8,000	0	0	0	0	8,000
Local Works Debt	1,007	0	0	0	0	1,007
Monroe County	0	2,300	0	3,785	0	6,085
New York State	0	3,500	0	2,500	0	6,000
Parking Debt	0	611	632	845	1,750	3,838
Private	0	0	0	1,500	1,000	2,500
Water Debt	3,861	18,781	15,789	10,835	26,977	76,243
Animal Control Cash Capital	3	10	10	10	10	43
General Cash Capital	13,700	34,800	30,262	30,028	28,086	136,876
Cemetery Cash Capital	395	1,957	1,953	1,434	1,991	7,730
Library Cash Capital	742	909	1,434	214	224	3,523
Local Works Cash Capital	2,189	5,024	5,037	7,136	6,934	26,320
Parking Cash Capital	107	2,577	3,782	2,359	3,280	12,105
Public Market Cash Capital	54	55	324	2,861	59	3,353
Refuse Cash Capital	981	628	1,526	3,155	3,166	9,456
Water Cash Capital	2,226	7,595	6,295	6,140	6,606	28,862
War Memorial Cash Capital	65	850	200	540	450	2,105
Grand Total	*65,190*	*130,346*	*115,497*	*153,804*	*131,596*	*596,433*

FY 2022-26

CAPITAL IMPROVEMENT PROGRAM

Category Summary

		2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Arts & Culture							
General Cash Capital		236	150	150	150	150	*836*
Arts & Culture	Total	*236*	*150*	*150*	*150*	*150*	*836*
Business Equipment							
Cemetery Cash Capital		45	45	45	45	45	*225*
General Cash Capital		2,629	4,055	2,452	2,058	2,214	*13,408*
Library Cash Capital		60	67	32	34	74	*267*
Local Works Cash Capital		27	27	28	28	29	*139*
Parking Cash Capital		107	0	0	0	0	*107*
Refuse Cash Capital		265	271	277	283	289	*1,385*
Water Cash Capital		94	107	111	113	118	*543*
Business Equipment	Total	*3,227*	*4,572*	*2,945*	*2,561*	*2,769*	*16,074*
Economic Development							
CDBG		1,800	1,800	1,800	1,800	1,800	*9,000*
Federal		1,500	0	0	0	0	*1,500*
General Cash Capital		844	4,634	4,318	4,375	4,340	*18,511*
General Debt		1,900	4,410	2,300	1,900	500	*11,010*
Monroe County Traffic		0	0	0	105	0	*105*
Water Cash Capital		0	0	0	105	0	*105*
Water Debt		0	0	0	50	0	*50*
Economic Development	Total	*6,044*	*10,844*	*8,418*	*8,335*	*6,640*	*40,281*

Category Summary 2022-26 CIP		2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Municipal Facilities							
General Cash Capital		1,718	5,882	2,409	3,459	2,196	*15,664*
General Debt		628	8,646	9,838	4,046	6,268	*29,426*
Library Cash Capital		682	842	1,402	150	150	*3,226*
Library Debt		2,000	425	530	2,000	0	*4,955*
Local Works Cash Capital		176	87	88	357	313	*1,021*
New York State		0	0	0	1,500	0	*1,500*
Parking Cash Capital		0	2,531	3,748	2,324	3,280	*11,883*
Parking Debt		0	611	632	845	1,750	*3,838*
Private		0	0	0	1,500	1,000	*2,500*
Refuse Cash Capital		236	87	88	357	313	*1,081*
Refuse Debt		8,000	0	0	0	0	*8,000*
Water Cash Capital		20	858	20	20	20	*938*
Municipal Facilities	Total	*13,460*	*19,969*	*18,755*	*16,558*	*15,290*	*84,032*
Non-Public Safety Fleet							
Cemetery Cash Capital		0	184	104	139	281	*708*
General Cash Capital		437	2,400	1,904	2,659	1,441	*8,841*
Library Cash Capital		0	0	0	30	0	*30*
Local Works Cash Capital		958	1,179	1,078	2,798	2,520	*8,533*
Parking Cash Capital		0	46	34	35	0	*115*
Public Market Cash Capital		0	0	18	53	0	*71*
Refuse Cash Capital		480	270	1,161	2,515	2,564	*6,990*
War Memorial Cash Capital		0	0	0	90	0	*90*
Water Cash Capital		124	404	370	103	640	*1,641*
Non-Public Safety Fleet	Total	*1,999*	*4,483*	*4,669*	*8,422*	*7,446*	*27,019*

Category Summary 2022-26 CIP		2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parks and Open Space							
CDBG		1,000	1,000	1,500	700	800	*5,000*
Cemetery Cash Capital		350	1,728	1,804	1,250	1,665	*6,797*
General Cash Capital		1,380	3,713	4,810	3,984	2,901	*16,788*
General Debt		3,070	2,575	4,070	20,100	8,140	*37,955*
New York State		0	0	0	1,000	0	*1,000*
Public Market Cash Capital		54	55	306	2,808	59	*3,282*
Parks and Open Space	Total	*5,854*	*9,071*	*12,490*	*29,842*	*13,565*	*70,822*
Public Facilities							
Federal		2,219	0	0	0	0	*2,219*
General Cash Capital		120	532	1,122	251	252	*2,277*
General Debt		0	886	1,172	0	316	*2,374*
War Memorial Cash Capital		65	850	200	450	450	*2,015*
Public Facilities	Total	*2,404*	*2,268*	*2,494*	*701*	*1,018*	*8,885*
Public Safety							
Animal Control Cash Capital		3	10	10	10	10	*43*
CDBG		55	55	55	55	55	*275*
General Cash Capital		2,350	6,484	7,351	7,035	9,531	*32,751*
General Debt		2,492	0	0	0	0	*2,492*
Public Safety	Total	*4,900*	*6,549*	*7,416*	*7,100*	*9,596*	*35,561*
Public Waterfront							
General Cash Capital		15	1,208	577	305	105	*2,210*
General Debt		1,281	1,200	0	20,000	0	*22,481*
New York State		0	3,500	0	0	0	*3,500*
Public Waterfront	Total	*1,296*	*5,908*	*577*	*20,305*	*105*	*28,191*

Category Summary 2022-26 CIP		2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Transportation & Infrastructure							
CDBG		400	400	400	400	400	*2,000*
Federal		9	8,442	0	360	360	*9,171*
General Cash Capital		3,971	5,742	5,169	5,752	4,956	*25,590*
General Debt		9,615	20,343	24,917	28,018	31,735	*114,628*
Local Works Cash Capital		1,028	3,731	3,843	3,953	4,072	*16,627*
Local Works Debt		1,007	0	0	0	0	*1,007*
Monroe County		0	2,300	0	3,785	0	*6,085*
Monroe County Traffic		326	567	1,671	978	689	*4,231*
Water Cash Capital		277	493	366	274	228	*1,638*
Water Debt		2,008	2,607	1,987	3,977	3,815	*14,394*
Transportation &	Total	*18,641*	*44,625*	*38,353*	*47,497*	*46,255*	*195,371*
Water System							
Federal		3,565	0	0	0	0	*3,565*
Water Cash Capital		1,711	5,733	5,428	5,525	5,600	*23,997*
Water Debt		1,853	16,174	13,802	6,808	23,162	*61,799*
Water System	Total	*7,129*	*21,907*	*19,230*	*12,333*	*28,762*	*89,361*
	Grand Total	65,190	130,346	115,497	153,804	131,596	596,433

FY 2022-26

CAPITAL IMPROVEMENT PROGRAM

Department Summary

		2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Administration							
General Cash Capital		336	283	150	150	150	*1,069*
Administration	Total	*336*	*283*	*150*	*150*	*150*	*1,069*
Administration - Project Management Office							
General Cash Capital		0	690	0	0	0	*690*
Administration - Project	Total	*0*	*690*	*0*	*0*	*0*	*690*
Emergency Communications							
General Cash Capital		20	70	35	35	35	*195*
Emergency Communications	Total	*20*	*70*	*35*	*35*	*35*	*195*

Department Summary 2022-26 CIP		2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Environmental Services							
CDBG		400	400	400	400	400	*2,000*
Cemetery Cash Capital		395	1,957	1,953	1,434	1,991	*7,730*
Federal		5,793	8,442	0	360	360	*14,955*
General Cash Capital		7,770	19,412	16,211	15,490	11,440	*70,323*
General Debt		16,494	33,410	39,997	73,564	44,759	*208,224*
Library Cash Capital		542	700	1,256	30	0	*2,528*
Library Debt		2,000	425	530	2,000	0	*4,955*
Local Works Cash Capital		2,189	5,024	5,037	7,136	6,934	*26,320*
Local Works Debt		1,007	0	0	0	0	*1,007*
Monroe County		0	2,300	0	3,785	0	*6,085*
Monroe County Traffic		326	567	1,671	1,083	689	*4,336*
New York State		0	3,500	0	2,500	0	*6,000*
Parking Cash Capital		0	2,577	2,632	2,359	3,280	*10,848*
Parking Debt		0	611	632	845	1,750	*3,838*
Private		0	0	0	1,500	0	*1,500*
Public Market Cash Capital		0	0	18	53	0	*71*
Refuse Cash Capital		981	628	1,526	3,155	3,166	*9,456*
Refuse Debt		8,000	0	0	0	0	*8,000*
War Memorial Cash Capital		65	850	200	540	450	*2,105*
Water Cash Capital		2,216	7,595	6,295	6,140	6,606	*28,852*
Water Debt		3,861	18,781	15,789	10,835	26,977	*76,243*
Environmental Services	Total	*52,039*	*107,179*	*94,147*	*133,209*	*108,802*	*495,376*
Fire							
CDBG		55	55	55	55	55	*275*
General Cash Capital		2,034	3,353	4,252	3,936	6,432	*20,007*
General Debt		1,192	0	0	0	0	*1,192*
Fire	Total	*3,281*	*3,408*	*4,307*	*3,991*	*6,487*	*21,474*

Department Summary 2022-26 CIP		2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Information Technology							
General Cash Capital		1,010	2,425	1,675	1,775	1,925	*8,810*
Parking Cash Capital		107	0	1,150	0	0	*1,257*
Water Cash Capital		10	0	0	0	0	*10*
Information Technology	Total	*1,127*	*2,425*	*2,825*	*1,775*	*1,925*	*10,077*
Library							
Library Cash Capital		200	209	178	184	224	*995*
Library	Total	*200*	*209*	*178*	*184*	*224*	*995*
Neighborhood & Business Development							
CDBG		1,800	1,800	1,800	1,800	1,800	*9,000*
Federal		1,500	0	0	0	0	*1,500*
General Cash Capital		1,764	3,835	3,585	3,585	3,585	*16,354*
General Debt		0	2,500	2,300	500	500	*5,800*
Neighborhood & Business	Total	*5,064*	*8,135*	*7,685*	*5,885*	*5,885*	*32,654*
Police							
Animal Control Cash Capital		3	10	10	10	10	*43*
General Cash Capital		316	3,134	3,134	3,134	3,134	*12,852*
General Debt		1,300	0	0	0	1,700	*3,000*
Private		0	0	0	0	1,000	*1,000*
Police	Total	*1,619*	*3,144*	*3,144*	*3,144*	*5,844*	*16,895*
Recreation & Human Services							
CDBG		1,000	1,000	1,500	700	800	*5,000*
General Cash Capital		450	1,598	1,220	1,923	1,385	*6,576*
General Debt		0	2,150	0	0	0	*2,150*
Public Market Cash Capital		54	55	306	2,808	59	*3,282*
Recreation & Human Services	Total	*1,504*	*4,803*	*3,026*	*5,431*	*2,244*	*17,008*
	Grand Total	65,190	130,346	115,497	153,804	131,596	596,433

TRANSPORTATION

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

New Projects

T-1 Arterial Improvements

- East Henrietta Road & Westfall Road project added.
- South Goodman Street project added.

T-2 Street Rehabilitation

- Bay/Joseph/Norton Streets project added
- Densmore Street Group project added.
- Emerson Street/Lee Road/Lexington Avenue project added.
- Grape and Walnut Streets project added.
- Jay, Smith, and S. Vincent Streets project added.
- Jewel Street Group project added.
- Parsells Avenue project added.
- West Avenue project added.

T-4 Traffic

- Parking and Miscellaneous Traffic Control Sign Replacement funding added.

T-7 Bridges and Structures

- Running Track Bridge project is added.

Project Changes

T-2 Street Rehabilitation

- Brown’s Race project shifts to 2022-23.

T-4 Traffic

- Traffic Calming & Safety Improvements deferred to 2022-23.

T-5 Sidewalk Maintenance

- Sidewalk Ramp Installation deferred to 2022-23.

T-6 Street Lighting System

- ❑ LED Installation and Pole Replacement & Street Lighting Standard Allocation deferred to 2022-23.

T-7 Bridges and Structures

- ❑ Pont-de Rennes Rehabilitation shifts to 2022-23 in conjunction with Brown's Race project.

T-1 Arterial Improvements

131K Broadway — South Union to South Goodman

This project involves the reconstruction of Broadway St. and Union St., installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements. This road is an arterial highway in the City of Rochester and is eligible for County funding under section 131-k of the Highway Law.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	585	0	0	0	585
General Debt	0	0	0	3,000	0	3,000
Monroe County	0	215	0	3,785	0	4,000
Water Cash Capital	0	105	0	0	0	105
Water Debt	0	0	0	880	0	880
	0	905	0	7,665	0	8,570

131K North Goodman Street — Bay Street to Clifford Avenue

This project involves the reconstruction of North Goodman Street from Bay to Clifford, installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	2,000	0	0	0	2,000
Monroe County	0	2,085	0	0	0	2,085
Water Debt	0	805	0	0	0	805
	0	4,890	0	0	0	4,890

Dewey Avenue — Felix Street to Emerson Street

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	425	0	325	0	0	750
General Debt	0	0	4,200	0	0	4,200
Monroe County Traffic	70	0	700	0	0	770
Water Cash Capital	40	0	0	0	0	40
Water Debt	0	0	375	0	0	375
	535	0	5,600	0	0	6,135

East Henrietta Road & Westfall Road

Pavement reconstruction, new curbing, sidewalks, driveway aprons, catch basins, and other related street improvements. (East Henrietta Road from Westfall Road to South Ave & Westfall Road from Mt Hope Ave to East Henrietta Road)

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	375	0	375
Monroe County Traffic	0	0	0	15	0	15
Water Cash Capital	0	0	0	70	0	70
	0	0	0	460	0	460

Genesee Street — Elmwood to Brooks

This project involves the reconstruction of Genesee Street - installation of curbs, sidewalks, landscaping and street lighting, and drainage and water improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Federal	9	3,873	0	0	0	3,882
General Cash Capital	100	0	0	0	0	100
General Debt	0	1,250	0	0	0	1,250
Monroe County Traffic	25	245	0	0	0	270
Water Cash Capital	75	0	0	0	0	75
Water Debt	0	725	0	0	0	725
	209	6,093	0	0	0	6,302

South Goodman Street — Elmwood Avenue to Highland Parkway

Pavement reconstruction and other related street improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	425	0	0	425
General Debt	0	0	0	0	4,100	4,100
Monroe County Traffic	0	0	25	0	260	285
Water Cash Capital	0	0	1	0	11	12
	0	0	451	0	4,371	4,822

State Street — Basin Street to Inner Loop

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Monroe County Traffic	65	0	0	0	0	65
Water Debt	740	0	0	0	0	740
	805	0	0	0	0	805

Street Planning & Design

Staff time for design and construction of street improvement program.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	200	200	200	200	200	1,000
Water Cash Capital	77	77	77	77	77	385
	277	277	277	277	277	1,385

T-2 Street Rehabilitation

Arnett Boulevard — Thurston Road to Genesee Park Boulevard

Street rehabilitation including new pavement surface, new curbing, spot sidewalk replacement, and other associated work.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	200	0	0	0	0	200
General Debt	0	0	2,025	0	0	2,025
Water Cash Capital	20	0	0	0	0	20
Water Debt	0	0	200	0	0	200
	220	0	2,225	0	0	2,445

Atlantic Avenue — University Ave. to Railroad Bridge

Street reconstruction from Merriman Street to Railroad Bridge including new curbing, sidewalk, water main and services, hydrants, receiving basins, street lighting and tree plantings. Milling and resurfacing from University Avenue to Merriman Street including water main and services.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	350	0	0	350
General Debt	0	0	0	0	3,475	3,475
Monroe County Traffic	0	0	15	0	150	165
Water Cash Capital	0	0	130	0	0	130
Water Debt	0	0	0	0	1,350	1,350
	0	0	495	0	4,975	5,470

Bay Street/Joseph Avenue/Norton Street

Pavement milling and resurfacing, spot curb and sidewalk replacement, and other related street improvements. (Bay Street - Portland Ave to North Goodman St; Joseph Ave - Pardee Street to Norton St; Norton Street - Hudson Ave to Portland Ave

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	350	0	350
General Debt	0	0	0	0	3,550	3,550
Water Cash Capital	0	0	0	20	0	20
Water Debt	0	0	0	0	290	290
	0	0	0	370	3,840	4,210

Brown's Race

Replace failed underdrain system, remove and reset existing pavers, replace damaged and missing bollards and light fixtures, and other associated work

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	900	0	0	0	900
	0	900	0	0	0	900

Densmore Street Group

Street rehabilitation including pavement milling and resurfacing, installation of curbs and sidewalks, replacement of driveway aprons, spot sidewalk replacement, and other related street improvements. (Densmore Street - Waring Rd to Culver Rd; Bleaker Road - Densmore Rd to Norton St; Costich Road - Bleaker Rd to Culver Rd; Crossfield Road - Waring Rd to Norton St)

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	450	450
Water Cash Capital	0	0	0	0	45	45
	0	0	0	0	495	495

Emerson Street/Lee Road/Lexington Ave.

Pavement milling and resurfacing, spot curb and sidewalk replacement, and other related street improvements. (Emerson Street - Mt Read Blvd to Lee Road; Lee Road - City Line/Trolley Boulevard to City Line/Lexington Ave; Lexington Ave - Curlew Street to Lee Road)

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	450	450
Water Cash Capital	0	0	0	0	20	20
	0	0	0	0	470	470

Genesee Park Boulevard — Brooks Avenue to Genesee Street

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	970	0	0	0	970
General Debt	0	0	0	9,700	0	9,700
Monroe County Traffic	0	80	0	800	0	880
Water Cash Capital	0	130	0	0	0	130
Water Debt	0	0	0	1,300	0	1,300
	0	1,180	0	11,800	0	12,980

Gibbs Street and Swan Street — East Avenue to East Main Street

Pavement, new curbing, sidewalks, driveway aprons, catch basins, and other related street improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	65	0	2,850	0	0	2,915
Monroe County Traffic	10	0	130	0	0	140
Water Cash Capital	15	0	0	0	0	15
	90	0	2,980	0	0	3,070

Grape Street and Walnut Street

Street rehabilitation including pavement milling and resurfacing, replacement of curbs and driveway aprons, spot sidewalk replacement, and other related street improvements. (Grape Street - Campbell Street to W Broad St; Walnut Street - Campbell Street to W Broad Street)

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	300	0	300
Water Cash Capital	0	0	0	35	0	35
	0	0	0	335	0	335

Jay Street, Smith Street and South Vincent Street

Jay - West Broad to State; Smith - State to Smith Street Bridge; South Vincent – State to Bausch

Pavement milling and resurfacing, spot curb and sidewalk replacement, and other related street improvements. South Vincent Street will be reconstructed with new curbs and sidewalks, and other related street improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	275	275
Monroe County Traffic	0	0	0	0	20	20
Water Cash Capital	0	0	0	0	3	3
	0	0	0	0	298	298

Jewel Street Group

Street rehabilitation including pavement milling and resurfacing, replacement of curbs and driveway aprons, spot sidewalk replacement, and other related street improvements. (Beach Street - St Paul St to Jewel Street; Cutler Street - Jewel Street to Conkey Ave; Jewel St - Norton St to Saranac St)

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	225	0	0	225
General Debt	0	0	0	0	2,075	2,075
Water Cash Capital	0	0	45	0	0	45
Water Debt	0	0	0	0	450	450
	0	0	270	0	2,525	2,795

Milling & Resurfacing Program

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	1,826	625	650	675	700	4,476
General Debt	3,300	3,975	4,100	4,223	4,350	19,948
Monroe County Traffic	76	78	80	82	84	400
Water Cash Capital	15	16	17	18	19	85
Water Debt	250	260	270	280	290	1,350
	5,467	4,954	5,117	5,278	5,443	26,259

Parsells Avenue — Webster Avenue to Culver Road

Pavement milling and resurfacing, spot curb and sidewalk replacement, and other related street improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	450	0	450
Water Cash Capital	0	0	0	2	0	2
	0	0	0	452	0	452

Pavement Preventive

Milling and resurfacing pavement depth, spot curb improvements, spot sidewalk improvements inclusive of brick pavers, improve the crosswalks, improve existing receiving basins, and adjust water valves.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Federal	0	4,569	0	360	360	5,289
General Cash Capital	0	265	0	90	90	445
General Debt	0	2,025	0	0	0	2,025
Monroe County Traffic	0	100	0	10	10	120
Water Cash Capital	0	65	0	10	10	85
	0	7,024	0	470	470	7,964

Residential Street Rehabilitation

Street reconstruction and rehabilitation, new curbs, sidewalks, water, receiving basins, and street lighting improvements for residential streets.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
CDBG	400	400	400	400	400	2,000
General Cash Capital	300	625	650	675	700	2,950
General Debt	3,300	3,963	4,082	4,205	4,330	19,880
Monroe County Traffic	62	64	66	68	70	330
Water Cash Capital	35	36	37	38	39	185
Water Debt	793	817	842	867	895	4,214
	4,890	5,905	6,077	6,253	6,434	29,559

Seneca Avenue — Norton Street to E. Ridge Road

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	180	0	0	0	0	180
General Debt	0	0	5,850	0	0	5,850
Monroe County Traffic	15	0	645	0	0	660
Water Debt	0	0	300	0	0	300
	195	0	6,795	0	0	6,990

South Avenue & Stone Street

Street rehabilitation including pavement milling and resurfacing, replacement of curbs and driveway aprons, spot sidewalk replacement, and other related street improvements. (South Ave - East Main St to Woodbury Boulevard; Stone Street - East Main Street to East Broad Street)

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	550	0	0	0	550
General Debt	0	0	0	5,050	0	5,050
Monroe County Traffic	0	0	0	3	0	3
Water Cash Capital	0	60	0	0	0	60
Water Debt	0	0	0	650	0	650
	0	610	0	5,703	0	6,313

Weaver Street — Remington Street to Hudson Avenue

Street rehabilitation, new curbing, catch basins, sidewalks, and street lighting upgrades.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	2,750	0	0	0	0	2,750
Monroe County Traffic	3	0	0	0	0	3
Water Debt	225	0	0	0	0	225
	2,978	0	0	0	0	2,978

West Avenue — Buffalo Road to Cairn Street

Pavement reconstruction, new curbing, sidewalks, driveway aprons, catch basins, and other related street improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	375	0	0	375
General Debt	0	0	0	0	3,525	3,525
Monroe County Traffic	0	0	10	0	95	105
Water Cash Capital	0	0	55	0	0	55
Water Debt	0	0	0	0	540	540
	0	0	440	0	4,160	4,600

T-3 Street Surface Treatment

Street Treatment

Rehabilitation of residential, collector, and arterial streets. This includes Chip & Seal Materials, arterial/collector crack fill, and asphalt overlay materials for spot treatment.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	150	285	293	306	315	1,349
General Debt	0	1,030	1,060	1,090	1,125	4,305
	150	1,315	1,353	1,396	1,440	5,654

T-4 Traffic

Parking and Miscellaneous Traffic Control Sign Replacement

Replacement of missing and damaged traffic control and parking signs throughout the city

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	190	195	200	205	840
	50	190	195	200	205	840

Traffic Calming & Safety Improvements

Design and construction of features that improve conditions for non-motorized street users such as speed humps, bump-outs, medians, striping, etc.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	232	238	245	252	967
	0	232	238	245	252	967

T-5 Sidewalk Maintenance

Hazardous Sidewalk Remediation

Replacing hazardous sidewalks throughout the City. Other sidewalk work is performed in conjunction with a number of the street programs referenced in this document.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Local Works Cash Capital	842	3,184	3,285	3,384	3,491	14,186
Local Works Debt	1,007	0	0	0	0	1,007
	1,849	3,184	3,285	3,384	3,491	15,193

Hazardous Sidewalk Remediation Staff

Staff time for sidewalk repairs done by in-house staff

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Local Works Cash Capital	186	186	186	186	186	930
	186	186	186	186	186	930

Sidewalk Ramp Installation Standard Allocation

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Local Works Cash Capital	0	361	372	383	395	1,511
Water Cash Capital	0	4	4	4	4	16
	0	365	376	387	399	1,527

T-6 Street Lighting System

LED Installation and Pole Replacement

Residential fixtures and poles.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	750	750	750	750	3,000
	0	750	750	750	750	3,000

Project Uplift

Enhanced street lighting where improvements will add to public safety.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	40	90	93	96	99	418
	40	90	93	96	99	418

Street Lighting — Standard Allocation

Replacement, upgrades and improvement of poles and luminaries.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	155	160	170	180	665
	0	155	160	170	180	665

Street Lighting - Street Improvement projects

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	200	200	200	200	800
General Debt	200	0	0	0	0	200
	200	200	200	200	200	1,000

T-7 Bridges and Structures

Bridges — Standard Allocation

Improvements to selected bridges including design services.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	500	770	790	815	840	3,715
	500	770	790	815	840	3,715

Pont-de Rennes Rehabilitation

Bridge rehabilitation to extend the structural life of the bridge and provide a holistic revitalization as a part of the ROC the Riverway Initiative

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	4,450	0	0	0	4,450
	0	4,450	0	0	0	4,450

Running Track Bridge

Structure is being stabilized in 2020-2021; this phase will be conversion to a pedestrian bridge.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	605	0	605
General Debt	0	0	0	0	4,455	4,455
	0	0	0	605	4,455	5,060

Summary of Funding by Program: Transportation

		2021-22	2022-23	2023-24	2024-25	2025-26	Total
T-1	**Arterial Improvements**						
	Federal	9	3,873	0	0	0	3,882
	General Cash Capital	725	785	950	575	200	3,235
	General Debt	0	3,250	4,200	3,000	4,100	14,550
	Monroe County	0	2,300	0	3,785	0	6,085
	Monroe County Traffic	160	245	725	15	260	1,405
	Water Cash Capital	192	182	78	147	88	687
	Water Debt	740	1,530	375	880	0	3,525
		1,826	12,165	6,328	8,402	4,648	33,369
T-2	**Street Rehabilitation**						
	CDBG	400	400	400	400	400	2,000
	Federal	0	4,569	0	360	360	5,289
	General Cash Capital	2,506	3,035	2,250	2,540	2,665	12,996
	General Debt	9,415	10,863	18,907	23,178	21,305	83,668
	Monroe County Traffic	166	322	946	963	429	2,826
	Water Cash Capital	85	307	284	123	136	935
	Water Debt	1,268	1,077	1,612	3,097	3,815	10,869
		13,840	20,573	24,399	30,661	29,110	118,583
T-3	**Street Surface Treatment**						
	General Cash Capital	150	285	293	306	315	1,349
	General Debt	0	1,030	1,060	1,090	1,125	4,305
		150	1,315	1,353	1,396	1,440	5,654
T-4	**Traffic**						
	General Cash Capital	50	422	433	445	457	1,807
		50	422	433	445	457	1,807

		2021-22	2022-23	2023-24	2024-25	2025-26	Total
T-5	**Sidewalk Maintenance**						
	Local Works Cash Cap	1,028	3,731	3,843	3,953	4,072	16,627
	Local Works Debt	1,007	0	0	0	0	1,007
	Water Cash Capital	0	4	4	4	4	16
		2,035	3,735	3,847	3,957	4,076	17,650
T-6	**Street Lighting System**						
	General Cash Capital	40	445	453	466	479	1,883
	General Debt	200	750	750	750	750	3,200
		240	1,195	1,203	1,216	1,229	5,083
T-7	**Bridges and Structures**						
	General Cash Capital	500	770	790	1,420	840	4,320
	General Debt	0	4,450	0	0	4,455	8,905
		500	5,220	790	1,420	5,295	13,225

TRANSPORTATION TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
CDBG	400	400	400	400	400	2,000
Federal	9	8,442	0	360	360	9,171
General Cash Capital	3,971	5,742	5,169	5,752	4,956	25,590
General Debt	9,615	20,343	24,917	28,018	31,735	114,628
Local Works Cash Capital	1,028	3,731	3,843	3,953	4,072	16,627
Local Works Debt	1,007	0	0	0	0	1,007
Monroe County	0	2,300	0	3,785	0	6,085
Monroe County Traffic	326	567	1,671	978	689	4,231
Water Cash Capital	277	493	366	274	228	1,638
Water Debt	2,008	2,607	1,987	3,977	3,815	14,394
	18,641	44,625	38,353	47,497	46,255	195,371

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.

Project Changes

O-1 Port of Rochester

- ❑ Port Infrastructure Roads funding deferred to 2022-23.
- ❑ Port of Rochester Terminal Building general rehab funding deferred to 2022-23.
- ❑ River Street Marina Facilities deferred to 2023-24.

O-3 Genesee River

- ❑ West River Wall Phase III is deferred to 2022-23.

O-1 Port of Rochester

Harbor Management Plan

Dredging at the port along dock wall and marina entrance

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	18	0	0	0	18
	0	18	0	0	0	18

Marina Facilities

Improvements and rehabilitation.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	15	15	15	15	15	75
	15	15	15	15	15	75

Port Infrastructure Roads

Upkeep of public ROW in port area, includes trails and public space.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	25	25	25	25	100
	0	25	25	25	25	100

River Street Marina Facilities

Maintenance road/infrastructure work around the Marina.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	15	15	15	45
	0	0	15	15	15	45

River Street Roadway & Trail Connector

River Street extension and trail construction.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	1,000	0	0	0	0	1,000
	1,000	0	0	0	0	1,000

William A. Johnson Jr. Port of Rochester Terminal Building

General improvements, rehabilitation/renovation at Port Terminal Building.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

William A. Johnson Jr. Port of Rochester Terminal Building Roof

Roof restoration and replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	281	0	0	0	0	281
	281	0	0	0	0	281

O-2 Lake Ontario

Durand Eastman Park Beach House

Construction of a beach house at Durand Eastman Park Beach to include restrooms, changing rooms, first aid and lifeguard facilities.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	1,200	0	0	0	1,200
New York State	0	3,500	0	0	0	3,500
	0	4,700	0	0	0	4,700

O-3 Genesee River

Genesee Gateway Park Master Plan Implementation

Erie Harbor Phase 3

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	200	0	200
	0	0	0	200	0	200

West River Wall Phase III

Improvements to south wall segment along the west bank of the Genesee River from Ford Street to Utica Place.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	1,100	0	0	0	1,100
General Debt	0	0	0	20,000	0	20,000
	0	1,100	0	20,000	0	21,100

O-6 Transient Marina Development

Transient Marina Facilities Phase II

Design and construction.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	472	0	0	472
	0	0	472	0	0	472

Summary of Funding by Program: Public Waterfront

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
O-1 Port of Rochester						
General Cash Capital	15	108	105	105	105	438
General Debt	1,281	0	0	0	0	1,281
	1,296	108	105	105	105	1,719
O-2 Lake Ontario						
General Debt	0	1,200	0	0	0	1,200
New York State	0	3,500	0	0	0	3,500
	0	4,700	0	0	0	4,700
O-3 Genesee River						
General Cash Capital	0	1,100	0	200	0	1,300
General Debt	0	0	0	20,000	0	20,000
	0	1,100	0	20,200	0	21,300
O-6 Transient Marina Development						
General Cash Capital	0	0	472	0	0	472
	0	0	472	0	0	472

PUBLIC WATERFRONT TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
General Cash Capital	15	1,208	577	305	105	2,210
General Debt	1,281	1,200	0	20,000	0	22,481
New York State	0	3,500	0	0	0	3,500
	1,296	5,908	577	20,305	105	28,191

WATER SYSTEM

The Water System category includes projects designed to provide a safe source of water to its users. Additional water distribution system improvements are made in conjunction with the street projects in the Transportation and Economic Development categories.

New Projects

W-2 Water Supply Structures

- Water Treatment Plant Filter Rehabilitation is added in 2025-26.

Project Changes

W-1 Distribution System

- Lead Service Replacement program shifts to federal stimulus funding in 2021-22.

W-2 Water Supply Structures

- Cobbs Hill Fence Rehabilitation project deferred to 2022-23 and 2023-24.
- Cobbs Hill Reservoir LT2 Compliance is deferred to 2024-25 and 2025-26.
- Conduit Modernization is deferred to 2022-23 and 2023-24.
- Filtration Plant and Related Renovations funding is deferred to 2022-23.

W-1 Distribution System

Distribution System Water Main Renewal

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	360	934	1,013	1,093	1,128	4,528
Water Debt	1,853	1,445	1,539	1,636	1,688	8,161
	2,213	2,379	2,552	2,729	2,816	12,689

Holly System

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	146	151	156	161	614
	0	146	151	156	161	614

Hydrant and Valve Replacement Program

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	596	615	635	656	676	3,178
	596	615	635	656	676	3,178

Lead Service Replacement — American Rescue Plan

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Federal	3,565	0	0	0	0	3,565
Water Cash Capital	0	1,500	1,500	1,500	1,548	6,048
Water Debt	0	3,099	3,136	3,172	3,274	12,681
	3,565	4,599	4,636	4,672	4,822	22,294

Water Meter Replacement Program

Replacement and modernization of water meters.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	546	869	897	750	774	3,836
	546	869	897	750	774	3,836

Water Security

Securing Water facilities by facility upgrade and access control.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	94	97	100	103	106	500
	94	97	100	103	106	500

W-2 Water Supply Structures

Cobbs Hill Fence Rehabilitation

Project involves recoating the wrought iron Cobbs Hill Reservoir fence that surrounds the perimeter of the reservoir. We anticipate the need to remove the fence and relocate individual sections to an off-site location for sandblasting, cleaning and repainting.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	60	0	0	0	60
Water Debt	0	0	1,000	0	0	1,000
	0	60	1,000	0	0	1,060

Cobbs Hill Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Debt	0	0	0	2,000	17,000	19,000
	0	0	0	2,000	17,000	19,000

Conduit Modernization

Modernization of City's water supply system.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Debt	0	930	8,127	0	0	9,057
	0	930	8,127	0	0	9,057

Conduit Valve & Vault Rehabilitation

Funding to support the replacement of valves and vaults.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	137	142	146	151	576
	0	137	142	146	151	576

Filtration Plant and Related Renovations

Improvements to the sites, structures and systems comprising the filtration complex. Funding provides for backwash improvement and mixer replacement. General improvement is included as is the installation of sidewalks.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	500	500	516	533	2,049
	0	500	500	516	533	2,049

Filtration Plant Small Equipment Replacement

Annual allocation for small equipment

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	50	107	110	113	118	498
	50	107	110	113	118	498

Highland Reservoir LT2 Compliance

Bring the reservoir in compliance with Federal regulations enacted in December 2005.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Debt	0	10,700	0	0	0	10,700
	0	10,700	0	0	0	10,700

Holly Station Related Renovations

Periodic upgrades to the station's equipment

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	0	0	100	0	100
	0	0	0	100	0	100

Laboratory and SCADA Equipment

Equipment, supplies, and agreements in conformance with accreditation standards

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	65	67	69	71	74	346
	65	67	69	71	74	346

Reservoir Facilities

Annual allocation for upkeep of three reservoirs and Gatehouse facilities

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	55	57	59	60	231
	0	55	57	59	60	231

Upland Bridge Rehabilitation

Improvements to the bridges at Hemlock and Canadice

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	400	0	0	0	400
	0	400	0	0	0	400

Upland Structures

Improvements to the sites, structures and systems.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	246	254	262	271	1,033
	0	246	254	262	271	1,033

Water Treatment Plant Filter Rehabilitation

Rehabilitation to the water treatment plant's filter beds. Replace the underdrain and media.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Debt	0	0	0	0	1,200	1,200
	0	0	0	0	1,200	1,200

Summary of Funding by Program: Water System

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
W-1 Distribution System						
Federal	3,565	0	0	0	0	3,565
Water Cash Capital	1,596	4,161	4,296	4,258	4,393	18,704
Water Debt	1,853	4,544	4,675	4,808	4,962	20,842
	7,014	8,705	8,971	9,066	9,355	43,111
W-2 Water Supply Structures						
Water Cash Capital	115	1,572	1,132	1,267	1,207	5,293
Water Debt	0	11,630	9,127	2,000	18,200	40,957
	115	13,202	0,259	3,267	9,407	46,250

WATER SYSTEM TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Federal	3,565	0	0	0	0	3,565
Water Cash Capital	1,711	5,733	5,428	5,525	5,600	23,997
Water Debt	1,853	16,174	13,802	6,808	23,162	61,799
	7,129	21,907	19,230	12,333	28,762	89,361

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-8 Emergency Communications Equipment

- ❑ Funding for Emergency Communications Motor Equipment fleet replacement is added.

Project Changes

P-3 Small Equipment

- ❑ Police Patrol Rifles is deferred to 2022-23.

P-1 Apparatus

Fire Fighting Apparatus

Scheduled replacement of fire fighting apparatus.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	1,254	2,046	1,571	4,030	8,901
General Debt	1,192	0	0	0	0	1,192
	1,192	1,254	2,046	1,571	4,030	10,093

P-3 Small Equipment

Animal Services Equipment

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Animal Control Cash Capital	3	10	10	10	10	43
	3	10	10	10	10	43

Firehouse Equipment

Small equipment needs for fire facilities.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	100	100	100	100	450
	50	100	100	100	100	450

Police Equipment

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	235	435	435	435	435	1,975
	235	435	435	435	435	1,975

Police Patrol Rifles

Police rifles

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	8	8	8	8	32
	0	8	8	8	8	32

Police Tasers

Five year replacement cycle

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	81	81	81	81	81	405
	81	81	81	81	81	405

SCBA Replacement

Firefighter self contained breathing apparatus replacement and parts for improvement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	100	100	100	100	500
	100	100	100	100	100	500

Small Equipment - RFD

Scheduled replacement and new purchase of fire suppression equipment.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	868	500	515	530	545	2,958
	868	500	515	530	545	2,958

Small Equipment Detectors - RFD

Scheduled replacement and new purchase of smoke and CO detectors.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
CDBG	55	55	55	55	55	275
	55	55	55	55	55	275

Turnout Gear

An allocation for the provision of fire fighting apparel.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	897	1,100	1,200	1,300	1,400	5,897
	897	1,100	1,200	1,300	1,400	5,897

P-6 Fire Motor Equipment

Cars, Vans, Utility Vehicles - RFD

Scheduled replacement of Fire Department sedans and station wagons.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	89	232	222	264	184	991
	89	232	222	264	184	991

P-7 Police Motor Equipment

Police Vehicles

Scheduled replacement of marked and unmarked vehicles supporting patrol and investigation activities.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	2,575	2,575	2,575	2,575	10,300
General Debt	1,300	0	0	0	0	1,300
	1,300	2,575	2,575	2,575	2,575	11,600

P-8 Emergency Communications Equipment

Communications Equipment - RFD

Routine replacement of radio receivers, mobile and portable radios, digital pagers, and transmitters.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	30	67	69	71	73	310
	30	67	69	71	73	310

Emergency Communications Motor Equipment

Fleet Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	32	0	0	0	32
	0	32	0	0	0	32

Summary of Funding by Program: Public Safety

		2021-22	2022-23	2023-24	2024-25	2025-26	Total
P-1	**Apparatus**						
	General Cash Capital	0	1,254	2,046	1,571	4,030	8,901
	General Debt	1,192	0	0	0	0	1,192
		1,192	1,254	2,046	1,571	4,030	10,093
P-3	**Small Equipment**						
	Animal Control Cash Capital	3	10	10	10	10	43
	CDBG	55	55	55	55	55	275
	General Cash Capital	2,231	2,324	2,439	2,554	2,669	12,217
		2,289	2,389	2,504	2,619	2,734	12,535
P-6	**Fire Motor Equipment**						
	General Cash Capital	89	232	222	264	184	991
		89	232	222	264	184	991
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
P-8	**Emergency Communications Equipment**						
	General Cash Capital	30	99	69	71	73	342
		30	99	69	71	73	342

PUBLIC SAFETY TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Animal Control Cash Capital	3	10	10	10	10	43
CDBG	55	55	55	55	55	275
General Cash Capital	2,350	6,484	7,351	7,035	9,531	32,751
General Debt	2,492	0	0	0	0	2,492
	4,900	6,549	7,416	7,100	9,596	35,561

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-4 Recreation

- GVP Waterways Center Schematic Design is added.
- Parks Schematic Concept Study is added.

S-6 Cemeteries

- Mount Hope Cemetery Office & Crematory Windows and HVAC is added.

Project Changes

S-1 Trail System

- El Camino Trail Connection deferred to 2024-25.
- Josana Trail deferred to 2024-25.
- Maplewood Park Trail Improvements deferred to 2022-23.

S-4 Recreation

- Fitness Court deferred to 2022-23.
- Genesee Valley Park West Improvements deferred to 2024-25.
- Martin Luther King Jr. Memorial Park projects are deferred.
- Parcel 5 Public Space deferred to 2023-24.
- Park Shelters deferred to 2022-23.
- Pulaski Park is deferred to 2024-25.
- Spray Park rehab projects are deferred.
- Statue and Monument Repair is deferred to 2022-23.
- Wadsworth Square Park Improvement project is deferred to 2025-26.

S-5 Public Market

- Pavement Restoration project is deferred to 2023-24.

S-6 Cemeteries

- Development funding is deferred to 2022-23.
- Mt. Hope Cemetery Fence Replacement project is deferred to 2022-23.

S-1 Trail System

El Camino Trail Connection

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	70	0	70
General Debt	0	0	0	0	330	330
	0	0	0	70	330	400

Genesee Riverway Rehabilitation

Rehabilitation of trail and trail signage.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	215	220	225	225	985
	100	215	220	225	225	985

Josana Trail

Design and construction of first phase of Josana Rails to Trails.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	300	0	300
General Debt	0	0	0	0	3,850	3,850
	0	0	0	300	3,850	4,150

Maplewood Park Trail Improvements

Trail improvements to enhance user safety and universal accessibility.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	150	0	0	0	150
General Debt	0	0	1,600	0	0	1,600
	0	150	1,600	0	0	1,750

S-2 Urban Forest

Ash Tree Program

Treatment of healthy and removal of diseased ash trees.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	130	300	177	190	350	1,147
	130	300	177	190	350	1,147

Forestry Tree Program

Planting and upkeep of City trees.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	750	938	963	989	1,016	4,656
	750	938	963	989	1,016	4,656

S-4 Recreation

DRHS General Rehabilitation

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	150	575	600	600	610	2,535
	150	575	600	600	610	2,535

Fitness Court

Purchase and install second fitness court in a park location on the west-side of Rochester.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	255	0	0	0	255
	0	255	0	0	0	255

Genesee Riverway - East Side Main to Andrews

Waterfront revitalization from Main Street to Andrews as a part of the ROC the Riverway Initiative

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	2,650	0	0	0	0	2,650
	2,650	0	0	0	0	2,650

Genesee Valley Park Waterways Center Schematic Design

Schematic design of a new Waterways Center rowing and community use facility with space for multiple teams, meetings, events, and community fitness.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	150	0	0	0	150
	0	150	0	0	0	150

Genesee Valley Park West Improvements

Design and construction of a new park drive, parking, trail connections, picnic shelters, basketball and tennis courts, and landscape enhancements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	360	0	360
General Debt	0	0	0	0	3,960	3,960
	0	0	0	360	3,960	4,320

Martin Luther King Jr. Memorial Park Phase IV

Structural investigation of the space frame/sculpture, park streetscape improvements and park rehabilitation at the main entrance, the amphitheater, the lawn and the berm area.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	300	0	0	300
General Debt	0	0	0	2,100	0	2,100
	0	0	300	2,100	0	2,400

Martin Luther King Jr. Memorial Park Playground Renovation

Design and construction of a new playground and spray features to align with the Adventure Place project. Schematic design of warming huts/shelters at the ice rink.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	280	0	0	0	280
General Debt	0	0	1,720	0	0	1,720
	0	280	1,720	0	0	2,000

Parcel 5 Public Space

Design of space development and enhancement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	2,000	0	0	2,000
General Debt	0	0	0	18,000	0	18,000
New York State	0	0	0	1,000	0	1,000
	0	0	2,000	19,000	0	21,000

Park Shelters

Design and construction of open-air shelters at Cobbs Hill, GVP, and Maplewood Parks.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	800	0	0	0	800
	0	800	0	0	0	800

Parks Schematic Concept Study

Development of overall master plans of redevelopment for the entire parks.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	150	0	0	0	150
	0	150	0	0	0	150

Play Apparatus

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
CDBG	1,000	1,000	1,500	700	800	5,000
General Cash Capital	0	350	350	150	200	1,050
	1,000	1,350	1,850	850	1,000	6,050

Pulaski Park

In-house design and construction of park improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	900	0	900
	0	0	0	900	0	900

Roc City Skatepark Phase II

Design of improvements to implement the next phase of the skatepark

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	150	0	0	0	0	150
General Debt	0	1,350	0	0	0	1,350
	150	1,350	0	0	0	1,500

Spray Park Rehab - Carter Street R-Center

Renovation of spray park

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	80	0	0	0	80
General Debt	0	0	420	0	0	420
	0	80	420	0	0	500

Spray Park Rehab - Humboldt R-Center

Renovation of spray park

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	425	0	0	0	425
	0	425	0	0	0	425

Spray Park Rehab - Thomas P. Ryan R-Center

Renovation of spray park

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	70	0	0	0	70
General Debt	0	0	330	0	0	330
	0	70	330	0	0	400

Statue & Monument Repair

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Tennis/Basketball Court General Rehabilitation

Reconstruction and improvements to tennis and basketball courts throughout the City.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	150	150	150	150	700
	100	150	150	150	150	700

Wadsworth Square

In-house design and construction of park improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	300	300
	0	0	0	0	300	300

S-5 Public Market

Public Market General Rehabilitation

Routine improvement, replacement and renovation of facilities, systems, and structures.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Public Market Cash Capital	54	55	56	58	59	282
	54	55	56	58	59	282

Public Market Pavement Restoration

Improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Public Market Cash Capital	0	0	250	2,750	0	3,000
	0	0	250	2,750	0	3,000

S-6 Cemeteries

Cemeteries - Development

Allocation for the design and construction of new interment space.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	0	500	600	600	600	2,300
	0	500	600	600	600	2,300

Cemeteries - Facilities

Standard allocation for the general upkeep of cemetery buildings.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	20	50	50	50	50	220
	20	50	50	50	50	220

Cemeteries - Memorialization

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	160	170	180	190	190	890
	160	170	180	190	190	890

Cemeteries - Site Improvements

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	170	390	400	410	410	1,780
	170	390	400	410	410	1,780

Mount Hope Cemetery

Fencing Replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	0	618	574	0	0	1,192
	0	618	574	0	0	1,192

Mount Hope Cemetery Office & Crematory Windows and HVAC

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	0	0	0	0	415	415
	0	0	0	0	415	415

S-7 Bicycle Enhancement

Elmwood Avenue/Collegetown Cycle Track Eastern Extension

Complete final section of the Elmwood Avenue/Collegetown cycle track along Elmwood Avenue, from South Avenue to the Highland Crossing Trail, in coordination with the South Avenue and Elmwood Avenue Improvement Project.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	420	0	0	0	0	420
	420	0	0	0	0	420

Summary of Funding by Program: Parks and Open Space

		2021-22	2022-23	2023-24	2024-25	2025-26	Total
S-1	**Trail System**						
	General Cash Capital	100	365	220	595	225	1,505
	General Debt	0	0	1,600	0	4,180	5,780
		100	365	1,820	595	4,405	7,285
S-2	**Urban Forest**						
	General Cash Capital	880	1,238	1,140	1,179	1,366	5,803
		880	1,238	1,140	1,179	1,366	5,803
S-4	**Recreation**						
	CDBG	1,000	1,000	1,500	700	800	5,000
	General Cash Capital	400	2,110	3,450	2,210	1,310	9,480
	General Debt	2,650	2,575	2,470	20,100	3,960	31,755
	New York State	0	0	0	1,000	0	1,000
		4,050	5,685	7,420	24,010	6,070	47,235
S-5	**Public Market**						
	Public Market Cash Capital	54	55	306	2,808	59	3,282
		54	55	306	2,808	59	3,282
S-6	**Cemeteries**						
	Cemetery Cash Capital	350	1,728	1,804	1,250	1,665	6,797
		350	1,728	1,804	1,250	1,665	6,797
S-7	**Bicycle Enhancement**						
	General Debt	420	0	0	0	0	420
		420	0	0	0	0	420

Summary of Funding by Program: Parks and Open Space

	2021-22	2022-23	2023-24	2024-25	2025-26	Total

PARKS AND OPEN SPACE TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
CDBG	1,000	1,000	1,500	700	800	5,000
Cemetery Cash Capital	350	1,728	1,804	1,250	1,665	6,797
General Cash Capital	1,380	3,713	4,810	3,984	2,901	16,788
General Debt	3,070	2,575	4,070	20,100	8,140	37,955
New York State	0	0	0	1,000	0	1,000
Public Market Cash Capital	54	55	306	2,808	59	3,282
	5,854	9,071	12,490	29,842	13,565	70,822

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

- ❑ Bull's Head shifts to federal stimulus funding in 2021-22.
- ❑ Project Phoenix is deferred to 2022-23.

E-4 Land Acquisition

- ❑ Acquisition/Economic Development funding is deferred to 2022-23.

E-6 Environmental Compliance & Remediation

- ❑ Investigation and Remediation (430 Andrews Street) is deferred to 2022-23.
- ❑ Tax Delinquent Environmental Review is deferred to 2022-23.
- ❑ Vacuum Oil BOA Flint Street is deferred to 2023-24.

E-7 Housing

- ❑ Home Rochester is deferred to 2022-23.
- ❑ Roofing Program shifts to federal stimulus funding in 2021-22.

E-8 Focused Investment

- ❑ Marketview Heights URDP funding is eliminated in 2021-22.

E-2 Downtown Enhancement District

Downtown Streetscape

Trees, grates, benches, pavement, lights, etc.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	66	68	70	72	74	350
	66	68	70	72	74	350

E-3 Neighborhood Development

Bull's Head Land Acquisition

American Rescue Plan

Land acquisition and commercial development.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Federal	1,000	0	0	0	0	1,000
General Debt	0	2,500	2,300	500	500	5,800
	1,000	2,500	2,300	500	500	6,800

Bull's Head Post-Demolition Investigation

Post-Demolition Investigation

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	400	1,500	0	0	0	1,900
	400	1,500	0	0	0	1,900

Project Phoenix

Rehab assistance in partnership with workforce development program and the Land Bank.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

E-4 Land Acquisition

Acquisition/Economic Development

Purchase land/sites for development or other purposes

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	0	1,000	1,000	1,000	1,000	4,000

Demolition

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
CDBG	1,800	1,800	1,800	1,800	1,800	9,000
General Cash Capital	200	500	500	500	500	2,200
	2,000	2,300	2,300	2,300	2,300	11,200

E-6 Environmental Compliance and Remediation

Investigation and Remediation

Funding for the investigation, remediation of contaminated sites within the City's jurisdiction, environmental compliance, energy & sustainability projects, storm water permit and inspection services, waste management, asbestos project oversight, laboratory analytical testing, federal and state grant matches.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	428	641	623	628	641	2,961
	428	641	623	628	641	2,961

Investigation and Remediation - 430 Andrews Street

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	160	0	0	0	160
	0	160	0	0	0	160

Investigation and Remediation - Site Management Periodic Review Reports

Compliance report required by the NYSDEC for contaminated sites which have undergone environmental cleanup and received a Certificate of Completion from the NYSDEC.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	50	0	50	0	100
	0	50	0	50	0	100

Investigation and Remediation - Vacuum Oil Refinery Site

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	1,500	0	0	0	0	1,500
	1,500	0	0	0	0	1,500

Tax Delinquent Environmental Review

Screening and ranking assessment

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	40	40	40	40	160
	0	40	40	40	40	160

Vacuum Oil BOA Flint Street

Extension & Landscaping.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	250	0	1,400	0	1,650
Monroe County Traffic	0	0	0	105	0	105
Water Cash Capital	0	0	0	105	0	105
Water Debt	0	0	0	50	0	50
	0	250	0	1,660	0	1,910

E-7 Housing

Affordable Housing Acquisition and Support

Support and development of affordable housing, city-wide.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	300	300	300	300	1,200
	0	300	300	300	300	1,200

Home Ownership Program

Closing cost/down payment assistance and for homeownership programs.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	150	450	450	450	450	1,950
	150	450	450	450	450	1,950

Home Rochester

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	285	285	285	285	1,140
	0	285	285	285	285	1,140

Roofing Program

American Rescue Plan

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Federal	500	0	0	0	0	500
General Cash Capital	0	1,000	1,000	1,000	1,000	4,000
	500	1,000	1,000	1,000	1,000	4,500

E-8 Focused Investment

Marketview Heights URDP

Implementation of the Marketview Heights Urban Renewal District Plan, including but not limited to, acquisition and demolition activities for redevelopment purposes.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	250	0	0	0	250
	0	250	0	0	0	250

Summary of Funding by Program: Economic Development

		2021-22	2022-23	2023-24	2024-25	2025-26	Total
E-2	**Downtown Enhancement District**						
	General Cash Capital	66	68	70	72	74	350
		66	68	70	72	74	350
E-3	**Neighborhood Development**						
	Federal	1,000	0	0	0	0	1,000
	General Cash Capital	0	50	50	50	50	200
	General Debt	400	4,000	2,300	500	500	7,700
		1,400	4,050	2,350	550	550	8,900
E-4	**Land Acquisition**						
	CDBG	1,800	1,800	1,800	1,800	1,800	9,000
	General Cash Capital	200	1,500	1,500	1,500	1,500	6,200
		2,000	3,300	3,300	3,300	3,300	15,200
E-6	**Environmental Compliance and Remediation**						
	General Cash Capital	428	731	663	718	681	3,221
	General Debt	1,500	410	0	1,400	0	3,310
	Monroe County Traffic	0	0	0	105	0	105
	Water Cash Capital	0	0	0	105	0	105
	Water Debt	0	0	0	50	0	50
		1,928	1,141	663	2,378	681	6,791
E-7	**Housing**						
	Federal	500	0	0	0	0	500
	General Cash Capital	150	2,035	2,035	2,035	2,035	8,290
		650	2,035	2,035	2,035	2,035	8,790

Summary of Funding by Program: Economic Development

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
E-8 Focused Investment						
General Cash Capital	0	250	0	0	0	250
	0	250	0	0	0	250

ECONOMIC DEVELOPMENT TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
CDBG	1,800	1,800	1,800	1,800	1,800	9,000
Federal	1,500	0	0	0	0	1,500
General Cash Capital	844	4,634	4,318	4,375	4,340	18,511
General Debt	1,900	4,410	2,300	1,900	500	11,010
Monroe County Traffic	0	0	0	105	0	105
Water Cash Capital	0	0	0	105	0	105
Water Debt	0	0	0	50	0	50
	6,044	10,844	8,418	8,335	6,640	40,281

ARTS AND CULTURE

The Arts and Culture category includes funds for cultural improvements to the City.

A-1 Public Art

Arts Installation and Enhancements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	236	150	150	150	150	836
	236	150	150	150	150	836

Summary of Funding by Program: Arts and Culture

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
A-1 Public Art						
General Cash Capital	236	150	150	150	150	836
	236	150	150	150	150	836

ARTS AND CULTURE TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
General Cash Capital	236	150	150	150	150	836
	236	150	150	150	150	836

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

- Roc the Riverway grant application funds are added.

F-2 High Falls District

- High Falls Triphammer Forge Structure funds are added.

F-3 Sports Complex

- Roof Replacement and Gravel Parking Lot Improvements projects added.

Project Change

F-1 Blue Cross Arena at Rochester War Memorial

- Building System Upgrades Phase 2 shifts to federal stimulus funding.
- Facility Improvements and Reserve funding is deferred.

F-2 High Falls District

- Right of Way funding is deferred to 2022-23.

F-5 Joseph A. Floreano Riverside Convention Center

- Building Envelope Improvements shifts to federal stimulus funding.

F-1 Blue Cross Arena at Rochester War Memorial

Blue Cross Arena Building System Upgrades Phase 2 — American Rescue Plan

Ice Plant Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Federal	1,400	0	0	0	0	1,400
	1,400	0	0	0	0	1,400

Facility Improvements

Improvements, rehabilitation and renovation of the War Memorial and its building system components.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
War Memorial Cash Capital	0	200	200	200	200	800
	0	200	200	200	200	800

Facility Improvements - Reserve

Capital improvements to be done in conjunction with facility operator

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
War Memorial Cash Capital	0	0	0	250	250	500
	0	0	0	250	250	500

Lobby Floor Replacement

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
War Memorial Cash Capital	0	650	0	0	0	650
	0	650	0	0	0	650

Roc the Riverway grant application funds

Funds for commitment fee for the $6 million ESD grant for the Blue Cross Arena East Side Addition

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
War Memorial Cash Capital	65	0	0	0	0	65
	65	0	0	0	0	65

F-2 High Falls District

High Falls District Right of Way

Replacement of public furnishings and streetscape features.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	79	80	81	82	322
	0	79	80	81	82	322

High Falls Triphammer Forge Structure

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	283	0	0	0	283
	0	283	0	0	0	283

F-3 Sports Complex

Rochester Community Sports Complex — Standard Allocation

Structural and building improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	100	100	100	100	450
	50	100	100	100	100	450

Rochester Community Sports Complex - Gravel Parking Lot Improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	0	316	316
	0	0	0	0	316	316

Rochester Community Sports Complex - Maguire Building Roof Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	886	0	0	0	886
	0	886	0	0	0	886

F-5 Joseph A. Floreano Riverside Convention Center

Building Envelope Improvements Phase II — American Rescue Plan

Masonry, metal panel, concrete and related envelope improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Federal	819	0	0	0	0	819
	819	0	0	0	0	819

Building Facilities Improvements

Improvements and renovation of the Convention Center.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	70	70	70	70	70	350
	70	70	70	70	70	350

Mechanical Phase 3 - HVAC

Boiler and hot water replacement; HVAC upgrades.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	1,172	0	0	1,172
	0	0	1,172	0	0	1,172

Mechanical Phase 4 - Lighting

Lighting controls, domestic hot water heating system

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	460	0	0	460
	0	0	460	0	0	460

Mechanical Phase 5 - Emergency Generator Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	412	0	0	412
	0	0	412	0	0	412

Summary of Funding by Program: Public Facilities

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
F-1 Blue Cross Arena at Rochester War Memorial						
Federal	1,400	0	0	0	0	1,400
War Memorial Cash Capital	65	850	200	450	450	2,015
	1,465	850	200	450	450	3,415
F-2 High Falls District						
General Cash Capital	0	362	80	81	82	605
	0	362	80	81	82	605
F-3 Sports Complex						
General Cash Capital	50	100	100	100	100	450
General Debt	0	886	0	0	316	1,202
	50	986	100	100	416	1,652
F-5 Joseph A. Floreano Riverside Convention Center						
Federal	819	0	0	0	0	819
General Cash Capital	70	70	942	70	70	1,222
General Debt	0	0	1,172	0	0	1,172
	889	70	2,114	70	70	3,213

PUBLIC FACILITIES TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Federal	2,219	0	0	0	0	2,219
General Cash Capital	120	532	1,122	251	252	2,277
General Debt	0	886	1,172	0	316	2,374
War Memorial Cash Capital	65	850	200	450	450	2,015
	2,404	2,268	2,494	701	1,018	8,885

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 2 & 3 added.

M-2 Operations Center Complex

- Funds for security upgrades to the facility added in 2024-25.

M-3 Central Library Facilities

- Maplewood Branch Library Expansion project added.
- Rundel Library Filtration and Intake Air Upgrades project added.

M-4 Recreation and Parks Facilities

- Ave. D R-Center HVAC and Roof Replacement projects added.
- Frederick Douglass R-Center project added.
- GVP Sports Complex projects added.
- International Plaza general rehab standard allocation added.
- Maplewood Nature Center project added.

M-6 General Rehabilitation

- Funding for Chamber Building Priority 1 Building Systems added.

M-7 Garages

- Parking Access Revenue Control System and Parking Enforcement project added.

M-8 Public Safety Facilities

- Funding provided for facilities improvements at the RPD Auto Impound and various firehouses.
- Funding added for Bull's Head (160 Clifton Street) building improvements.
- Funding added for a Fire Facilities Needs Assessment.
- Funding added for the Public Safety Building Condenser and Heat Recovery Unit.

Project Changes

M-1 City Hall

- ❑ City Hall Building Historic Window Replacement project deferred to 2022-23.

M-2 Operations Center Complex

- ❑ Various facility rehab project deferred.

M-3 Library Facilities

- ❑ Bausch & Lomb Library Heat Pump Replacement project consolidated in 2023-24.
- ❑ Bausch & Lomb Library Roof Replacement project deferred to 2022-23.
- ❑ Winton Branch Library project deferred to 2023-24.

M-4 Recreation and Parks Facilities

- ❑ Carter Street R-Center Roof Replacement projects deferred to 2023-24.
- ❑ Danforth R-Center project deferred to 2024-25.
- ❑ Edgerton R-Center project deferred to 2022-23.
- ❑ Flint R-Center project moved up to 2022-23.
- ❑ Flint R-Center Park project deferred to 2024-25.
- ❑ Marketview Lodge project deferred to 2024-25.
- ❑ Norton Village project moved up to 2022-23.
- ❑ Roxie Ann Sinkler R-Center project deferred to 2025-26.
- ❑ Trenton & Pamela Jackson R-Center project deferred to 2025-26.

M-6 General Rehabilitation

- ❑ 414 Andrews Street project deferred to 2024-25.
- ❑ Chamber Building annual allocation deferred to 2022-23.

M-7 Garages

- ❑ Garage Elevator program deferred to 2025-26.
- ❑ Various garage improvements deferred.

M-8 Public Safety Facilities

- ❑ Animal Services Shelter Construction deferred to 2025-26.
- ❑ Chestnut Firehouse projects are deferred.
- ❑ Emergency Communications Facility Improvements projects deferred.
- ❑ Monroe Avenue Firehouse deferred to 2022-23.
- ❑ Police Facilities security improvements deferred to 2022-23.
- ❑ Various Public Safety Building projects deferred.
- ❑ University Avenue Firehouse deferred to 2023-24.

M-1 City Hall

City Hall Annual Allocation

Improvements and replacements of building systems and components.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	105	105	107	110	477
	50	105	105	107	110	477

City Hall Building Historic Window Replacement

Historic window replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	583	638	0	700	1,921
	0	583	638	0	700	1,921

City Hall Mechanical Replacements Phase 2 & 3

Improvements and replacements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	500	0	0	0	500
	0	500	0	0	0	500

M-2 Operations Center Complex

CVMF Building 100 Restroom

Renovations

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	99	99
Local Works Cash Capital	0	0	0	0	154	154
Refuse Cash Capital	0	0	0	0	154	154
	0	0	0	0	407	407

CVMF Building 200 & 300 Rooftop Unit

Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	66	66
Local Works Cash Capital	0	0	0	0	67	67
Refuse Cash Capital	0	0	0	0	67	67
	0	0	0	0	200	200

CVMF Building 200 Redundant Network Frame Room

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	174	0	0	0	0	174
Local Works Cash Capital	90	0	0	0	0	90
Refuse Cash Capital	150	0	0	0	0	150
	414	0	0	0	0	414

CVMF Complex Lift Replacement

Systematic replacement of various lifts at the Central Vehicle Maintenance Facility

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	5	5	5	5	20
Local Works Cash Capital	20	20	20	20	20	100
Refuse Cash Capital	20	20	20	20	20	100
Water Cash Capital	20	20	20	20	20	100
	60	65	65	65	65	320

CVMF Complex Paving

Pavement resurfacing throughout CVMF complex.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	214	0	214
Local Works Cash Capital	0	0	0	268	0	268
Refuse Cash Capital	0	0	0	268	0	268
	0	0	0	750	0	750

CVMF Complex Security

Security upgrade for entire complex

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	198	0	198
	0	0	0	198	0	198

DES Mt. Read & Colfax Facilities

Provides annual allocation for the upkeep of the DES Mt. Read & Colfax Facilities.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	111	116	120	124	126	597
Local Works Cash Capital	66	67	68	69	72	342
Refuse Cash Capital	66	67	68	69	72	342
	243	250	256	262	270	1,281

Westside Garage

Replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Refuse Debt	8,000	0	0	0	0	8,000
	8,000	0	0	0	0	8,000

M-3 Library Facilities

Arnett Branch Library

Roof restoration/warranty extension

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	112	0	0	0	0	112
	112	0	0	0	0	112

Bausch & Lomb Library Heat Pump Replacement

Heat pump replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Debt	0	0	530	0	0	530
	0	0	530	0	0	530

Bausch & Lomb Roof Replacement

Roof replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Debt	0	425	0	0	0	425
	0	425	0	0	0	425

Branch Libraries - Maintenance

Standard allocation

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	40	52	54	56	56	258
	40	52	54	56	56	258

Central Library - Elevator Assessment

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

Central Library - Maintenance

Standard allocation.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	50	90	92	94	94	420
	50	90	92	94	94	420

Lincoln Branch Library

Renovation

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	150	0	0	0	0	150
	150	0	0	0	0	150

Maplewood Branch Library Expansion

Design & Construction

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	160	200	0	0	0	360
Library Debt	0	0	0	2,000	0	2,000
New York State	0	0	0	1,500	0	1,500
Private	0	0	0	1,500	0	1,500
	160	200	0	5,000	0	5,360

Rundel Library Exterior Building Repairs Phase 2

Phase 2 Exterior Building Repairs

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Debt	2,000	0	0	0	0	2,000
	2,000	0	0	0	0	2,000

Rundel Library Filtration and Intake Air Upgrades

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	120	500	0	0	0	620
	120	500	0	0	0	620

Winton Branch Library

Various renovations

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	0	0	1,256	0	0	1,256
	0	0	1,256	0	0	1,256

M-4 Recreation and Parks Facilities

Avenue D R-Center HVAC Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	500	0	0	500
	0	0	500	0	0	500

Avenue D R-Center Roof Restoration

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	450	0	450
	0	0	0	450	0	450

Carter Street R-Center

Interior upgrades.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	110	0	0	0	110
General Debt	0	0	440	0	0	440
	0	110	440	0	0	550

Carter Street R-Center Gymnasium Roof

Roof replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	30	0	0	0	30
General Debt	0	0	260	0	0	260
	0	30	260	0	0	290

Carter Street R-Center Roof

Roof replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	62	0	0	0	62
General Debt	0	0	405	0	0	405
	0	62	405	0	0	467

Danforth R-Center

Window replacements, gym stage lighting and ceiling replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	657	0	657
	0	0	0	657	0	657

Edgerton R-Center

Interior and exterior improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	3,500	0	0	0	3,500
	0	3,500	0	0	0	3,500

Flint Street R-Center

Building and site renovations.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	165	0	0	0	165
	0	165	0	0	0	165

Flint Street R-Center Park

Park renovations.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	350	0	350
General Debt	0	0	0	0	1,900	1,900
	0	0	0	350	1,900	2,250

Frederick Douglass R-Center

Building and site renovations with RCSD

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	150	0	150
	0	0	0	150	0	150

GVP Marina Building Roof

Replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	215	0	0	215
	0	0	215	0	0	215

GVP Pool & Ice Rink Building Envelope Upgrades

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	2,671	0	2,671
	0	0	0	2,671	0	2,671

GVP Pool & Ice Rink Building Ice Plan Retrofit and MEP Improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	804	0	0	804
	0	0	804	0	0	804

La Marketa at the International Plaza General Rehabilitation

Standard allocation for routine improvements, replacement and renovation of facilities, systems, and structures.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	10	10	11	11	42
	0	10	10	11	11	42

Maplewood Nature Center

Revitalization of the former Training and Safety Office into the Maplewood Nature Center, a hub for nature and environmental education programs and activities.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	900	0	0	0	900
General Debt	0	0	4,800	0	0	4,800
	0	900	4,800	0	0	5,700

Marketview Lodge

R-Center renovation

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	141	0	141
	0	0	0	141	0	141

Norton Village Center

HVAC and electrical replacements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	550	0	0	0	550
	0	550	0	0	0	550

Roxie Ann Sinkler R-Center

Renovations and air conditioning

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	0	762	762
	0	0	0	0	762	762

Thomas P. Ryan R-Center Renovations

Building and site renovations with RCSD.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	85	0	0	85
	0	0	85	0	0	85

Trenton & Pamela Jackson (Clinton-Baden) R-Center

Building and site renovations with RCSD

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	180	180
	0	0	0	0	180	180

M-5 Water Facilities

Hemlock Operations Center

Hemlock Operations vehicle storage and office building upgrades

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	600	0	0	0	600
	0	600	0	0	0	600

Parking Lot Improvements

Sealing & striping of lots on a semi annual basis

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	42	0	0	0	42
	0	42	0	0	0	42

Water Bureau - Felix St. Building System Modernization

System upgrade and modernization

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	196	0	0	0	196
	0	196	0	0	0	196

M-6 General Rehabilitation

414 Andrews Street Various Improvements

Windows, Masonry, Interior improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	450	0	450
	0	0	0	450	0	450

ADA Upgrades

All Facilities Upgrades

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	25	100	100	0	0	225
	25	100	100	0	0	225

Asbestos Management

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	45	90	90	90	90	405
	45	90	90	90	90	405

Chamber Building Annual Allocation

Annual Allocation

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	100	100	100	100	400
	0	100	100	100	100	400

Chamber Building Priority 1 Building Systems

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	665	500	0	0	0	1,165
	665	500	0	0	0	1,165

General Rehabilitation

Renovation, rehabilitation and replacement of buildings systems, and components at City facilities as prioritized in an annual review.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	200	400	400	400	400	1,800
	200	400	400	400	400	1,800

Heat Pump Replacement

City Hall & Public Safety Building priority replacement allocation.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	48	48	50	50	52	248
	48	48	50	50	52	248

Large Parking Lot Program

General rehabilitation to City owned parking lots.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	295	0	0	0	395
	100	295	0	0	0	395

Roof Improvement Allocation

Annual allocation for roof repairs.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	84	84	84	86	87	425
	84	84	84	86	87	425

M-7 Garages

Garage Elevator Program

Comprehensive elevator rehabilitation program.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parking Debt	0	0	0	0	750	750
	0	0	0	0	750	750

Garage Improvement Program

Annual parking garage evaluation and improvement program.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parking Cash Capital	0	1,160	1,350	1,130	1,880	5,520
	0	1,160	1,350	1,130	1,880	5,520

Parking Access Revenue Control System and Parking Enforcement

Convert existing software and hardware from Parking Soft platform to T2 Systems Flex Platform, and add Flex Parking Enforcement module to the software platform

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parking Cash Capital	0	0	1,150	0	0	1,150
	0	0	1,150	0	0	1,150

South Avenue Garage Upgrades

Supplemental P/T and improvements, new revenue control.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parking Cash Capital	0	1,371	1,248	1,194	1,400	5,213
	0	1,371	1,248	1,194	1,400	5,213

Stone Street Garage

Stone Street Wing of South Avenue Garage

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parking Debt	0	611	632	845	1,000	3,088
	0	611	632	845	1,000	3,088

M-8 Public Safety Facilities

Animal Services - Shelter Construction

Improvements to Animal Services Shelter

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	0	1,700	1,700
Private	0	0	0	0	1,000	1,000
	0	0	0	0	2,700	2,700

Auto Impound Storage Building and Site Repairs

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	136	0	136
	0	0	0	136	0	136

Broad & Allen Firehouse

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	249	0	0	0	0	249
	249	0	0	0	0	249

Bull's Head

160 Clifton Street Envelope and Mechanical Upgrades

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	1,000	0	0	0	1,000
	0	1,000	0	0	0	1,000

Chestnut Street Firehouse

Skylight & window improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	350	0	0	350
	0	0	350	0	0	350

Chestnut Street Firehouse Protectives

Kitchen upgrades, exhaust hood and fire suppression installation.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	400	0	400
	0	0	0	400	0	400

Clinton Avenue Firehouse

Roof replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	357	357
	0	0	0	0	357	357

Emergency Communications Facility

Phased facility improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	255	0	0	255
General Debt	0	0	0	0	896	896
	0	0	255	0	896	1,151

Emergency Communications Facility Roof

Roof restoration.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	475	0	475
	0	0	0	475	0	475

Fire Facilities

General upkeep of buildings

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Fire Facilities Needs Assessment

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	100	100
	0	0	0	0	100	100

Goodman Street Firehouse

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	240	0	0	0	0	240
General Debt	0	1,613	0	0	0	1,613
	240	1,613	0	0	0	1,853

Lake Avenue Firehouse

Kitchen upgrades, exhaust hood, and fire suppression system installatino

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	0	0	0	310	310
	0	0	0	0	310	310

Monroe Avenue Firehouse

Masonry improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	172	0	0	0	172
	0	172	0	0	0	172

Police Facilities

Security improvements.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	35	35	35	35	140
	0	35	35	35	35	140

Public Safety Building Canopy Roof

Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	0	173	173
	0	0	0	0	173	173

Public Safety Building Condenser and Heat Recovery Unit Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	500	0	0	0	500
	0	500	0	0	0	500

Public Safety Building Generator

Acquisition and Installation of backup generator for Public Safety building.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	0	2,450	0	0	0	2,450
	0	2,450	0	0	0	2,450

Public Safety Building Lobby Floor

Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	550	0	0	550
	0	0	550	0	0	550

Public Safety Building Standard Allocation

Improvements and replacements of building systems and components.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	155	155	155	155	720
	100	155	155	155	155	720

South Avenue Firehouse

High roof replacement.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Debt	205	0	0	0	0	205
	205	0	0	0	0	205

University Avenue Firehouse

HVAC, plumbing and electrical improvements, bathroom renovations

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	300	0	0	0	300
General Debt	0	0	1,641	0	0	1,641
	0	300	1,641	0	0	1,941

Summary of Funding by Program: Municipal Facilities

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
M-1 City Hall						
General Cash Capital	50	105	105	107	110	477
General Debt	0	1,083	638	0	700	2,421
	50	1,188	743	107	810	2,898
M-2 Operations Center Complex						
General Cash Capital	111	121	125	541	296	1,194
General Debt	174	0	0	0	0	174
Local Works Cash Capital	176	87	88	357	313	1,021
Refuse Cash Capital	236	87	88	357	313	1,081
Refuse Debt	8,000	0	0	0	0	8,000
Water Cash Capital	20	20	20	20	20	100
	8,717	315	321	1,275	942	11,570
M-3 Library Facilities						
Library Cash Capital	682	842	1,402	150	150	3,226
Library Debt	2,000	425	530	2,000	0	4,955
New York State	0	0	0	1,500	0	1,500
Private	0	0	0	1,500	0	1,500
	2,682	1,267	1,932	5,150	150	11,181
M-4 Recreation and Parks Facilities						
General Cash Capital	0	1,827	310	1,309	191	3,637
General Debt	0	3,500	7,209	3,121	2,662	16,492
	0	5,327	7,519	4,430	2,853	20,129
M-5 Water Facilities						
Water Cash Capital	0	838	0	0	0	838
	0	838	0	0	0	838

Summary of Funding by Program: Municipal Facilities

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
M-6 General Rehabilitation						
General Cash Capital	1,167	1,617	824	726	729	5,063
General Debt	0	0	0	450	0	450
	1,167	1,617	824	1,176	729	5,513
M-7 Garages						
Parking Cash Capital	0	2,531	3,748	2,324	3,280	11,883
Parking Debt	0	611	632	845	1,750	3,838
	0	3,142	4,380	3,169	5,030	15,721
M-8 Public Safety Facilities						
General Cash Capital	390	2,212	1,045	776	870	5,293
General Debt	454	4,063	1,991	475	2,906	9,889
Private	0	0	0	0	1,000	1,000
	844	6,275	3,036	1,251	4,776	16,182

Summary of Funding by Program: Municipal Facilities

	2021-22	2022-23	2023-24	2024-25	2025-26	Total

MUNICIPAL FACILITIES TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
General Cash Capital	1,718	5,882	2,409	3,459	2,196	15,664
General Debt	628	8,646	9,838	4,046	6,268	29,426
Library Cash Capital	682	842	1,402	150	150	3,226
Library Debt	2,000	425	530	2,000	0	4,955
Local Works Cash Capital	176	87	88	357	313	1,021
New York State	0	0	0	1,500	0	1,500
Parking Cash Capital	0	2,531	3,748	2,324	3,280	11,883
Parking Debt	0	611	632	845	1,750	3,838
Private	0	0	0	1,500	1,000	2,500
Refuse Cash Capital	236	87	88	357	313	1,081
Refuse Debt	8,000	0	0	0	0	8,000
Water Cash Capital	20	858	20	20	20	938
	13,460	19,969	18,755	16,558	15,290	84,032

BUSINESS EQUIPMENT

The Business Equipment category includes investments to information technology and office automation updates.

New Projects

B-3 Technology

- Funding added for technology improvements at the Neighborhood Service Centers.
- Funding added for Communications computer equipment.

B-4 PSI

- Accounts Receivable enterprise solution added.
- Funding added for Workday and payroll support.

B-5 Business Equipment

- Funding added for Handheld Parking Enforcement Equipment.

Project changes

B-1 Office Equipment

- Funding for various office furnishings and small equipment deferred.

B-3 Technology

- Street Pavement Management System funding deferred to 2022-23.

B-4 PSI

- Land Management project funding consolidated in 2021-22.

B-96 Network Telecommunication & Security

- Various allocations deferred to 2022-23.

B-97 Security & Surveillance

- Funding for facility and blue light security camera network consolidated.
- Funding for facility security camera equipment deferred.

B-1 Office Equipment

Branch Libraries - Furnishings

Routine replacement of office and public furnishings.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	10	22	22	24	24	102
	10	22	22	24	24	102

Environmental Services - Commissioner's Office

Routine replacement of office furnishings.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	10	10	10	10	40
	0	10	10	10	10	40

Environmental Services - Operations

Routine replacement of office furnishings.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Local Works Cash Capital	5	5	5	5	5	25
Refuse Cash Capital	5	5	5	5	5	25
	10	10	10	10	10	50

Environmental Services - Water

Routine replacement of office furnishings.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	0	21	22	22	23	88
	0	21	22	22	23	88

Recreation & Human Services Office Equipment

Routine replacement of office furnishings.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	21	22	23	24	90
	0	21	22	23	24	90

B-2 Small Equipment

Cemeteries - Small Equipment

Standard allocation used for the replacement of equipment.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	45	45	45	45	45	225
	45	45	45	45	45	225

Emergency Communications

Standard allocation for replacement of equipment.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	20	70	35	35	35	195
	20	70	35	35	35	195

Environmental Services

Standard allocation for replacement of equipment.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	35	66	67	68	69	305
Local Works Cash Capital	22	22	23	23	24	114
Refuse Cash Capital	260	266	272	278	284	1,360
Water Cash Capital	64	66	68	70	72	340
	381	420	430	439	449	2,119

Recreation & Human Services Small Equipment

Standard allocation for replacement of equipment.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	37	38	39	40	154
	0	37	38	39	40	154

B-3 Technology

Application Upgrades

Business application upgrades

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	25	75	75	75	75	325
	25	75	75	75	75	325

Branch Libraries - Technology

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	50	45	10	10	50	165
	50	45	10	10	50	165

Communications - Mac Replacement

Replacement of Apple/Mac equipment for graphic design team

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	33	0	0	0	33
	0	33	0	0	0	33

Database Management and GIS

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	15	15	16	16	17	79
	15	15	16	16	17	79

IT Lab Development

Develop a functional test lab environment to fully test new technologies before implementation

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	10	25	0	0	0	35
	10	25	0	0	0	35

NW Neighborhood Service Center

IT needs related to new construction

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	75	0	0	0	75
	0	75	0	0	0	75

PSB and U of R Data Center Modernization

Replace hardware in PSB and U of R Data Centers

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	100	0	0	0	150
	50	100	0	0	0	150

SE Neighborhood Service Center

IT needs related to new construction

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	75	0	0	0	75
	0	75	0	0	0	75

Street Pavement Management System

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	103	105	108	111	427
	0	103	105	108	111	427

SW Neighborhood Service Center

IT needs related to new construction

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	75	0	0	0	75
	0	75	0	0	0	75

Upland PC's

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	5	5	5	5	6	26
	5	5	5	5	6	26

B-4 Process & Systems Improvements

Accounts Receivable Solution

Replace tax, water, and refuse AR use of the Mainframe with modern solution including citizen portal

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	690	0	0	0	690
	0	690	0	0	0	690

Collaborative Solutions LLC

Support for Workday and Payroll

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	100	0	0	0	200
	100	100	0	0	0	200

Land Management

Scope, purchase, and implement land management solution

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	1,414	0	0	0	0	1,414
	1,414	0	0	0	0	1,414

B-5 Business Equipment

Handheld Parking Enforcement Equipment

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parking Cash Capital	107	0	0	0	0	107
	107	0	0	0	0	107

B-94 Client Technology Solution Support

Client Services and Revitalization

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	325	300	300	450	1,475
	100	325	300	300	450	1,475

Client Services Licenses

Includes licenses for Infrastructure Management tools and selected PC/client access licenses.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	50	50	50	50	250
	50	50	50	50	50	250

Printer Replacement and Consolidation

Replace printers 5 years or older with allowance for new demand

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	100	100	200	200	650
	50	100	100	200	200	650

B-96 Network Telecommunications & Security

Data Center Expansion

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

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	100	200	200	200	200	900
	100	200	200	200	200	900

Disaster Recovery

Add capacity for more applications in the DR site.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	200	50	50	50	350
	0	200	50	50	50	350

Information Security

Classify, protect, manage risk to City information.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	200	200	200	200	800
	0	200	200	200	200	800

Network Assessment

External assessment of City network to identify possible improvements

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Network Expansion/Refresh

Telecom hardware to expand capacity and support technology changes.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	150	200	200	200	200	950
	150	200	200	200	200	950

Refresh Wireless Capabilities

Upgrade the Cisco Wireless Controllers and replace 50 Access Points

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

Telephony Expansion

Maintenance and re-engineering of current telephony IP system

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	50	50	50	50	200
	0	50	50	50	50	200

B-97 Security & Surveillance

Access Control - Genetec

Migration of Access Control from C-Cure to Genetec where warranted

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	10	0	0	0	0	10
	10	0	0	0	0	10

Police Body Worn Camera - Infrastructure

Expand video storage.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	75	75	50	50	50	300
	75	75	50	50	50	300

Security Enhancements

Security enhancements at R-Centers

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	50	0	0	0	0	50
	50	0	0	0	0	50

Video Surveillance - City Facilities & Blue Light Camera Network

Back-end support, new and refresh for the video and access control environment, including blue light cameras and security cameras at City facility High tech risk.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	400	500	300	300	300	1,800
	400	500	300	300	300	1,800

Video Surveillance - City Facilities Security Cameras

Acquisition of new and replacement security cameras for City facilities.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	500	500	0	0	1,000
	0	500	500	0	0	1,000

Summary of Funding by Program: Business Equipment

		2021-22	2022-23	2023-24	2024-25	2025-26	Total
B-1	**Office Equipment**						
	General Cash Capital	0	31	32	33	34	130
	Library Cash Capital	10	22	22	24	24	102
	Local Works Cash Capital	5	5	5	5	5	25
	Refuse Cash Capital	5	5	5	5	5	25
	Water Cash Capital	0	21	22	22	23	88
		20	84	86	89	91	370
B-2	**Small Equipment**						
	Cemetery Cash Capital	45	45	45	45	45	225
	General Cash Capital	55	173	140	142	144	654
	Local Works Cash Capital	22	22	23	23	24	114
	Refuse Cash Capital	260	266	272	278	284	1,360
	Water Cash Capital	64	66	68	70	72	340
		446	572	548	558	569	2,693
B-3	**Technology**						
	General Cash Capital	85	561	180	183	186	1,195
	Library Cash Capital	50	45	10	10	50	165
	Water Cash Capital	20	20	21	21	23	105
		155	626	211	214	259	1,465
B-4	**PSI**						
	General Cash Capital	1,514	790	0	0	0	2,304
		1,514	790	0	0	0	2,304
B-5	**Business Equipment**						
	Parking Cash Capital	107	0	0	0	0	107
		107	0	0	0	0	107

Summary of Funding by Program: Business Equipment

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
B-94 Client Technology Solution Support						
General Cash Capital	200	475	450	550	700	2,375
	200	475	450	550	700	2,375
B-96 Network Telecommunications & Security						
General Cash Capital	250	950	800	800	800	3,600
	250	950	800	800	800	3,600
B-97 Security & Surveillance						
General Cash Capital	525	1,075	850	350	350	3,150
Water Cash Capital	10	0	0	0	0	10
	535	1,075	850	350	350	3,160

BUSINESS EQUIPMENT TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Cemetery Cash Capital	45	45	45	45	45	225
General Cash Capital	2,629	4,055	2,452	2,058	2,214	13,408
Library Cash Capital	60	67	32	34	74	267
Local Works Cash Capital	27	27	28	28	29	139
Parking Cash Capital	107	0	0	0	0	107
Refuse Cash Capital	265	271	277	283	289	1,385
Water Cash Capital	94	107	111	113	118	543
	3,227	4,572	2,945	2,561	2,769	16,074

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

- Motor equipment replacement funding deferred to 2022-23 for several DES divisions.

N-1 Motor Equipment

DES Architecture and Engineering

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	25	0	27	32	84
	0	25	0	27	32	84

DES Buildings & Parks

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	360	1,105	864	776	913	4,018
	360	1,105	864	776	913	4,018

DES Cemeteries - Motor Equipment

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Cemetery Cash Capital	0	184	104	139	281	708
	0	184	104	139	281	708

DES Commissioner

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	36	0	58	15	109
	0	36	0	58	15	109

DES Equipment Services

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	31	134	341	506
	0	0	31	134	341	506

DES Operations

Purchases of heavy equipment used for the maintenance of City roads.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	1,177	1,009	1,530	108	3,824
Local Works Cash Capital	958	1,179	1,078	2,798	2,520	8,533
	958	2,356	2,087	4,328	2,628	12,357

DES War Memorial

Fleet Replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
War Memorial Cash Capit	0	0	0	90	0	90
	0	0	0	90	0	90

DES Water

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Water Cash Capital	124	404	370	103	640	1,641
	124	404	370	103	640	1,641

Human Resources

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	30	0	30
	0	0	0	30	0	30

Information Technology

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	0	0	0	25	32	57
	0	0	0	25	32	57

Library

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Library Cash Capital	0	0	0	30	0	30
	0	0	0	30	0	30

Parking

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Parking Cash Capital	0	46	34	35	0	115
	0	46	34	35	0	115

Recreation and Human Services

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
General Cash Capital	77	57	0	79	0	213
	77	57	0	79	0	213

Recreation and Human Services - Public Market

Fleet replacement

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Public Market Cash Capit	0	0	18	53	0	71
	0	0	18	53	0	71

Refuse Collection

This provides for scheduled replacement of Refuse Packers, Recycling Truck and utility vehicles used in support of Refuse Collection.

Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL
Refuse Cash Capital	480	270	1,161	2,515	2,564	6,990
	480	270	1,161	2,515	2,564	6,990

Summary of Funding by Program: Non Public Safety Fleet

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
N-1 Motor Equipment						
Cemetery Cash Capital	0	184	104	139	281	708
General Cash Capital	437	2,400	1,904	2,659	1,441	8,841
Library Cash Capital	0	0	0	30	0	30
Local Works Cash Capital	958	1,179	1,078	2,798	2,520	8,533
Parking Cash Capital	0	46	34	35	0	115
Public Market Cash Capital	0	0	18	53	0	71
Refuse Cash Capital	480	270	1,161	2,515	2,564	6,990
War Memorial Cash Capital	0	0	0	90	0	90
Water Cash Capital	124	404	370	103	640	1,641
	1,999	4,483	4,669	8,422	7,446	27,019

NON PUBLIC SAFETY FLEET TOTALS

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Cemetery Cash Capital	0	184	104	139	281	708
General Cash Capital	437	2,400	1,904	2,659	1,441	8,841
Library Cash Capital	0	0	0	30	0	30
Local Works Cash Capital	958	1,179	1,078	2,798	2,520	8,533
Parking Cash Capital	0	46	34	35	0	115
Public Market Cash Capital	0	0	18	53	0	71
Refuse Cash Capital	480	270	1,161	2,515	2,564	6,990
War Memorial Cash Capital	0	0	0	90	0	90
Water Cash Capital	124	404	370	103	640	1,641
	1,999	4,483	4,669	8,422	7,446	27,019

The Budget records personnel resources in a number of ways. First, individuals may be employed in either full time, part time, temporary, or seasonal capacities. A full time employee works a standard work week on a year round basis. The number of hours per week may vary depending on unit assignment and the nature of the job. Part time employees also work on a year round basis, but for fewer hours than the standard work week. Temporary employees work standard work weeks, but for a fixed period, usually not more than eighteen months. Seasonal employees work hours that are determined by the jobs to which they are assigned, usually for short periods, e.g., the summer. While most of the City's personnel resources are allocated to full time positions, use of part time, temporary, and seasonal positions provides an efficient and flexible means of meeting peak work load requirements. These “other than full time” positions are aggregated in departmental Budget presentations.

Secondly, all full time positions are recorded in the Budget by job title. In every unit with assigned personnel, a personnel summary display indicates the job titles assigned to that unit and the number of full time positions authorized for each title. All job titles are assigned to pay brackets that represent the compensation range for the position. The salary and wage schedules at the back of this section present the range for each bracket.

Overtime, the practice of extending work beyond the regular work week hours, is also explicitly accounted for in the Budget. Carefully managed overtime provides a flexible extension of the City's experienced workforce.

Finally, the Budget accounts for a Vacancy Factor, defined as the difference between the allocation actually required for personnel compensation, and that which would be required if every position were filled at all times. Some number of positions are unfilled at any given moment. Vacancy factors differ among units, based on the size of the unit and the turnover rates experienced.

Personnel resources are approximated in “Employee Years.” Each full time position represents one Employee Year regardless of actual assigned hours, which vary. Part time, temporary, and seasonal positions are expressed as fractions of a full time Employee Year based on the number of hours to be worked in relation to the hours to be worked by a full time equivalent position or by salary averaging; fractions are to one decimal place, i.e., one-tenth of an Employee Year. Overtime and vacancy factors are similarly approximated.

The Employee Year allocations are approximated by adding that unit of measure for all full time, part time, temporary, seasonal, and overtime assistance and subtracting the vacancy allowance, as in the following example:

Employee Years	
Full Time Positions	21.0
Overtime	+1.7
Part Time, Temporary, and Seasonal	+2.3
LESS: Vacancy Allowance	-1.1
	=23.9

Some presentations in the Budget show the assignment of fractional full time positions (e.g., 1.5 full time positions) to reflect sharing of positions among various activities and the corresponding allocation of costs to each activity. This practice is common in the Department of Environmental Services, Bureau of Operations. Here workload requirements change throughout the year (e.g., from Leaf Collection in the fall to Snow and Ice Control in the winter). Summing these partial assignments from two or more activities will result in an accounting of 100% of the full time employees, as in the following example:

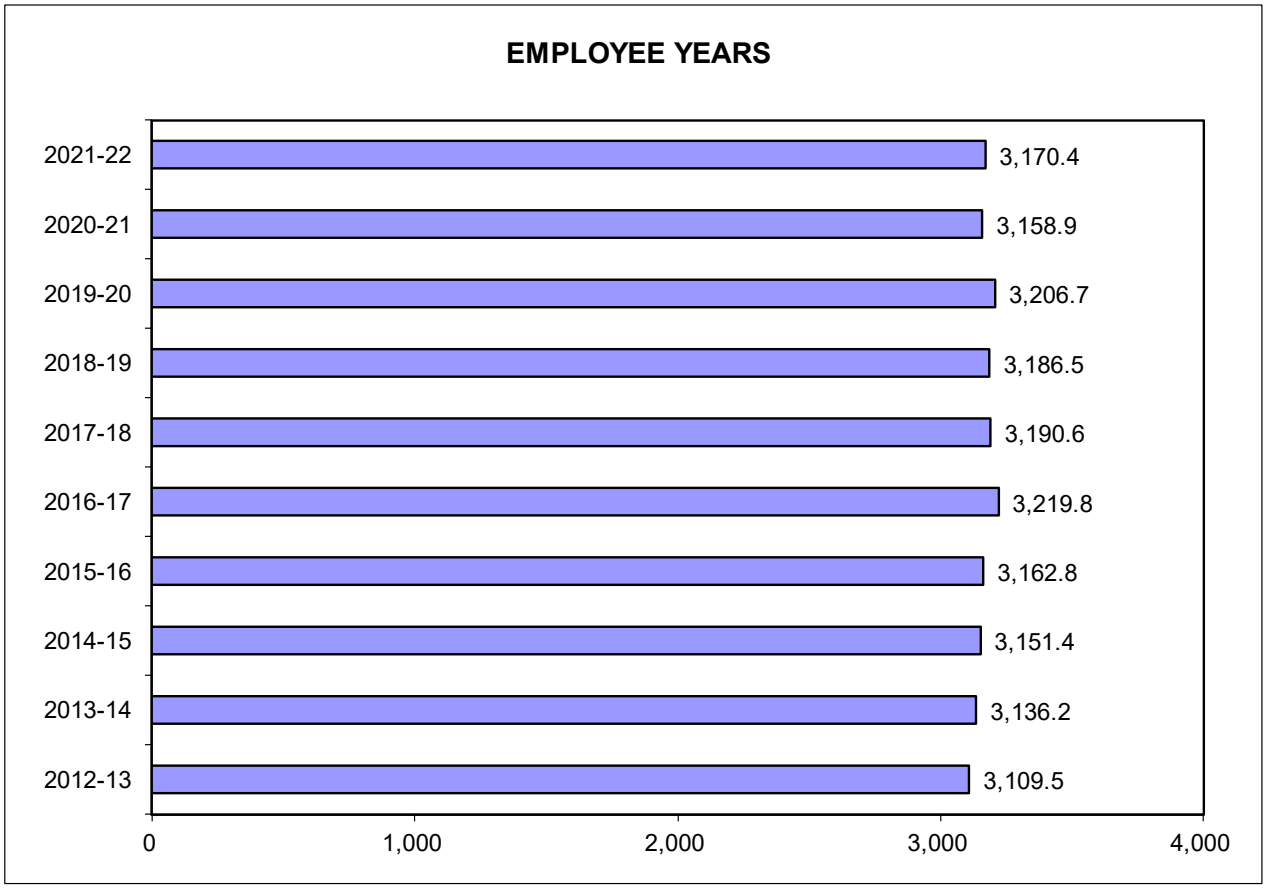
Title	Activities	
Crew Chief	Lots & Yards	1.2
	Work Orders	0.6
	Leaf Collection	0.3
	Snow & Ice Control	0.9
	Total Authorized	3.0

PERSONNEL SUMMARY
PERSONNEL RESOURCES

Total Employee Years	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
City Council and Clerk	23.1	26.4	28.2	29.0
Administration				
Mayor's Office	30.2	44.4	43.6	36.0
Office of Management & Budget	8.5	8.8	8.0	8.3
Human Resource Management	30.9	29.8	32.6	33.1
Communications	19.5	20.0	20.0	18.0
Law	21.5	21.5	19.5	25.0
	110.6	124.5	123.7	120.4
Information Technology	55.4	41.4	38.0	44.2
Finance				
Director's Office	4.0	4.0	5.0	5.0
Accounting	16.2	16.1	12.0	12.2
Treasury	19.4	18.9	17.9	18.3
Assessment	13.4	14.9	12.2	12.2
Parking Violations & Adjudication	37.7	36.0	36.0	36.0
Purchasing	11.8	11.4	11.5	11.5
Traffic Violations Agency	10.6	10.3	8.5	8.5
	113.1	111.6	103.1	103.7
Neighborhood & Business Development				
Commissioner	12.6	14.6	8.1	9.5
Business & Housing Development	29.0	29.0	30.1	29.0
Neighborhood Preservation	18.1	18.1	20.4	21.4
Buildings & Zoning	77.9	79.9	80.4	80.4
	137.6	141.6	139.0	140.3
Environmental Services				
Commissioner	54.7	55.4	58.5	58.6
Architecture & Engineering	56.5	59.0	57.7	59.7
Operations	254.1	257.0	266.5	273.1
Buildings & Parks	161.3	163.1	161.1	160.6
Equipment Services	65.9	65.9	66.2	67.2
Water	138.2	140.8	141.3	142.7
	730.7	741.2	751.3	761.9
Emergency Communications	226.7	231.1	231.1	224.2
Police	941.7	938.2	914.7	869.4

PERSONNEL SUMMARY
PERSONNEL RESOURCES

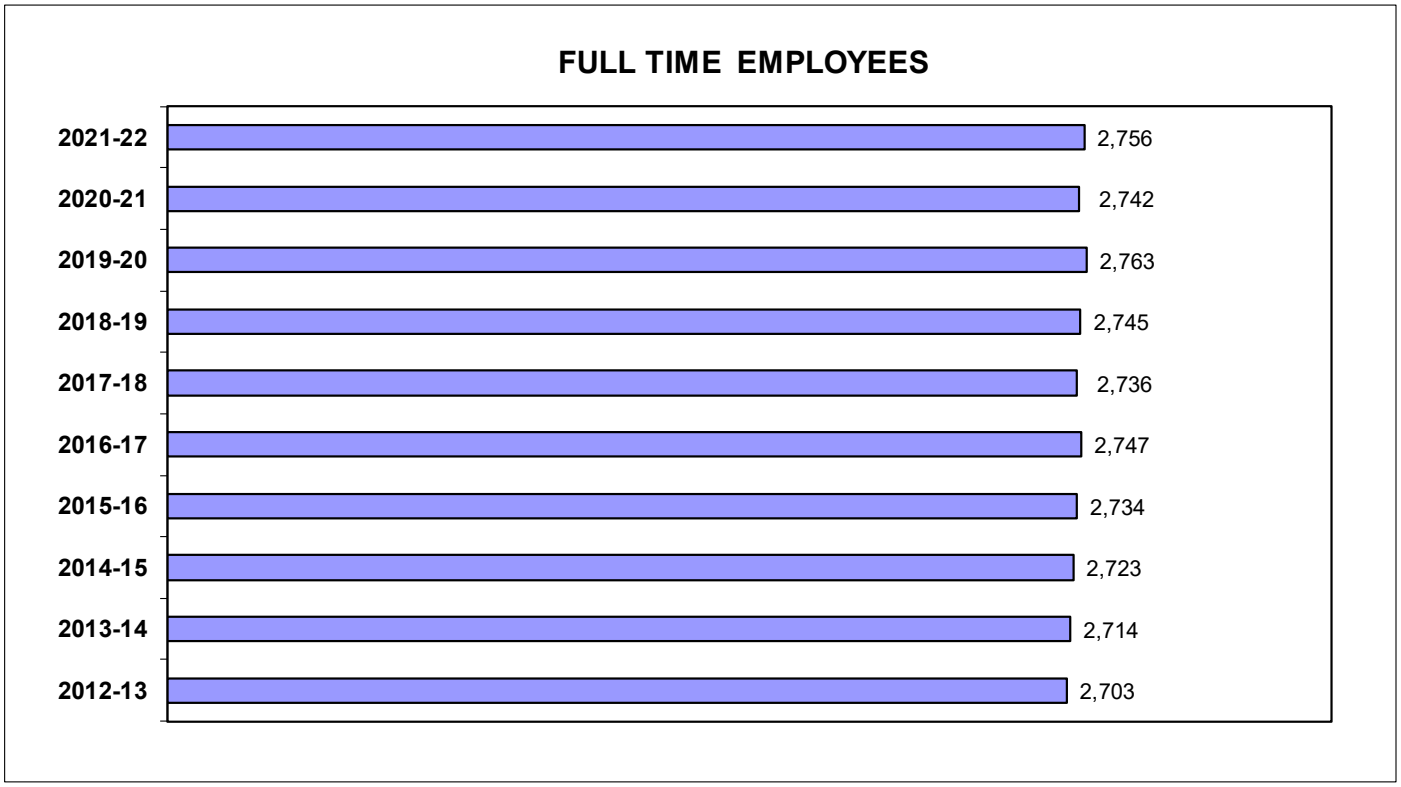
Total Employee Years	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
Fire	521.5	518.8	515.7	519.2
Library				
Central Library	90.5	91.5	90.8	89.5
Community Library	42.3	42.8	40.6	43.0
	132.8	134.3	131.4	132.5
Recreation & Human Services				
Office of the Commissioner	25.1	20.1	18.5	44.2
Recreation & Youth Services	154.9	147.6	134.6	143.8
Human Services	13.3	29.9	29.6	37.6
	193.3	197.6	182.7	225.6
Total	3,186.5	3,206.7	3,158.9	3,170.4



PERSONNEL SUMMARY
PERSONNEL RESOURCES

Full Time Employees	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
City Council and Clerk	12.0	16.0	16.0	16.0
Administration				
Mayor's Office	27.0	42.0	41.0	34.0
Office of Management & Budget	8.0	8.0	8.0	7.5
Human Resource Management	28.0	27.0	30.0	31.0
Communications	17.0	18.0	17.0	16.0
Law	21.0	21.0	19.0	24.5
	101.0	116.0	115.0	113.0
Information Technology	55.0	40.0	40.0	46.0
Finance				
Director's Office	4.0	4.0	5.0	5.0
Accounting	16.0	16.0	12.0	12.0
Treasury	18.0	18.0	17.0	17.0
Assessment	12.0	13.0	12.0	12.0
Parking Violations & Adjudication	32.0	31.0	32.0	32.0
Purchasing	11.0	11.0	11.0	11.0
Traffic Violations Agency	9.0	9.0	8.0	8.0
	102.0	102.0	97.0	97.0
Neighborhood & Business Development				
Commissioner	12.0	14.0	7.0	9.0
Business & Housing Development	28.0	28.0	30.0	29.0
Neighborhood Preservation	14.0	14.0	14.0	15.0
Buildings & Zoning	74.0	76.0	77.0	78.0
	128.0	132.0	128.0	131.0
Environmental Services				
Commissioner	35.0	37.0	41.0	41.0
Architecture & Engineering	56.0	58.0	56.0	58.0
Operations	198.0	198.0	199.0	200.0
Buildings & Parks	121.0	122.0	120.0	119.0
Equipment Services	60.0	60.0	60.0	61.0
Water	124.0	125.0	128.0	128.0
	594.0	600.0	604.0	607.0
Emergency Communications	214.0	213.0	213.0	212.0
Police	852.0	850.0	846.0	815.5

Full Time Employees, continued	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22
Fire	502.0	504.0	504.0	504.0
Library				
Central Library	74.0	75.5	74.8	74.5
Community Library	23.0	24.5	22.3	23.5
	97.0	100.0	97.0	98.0
Recreation & Human Services				
Office of the Commissioner	18.6	18.0	17.0	38.5
Recreation & Youth Services	58.4	51.5	47.5	58.0
Human Services	11.0	20.5	17.5	20.0
	88.0	90.0	82.0	116.5
Total	2,745.0	2,763.0	2,742.0	2,756.0



PERSONNEL SUMMARY
EMPLOYEE BENEFITS

In addition to wage and salary compensation, employees are provided with various fringe benefits as provided by law, collective bargaining agreements, and administrative determination. The City's budgeting and accounting systems place the allocations for these benefits in a separate department for monitoring and control purposes. Details on these allocations are found in the Undistributed Expenses section of the Budget (Tab 13).

The following table distributes estimated fringe benefits by Department:

Employee Benefit Distribution

Department	Amount
Council and Clerk	1,235,100
Administration	6,540,800
Information and Technology	2,460,400
Finance	4,192,700
Neighborhood and Business Development	6,584,000
Environmental Services	30,570,200
Emergency Communications	9,149,900
Police	53,261,200
Fire	32,599,200
Library	4,284,000
Recreation and Human Services	6,898,800
	157,776,300

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 158-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 2021-22
AFSCME Local 1635	
Department of Environmental Services	
● Environmental Services Operator I	$94,400
● Environmental Services Operator I	$94,400
● Secretary	$78,200
ECD/911	
● Dispatcher I / 911	$89,000
Rochester Police Locust Club, Inc.	
Police Department	
● Police Investigator	$164,100
● Police Sergeant	$164,900
International Association of Firefighters, Local 1071	
Fire Department	
● Lieutenant	$158,200
Total	$843,200

PERSONNEL SUMMARY
BARGAINING UNITS

Effective Dates of Current or Most Recent Agreements

Labor Organization	Agreement Dates
AFSCME Local 1635 Full Time	July 1, 2017 to June 30, 2022
AFSCME Local 1635 Part Time	July 1, 2020 to June 30, 2022
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 158-S	July 1, 2019 to June 30, 2023
Civil Service Employees Association, Local 828, Rochester Public Library Part Time Employees Unit	July 1, 2017 to June 30, 2021

July 1, 2021

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, 2021, all positions set forth in this Budget to be in existence for the fiscal year 2021-22 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, 2021, which are not set forth in this Budget shall be abolished effective July 1, 2021 except for positions otherwise prescribed by law.

Lovely A. Warren
Mayor

PERSONNEL SUMMARY
SALARY SCHEDULES

Management Salaried Personnel
Effective July 1, 2021

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N
22	58,563	59,821	61,108	62,421	63,763	65,134	66,536	67,967	69,426	70,921	72,444	74,001	75,593	77,218
23	61,107	62,420	63,764	65,133	66,536	67,967	69,426	70,921	72,443	74,001	75,593	77,217	78,877	80,574
24	63,762	65,132	66,534	67,966	69,425	70,918	72,442	74,000	75,591	77,216	78,876	80,573	82,304	84,072
25	66,536	67,967	69,427	70,921	72,444	74,003	75,593	77,218	78,878	80,576	82,306	84,075	85,885	87,729
26	69,428	70,923	72,446	74,004	75,596	77,219	78,879	80,577	82,307	84,077	85,886	87,732	89,620	91,545
27	72,443	74,001	75,592	77,217	78,877	80,574	82,305	84,072	85,881	87,727	89,617	91,542	93,510	95,519
28	75,420	77,041	78,696	80,388	82,118	83,884	85,685	87,529	89,410	91,333	93,295	95,303	97,350	99,444
29	78,492	80,177	81,902	83,662	85,462	87,299	89,177	91,094	93,053	95,053	97,098	99,185	101,316	103,492
30	81,883	83,642	85,440	87,279	89,155	91,073	93,029	95,030	97,074	99,160	101,292	103,471	105,695	107,968
31	85,235	87,069	88,941	90,851	92,805	94,801	96,840	98,922	101,047	103,219	105,439	107,706	110,023	112,388
32	88,735	90,641	92,591	94,578	96,613	98,691	100,815	102,980	105,195	107,456	109,766	112,126	114,537	116,999
33	92,382	94,369	96,399	98,471	100,588	102,750	104,959	107,216	109,521	111,877	114,282	116,738	119,247	121,815
34	96,193	98,263	100,374	102,533	104,737	106,989	109,288	111,641	114,038	116,489	118,996	121,553	124,168	126,837
35	100,163	102,317	104,515	106,762	109,056	111,403	113,799	116,245	118,745	121,297	123,905	126,569	129,290	132,070
36	114,067	116,518	119,024	121,584	124,198	126,868	129,594	132,382	135,229	138,136	141,107	144,140	147,239	
86	128,437	131,646	134,938	138,312	141,769	143,095	147,386							
87	131,646	134,938	138,312	141,769	144,348	148,678								
88	113,111	115,414	117,768	120,173	122,625	125,130	127,677	130,288	132,947	135,664	138,427	142,581	146,860	151,265
96	128,437	131,646	134,938	138,312	143,891	143,095	147,386							
97	131,646	134,938	138,312	141,769	144,348	148,678								
98	113,111	115,414	117,768	120,173	122,625	125,130	127,677	130,288	132,947	135,664	138,427	142,581	146,860	151,265
197	132,793	136,111	139,514	143,001	145,604	149,972								

Non-Management Salaried Personnel (AFSCME)
Effective July 1, 2021

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
1	31,200	31,556	32,530	33,564	34,599	35,486	36,206	36,865	37,696
2	31,387	32,357	33,358	34,421	35,486	36,206	36,865	37,696	38,635
3	32,021	33,010	34,030	35,125	36,206	36,865	37,696	38,635	39,633
4	32,602	33,610	34,649	35,760	36,865	37,696	38,635	39,633	40,515
5	33,335	34,368	35,430	36,561	37,696	38,635	39,633	40,515	41,621
6	34,169	35,226	36,315	37,477	38,635	39,633	40,515	41,621	42,666
7	35,060	36,145	37,261	38,444	39,633	40,515	41,621	42,666	43,830
8	35,832	36,940	38,084	39,300	40,515	41,621	42,666	43,830	45,097
9	36,817	37,956	39,129	40,374	41,621	42,666	43,830	45,097	46,480
10	37,737	38,904	40,108	41,391	42,666	43,830	45,097	46,480	47,922
11	38,765	39,963	41,199	42,515	43,830	45,097	46,480	47,922	49,414
12	39,892	41,126	42,397	43,744	45,097	46,480	47,922	49,414	51,134
13	41,115	42,387	43,697	45,089	46,480	47,922	49,414	51,134	52,673
14	42,390	43,701	45,050	46,480	47,922	49,414	51,134	52,673	54,447
15	43,709	45,061	46,455	47,937	49,414	51,134	52,673	54,447	56,102
16	45,220	46,618	48,060	49,596	51,134	52,673	54,447	56,102	58,043
17	46,589	48,030	49,515	51,092	52,673	54,447	56,102	58,043	60,367
18	48,154	49,640	51,177	52,812	54,447	56,102	58,043	60,367	62,847
19	49,617	51,150	52,730	54,420	56,102	58,043	60,367	62,847	65,389
20	51,338	52,923	54,559	56,302	58,043	60,367	62,847	65,389	68,051
21	53,386	55,037	56,740	58,551	60,367	62,847	65,389	68,051	70,874
110	32,960	41,199	42,515	43,830	45,097	46,480	47,922	49,414	50,895
150	37,163	46,455	47,937	49,414	51,134	52,673	54,447	56,102	57,788
170	39,614	49,515	51,092	52,673	54,447	56,102	58,043	60,367	62,180
180	40,941	51,177	52,812	54,447	56,102	58,043	60,367	62,847	64,734
190	42,184	52,730	54,420	56,102	58,043	60,367	62,847	65,389	67,349
200	43,648	54,559	56,302	58,043	60,367	62,847	65,389	68,051	70,089
210	55,037	56,740	58,551	60,367	62,847	65,389	68,051	70,873	72,998

PERSONNEL SUMMARY
SALARY SCHEDULES

Weekly and Hourly Personnel
Effective July 1, 2021

Hourly Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I
40	17.74	18.28	18.85	19.49	20.08	20.51	20.98	21.56	22.13
41	18.32	18.89	19.47	20.08	20.69	21.17	21.95	22.19	22.98
42	19.00	19.58	20.20	20.87	21.57	22.13	22.64	23.41	23.98
51	15.49	15.97	16.45	16.91	17.39	17.75	18.07	18.33	18.66
52	15.70	16.20	16.69	17.23	17.75	18.07	18.33	18.66	19.10
53	15.92	16.41	16.92	17.49	18.07	18.33	18.66	19.10	19.53
54	16.23	16.74	17.25	17.78	18.33	18.66	19.10	19.53	19.96
55	16.51	17.00	17.54	18.15	18.66	19.10	19.53	19.96	20.43
56	16.87	17.39	17.92	18.62	19.10	19.53	19.96	20.43	20.78
57	17.28	17.80	18.36	18.99	19.53	19.96	20.43	20.78	21.56
58	17.64	18.18	18.73	19.35	19.96	20.43	20.78	21.56	21.95
59	18.06	18.63	19.19	19.78	20.43	20.78	21.56	21.95	22.59
60	18.38	18.94	19.53	20.17	20.78	21.56	21.95	22.59	23.10
61	18.99	19.57	20.19	20.86	21.56	21.95	22.59	23.10	23.89
62	19.42	20.01	20.64	21.24	21.95	22.59	23.10	23.89	24.52
63	19.95	20.58	21.21	21.95	22.59	23.10	23.89	24.52	25.26
64	20.46	21.10	21.74	22.46	23.10	23.89	24.52	25.26	25.99
65	21.17	21.81	22.48	23.18	23.89	24.52	25.26	25.99	26.76
66	17.05	17.56	18.14	18.65	19.24	20.43			

Daily Rates:

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H
68	148.46	153.04	157.78					
69	179.37	184.92	190.62	202.79	214.91	227.10	233.86	240.61
70	190.77	196.66	202.57	209.41	215.78	223.24		
71	207.70	214.71	221.69	228.67	235.64	242.63		

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, 2021

Bracket	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J
73	48,542	50,043	51,913	53,770	55,655	57,527	59,397	61,269	63,141	65,011
75	50,968	52,544	54,574	56,601	58,629	60,657	62,685	64,714	66,741	68,769
78	54,613	56,302	59,315	62,330	65,342	68,356	71,370	74,384	77,398	80,412

Operating Engineers
Effective July 1, 2021

Bracket	Title	Step A	Step B	Step C	Step D	Step E
149	Asst. HVAC Engineer Trainee	19.02	19.58	20.19	21.60	22.25
150	Asst. HVAC Engineer	27.94	28.77	29.68	31.79	32.76
151	HVAC Engineer	29.08	29.96	30.88	33.09	34.10
152	Lead HVAC Engineer	31.29	32.26	33.25	35.57	36.75
153	Supervising HVAC Engineer	33.71	34.76	35.80	38.32	39.58

PERSONNEL SUMMARY
SALARY SCHEDULES

Fixed Salary Rates
Effective July 1, 2021 or as otherwise noted

Title	Amount
Elected and Appointed Officials	
President of the Council*	46,939
Council Member*	36,939
Mayor*	153,941
Deputy Mayor	150,851
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 2021.

Every four years City Council sets the annual salaries of the Mayor and Councilmembers and provides for a cost of living adjustment for each of the next three years with a 3% annual cap; the last base year set was for calendar 2018.

The Mayor and any Councilmember may decline to accept the cost of living adjustment, therefore actual salaries collected by the Mayor and Councilmembers may be lower than the above salaries.

**These positions are not compensated if filled by a City or RG&E employee.

CSEA Library Part Time

Effective July 1, 2020

TITLE	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Administrative Assistant	N165	23.20	23.92	24.71	25.47	25.98	26.50
Class 5 Truck Driver	N085	18.43	19.00	19.60	20.22	20.62	21.04
Cleaner Library	N015	15.69	16.19	16.71	17.24	17.58	17.91
Clerk II Library	N095	18.89	19.47	20.10	20.73	21.14	21.57
Clerk III with Typing Library	N075	17.99	18.54	19.12	19.72	20.13	20.52
Clerk Typist Library	N035	16.44	16.94	17.46	18.03	18.41	18.75
Digital Media Associate	N145	21.76	22.41	23.18	23.88	24.35	24.86
Duplicating Operator	N065	17.52	18.06	18.63	19.27	19.63	20.02
Graphic Assistant	N145	21.76	22.41	23.18	23.88	24.35	24.86
Historical Researcher	N185	24.05	24.80	25.57	26.37	27.19	28.03
Librarian I	N185	24.05	24.80	25.57	26.37	27.19	28.03
Librarian II	N195	25.46	26.26	27.09	27.95	28.51	29.08
Library Assistant	N145	21.76	22.41	23.18	23.88	24.35	24.86
Mail Room Clerk	N095	18.89	19.47	20.10	20.73	21.14	21.57
Maintenance Worker	N575	17.59	18.13	18.70	19.28	19.87	20.28
Materials Processor	N035	16.44	16.94	17.46	18.03	18.41	18.75
Retrieval Room Aide	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	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, 2021

TITLE	BRACKET	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	N717	25.60	26.39	27.21	28.07	28.94	29.92
Administrative Analyst	N720	28.21	29.08	29.98	30.94	31.89	33.17
Animal Care Tech	P702	15.09	15.56	16.04	16.55	17.06	17.41
Animal Care Tech II	P706	16.43	16.94	17.46	18.02	18.57	19.05
Auto Aide	P758	17.64	18.18	18.73	19.35	19.96	20.43
Cemetery Service Rep	N711	21.30	21.96	22.64	23.36	24.08	24.78
Cemetery Worker	P757	17.28	17.80	18.36	18.99	19.53	19.96
Cleaner	P701	15.00	15.17	15.64	16.14	16.63	17.06
Clerk II	N709	20.23	20.85	21.50	22.18	22.87	23.44
Clerk III/Typing	N707	19.26	19.86	20.47	21.12	21.78	22.26
Clerk Typist	N703	17.59	18.14	18.70	19.30	19.89	20.26
Code Enforcement Inspector	P761	18.99	19.57	20.19	20.86	21.56	21.95
Code Enforcement Officer	P721	25.67	26.46	27.28	28.15	29.02	30.21
Code Enforcement Officer Trainee	P718	23.15	23.87	24.60	25.39	26.18	26.97
Communications Aide	N716	24.85	25.61	26.41	27.25	28.10	28.94
Communications Research Assistant	N812	19.18	19.77	20.38	21.03	21.68	22.35
Counseling Specialist	N718	26.46	27.27	28.12	29.02	29.92	30.83
Dispatcher I /OEC	N715	17.87	22.33	23.05	23.76	24.58	25.32
Dispatcher II / OEC	N817	19.05	23.81	24.56	25.32	26.18	26.97
Grants Support Associate	N713	22.59	23.29	24.01	24.77	25.54	26.33
Ground Equipment Operator	P756	16.87	17.39	17.92	18.62	19.10	19.53
Maintenance Mechanic	P760	18.38	18.94	19.53	20.17	20.78	21.56
Microfilm Equipment Operator	N706	18.77	19.35	19.95	20.59	21.23	21.78
Office Automation Specialist	N717	25.60	26.39	27.21	28.07	28.94	29.92
Parking Enforcement Officer	P710	18.14	18.70	19.28	19.90	20.51	21.07
Parking Equipment Mechanic	P710	18.14	18.70	19.28	19.90	20.51	21.07
Police Evidence Tech	P716	24.85	25.61	26.41	27.25	28.10	28.94
Principal Engineering Technician	N718	26.46	27.27	28.12	29.02	29.92	30.83
Project Assistant	N712	21.92	22.60	23.30	24.04	24.78	25.54
Property Conservation Inspector	P718	23.15	23.87	24.60	25.39	26.18	26.97
Receptionist Typist	N706	18.77	19.35	19.95	20.59	21.23	21.78
Secretary	N711	21.30	21.96	22.64	23.36	24.08	24.78
Security Guard	P752	15.70	16.20	16.69	17.23	17.75	18.07
Service Representative	N812	19.18	19.77	20.38	21.03	21.68	22.35
Service Representative Bilingual	N812	19.18	19.77	20.38	21.03	21.68	22.35
Senior Maintainance Mechanic	P762	19.42	20.01	20.64	21.24	21.95	22.59
Senior Maintainance Mechanic Bldg	P765	21.17	21.81	22.48	23.18	23.89	24.52
Telecommunicator	N810	15.85	19.81	20.44	21.07	21.68	22.35
Veterinary Technician	P710	18.14	18.70	19.28	19.90	20.51	21.07
Vicitim Assistance Counselor	N714	23.29	24.01	24.75	25.54	26.33	27.15
Wage & Hour Investigator	N716	24.85	25.61	26.41	27.25	28.10	28.94
Water Quality Lab Tech	P720	24.68	25.44	26.23	27.07	27.91	29.02

Part time, Temporary, and Seasonal Personnel
Effective July 1, 2021

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Accountant	170	25.60	26.39	27.21	28.07	28.94	29.92
Administrative Analyst	200	28.21	29.08	29.98	30.94	31.89	33.17
Administrative Assistant	160	24.85	25.61	26.41	27.24	28.09	31.89
Administrative Secretary	130	22.58	23.30	24.01	24.78	25.54	28.95
Assistant Beach Manager	840	17.66	18.24	18.35			
Assistant Pool Manager	840	17.66	18.24	18.72			
Assistant Summer Program Coordinator	459	12.50					
Assistant Summer Program Coordinator*	459	13.20					
Assistant Supervisor of Markets	417	18.37	18.99	19.53			
Auto Aide	058	17.64	18.18	18.73	19.35	19.96	20.43
Beach Lifeguard	826	12.88	13.36	13.91			
Beach Lifeguard Captain	836	16.58	17.05	17.62			
Beach Lifeguard Lieutenant	831	14.73	15.21	15.74			
Beach Manager	850	21.82					
Building Maintenance Helper	528	15.70	16.20	16.69	17.23	17.75	
Cemetery Crew Leader	455	14.64					
Cemetery Service Representative	110	21.30	21.96	22.64	23.36	24.08	24.78
Cemetery Worker	578	17.28	17.80	18.36	18.99	19.53	19.96
Cleaner	018	15.00	15.17	15.64	16.14	16.63	17.06
Clerical Aide	350	14.54					
Clerk II	090	20.23	20.85	21.50	22.18	22.87	23.44
Clerk III	070	19.26	19.86	20.47	21.12	21.78	22.26
Clerk Typist	030	17.59	18.14	18.70	19.30	19.89	20.26
College Junior Intern	452	15.37	17.19				
Crew Chief Seasonal	360	18.45					
Day Camp Supervisor	460	17.30					
Dispatcher	648	20.46	21.10	21.74	22.46	23.10	25.99
Engineering Intern Seasonal	408	15.37	17.19				
Exam Proctor	358	12.50	12.50	13.28			
Exam Proctor*	358	13.20	13.20	13.28			
Fire Protection Gear Repairer	298	36.27	37.05	37.84	38.66	39.49	40.34
Firefighter Trainee	354	12.50					
Firefighter Trainee*	354	13.20					
Forestry Worker	618	18.99	19.57	20.19	20.86	21.56	
Graduate Intern	463	18.56					
Ground Equipment Operator	362	16.87					
Grounds Worker	451	12.50					
Grounds Worker*	451	13.20					
IT Intern	408	15.37	17.19				
Laborer	456	12.50					
Laborer*	456	13.20					
Legislative Aide	160	24.85	25.61	26.41	27.24	28.09	31.89
Legislative Clerk	070	19.27	19.86	20.47	21.12	21.78	24.08
Library Page	401	12.50	12.50	12.50	12.50		
Library Page*	401	13.20	13.20	13.20	13.20		
Lifeguard	825	12.50	12.50	12.96			
Lifeguard*	825	13.20	13.20	13.20			
Lifeguard Captain	835	16.16	16.64	17.20			
Lifeguard Lieutenant	830	14.32	14.79	15.35			
Literacy Aide	403	12.50	12.50	12.50			
Literacy Aide*	403	13.20	13.20	13.20			
Maintenance Mechanic	760	18.38	18.94	19.53	20.17	20.78	

PERSONNEL SUMMARY
SALARY SCHEDULES

Effective July 1, 2021

Title	Bracket	Step A	Step B	Step C	Step D	Step E	Step F
Operations Worker	418	18.32	18.89	19.47	20.08	20.69	
Parks Operations Supervisor	198	20.28	25.36	26.15	26.98	27.92	32.37
Parks Operations Worker	418	18.32	18.89	19.47	20.08	20.69	
Pool Attendant	457	13.73					
Principal Engineering Technician	180	26.46	27.27	28.12	29.02	29.92	30.83
Project Assistant Seasonal	120	21.92	22.60	23.30	24.04	24.78	25.54
Public Safety Aide	445	21.88	22.52	23.17			
Recreation Assistant	815	12.50					
Recreation Assistant*	815	13.20					
Recreation Leader	300	20.23	20.85	21.50	22.19	22.87	
Rink Aide	448	12.50					
Rink Aide*	448	13.20					
Rink Manager	446	15.13					
School Traffic Officer	459	12.50					
School Traffic Officer*	459	13.20					
School Traffic Officer II	458	15.02					
Secretary	110	21.30	21.96	22.64	23.36	24.08	24.78
Security Guard	528	15.70	16.20	16.69	17.23	17.75	18.07
Service Representative	128	19.18	19.77	20.38	21.03	21.68	22.35
Service Representative Bilingual	128	19.18	19.77	20.38	21.03	21.68	22.35
Sr. Maintenance Mechanic/Mason	065	21.17	21.81	22.48	23.18	23.89	24.52
Sr. Operations Worker	062	19.42	20.01	20.64	21.24	21.95	22.59
Sr. Recreation Assistant	810	16.21					
Summer Program Clerk	454	12.50					
Summer Program Clerk*	454	13.20					
Summer Program Coordinator	325	21.69					
Water Maintenance Worker	598	18.06	18.63	19.19			
Youth Worker	400	11.80					
Youth Worker	353	11.80					

Rochester City School District Board of Education
131 West Broad Street
Rochester, New York 14614
(585) 262-8525 Fax: (585) 262-8381

Board of Education

President
Van Henri White

Vice President
Cynthia Elliott

Members
Ricardo Adams
William Clark
Beatriz LeBron
Amy Maloy
Willa Powell

State Monitor
Dr. Shelley Jallow

District Clerk
Kallia Wade

Superintendent of Schools
Dr. Lesli Myers-Small

East EPO Superintendent
Dr. Shaun Nelms

May 11, 2021

The Honorable Lovely A. Warren
Mayor, City of Rochester
City Hall
30 Church Street
Rochester, NY 14614

Rochester City Council
City Hall
30 Church Street
Rochester, NY 14614

Dear Mayor Warren, President Scott, Vice-President Lightfoot and Councilmembers:

On May 10, 2021, the Board of Education adopted a budget of $986,100,909 to fund the Rochester City School District for fiscal year 2021-22.

The 2021-22 budget closely follows the 2020-21 budget process, as one of the most atypical and challenging budget seasons for the Rochester City School District. However, despite the pandemic and periods of fiscal uncertainty, we are proud to say that several important fiscal milestones have been reached and are manifested in the current budget, including:

- Absolutely balanced budget
- Elimination of the need for a Revenue Anticipation Note (RAN)
- Upgrade in the Moody's financial rating, which went from A2 negative to A2 stable
- Strong, positive and liquid cash flow
- Fiscal transparency

Reaching the aforementioned fiscal milestones, while a standalone positive marker, is even more significant because it allows the District to make a foundational shift from constantly focusing on stability to prioritizing academics and student performance. Notably, this budget was built to align closely with the District's Strategic Plan, as well as the Fiscal and Academic Plans, which were adopted under the guidance of our State Monitor, Dr. Shelley Jallow. Below are the major highlights from the plans addressed in the 2021-22 budget.

Budget highlights from the District's Strategic Plan include:

- Increasing ELA and math proficiency in grades 3 – 8
- Addressing chronic absenteeism
    - Redesigning Multi-Tiered System of Supports (MTSS) to ensure the components related to social-emotional learning and attendance are addressed
    - Working with Information Management and Technology to create a data dashboard that includes alignment of chronic absenteeism with State reporting
    - Consistent systems and structures for school attendance teams to use when reviewing data on a weekly basis in order to implement tiered intervention
- Increasing percentage of Students with Disabilities in a Least Restrictive Environment
- Increasing parent engagement in Special Education
- Supporting the New York State Next Generation Standards and alignment of curriculum implementation for K – 12
- Fortifying social-emotional learning and restorative practices
- Consent Decree compliance
- NYS Special Education and Bilingual Corrective Action Plans compliance

Budget highlights from the State Monitor's Academic Plan include:

- Updating Districtwide comprehensive programs, materials, textbooks, and assessment tools
- Establishing a program evaluation element to analyze effectiveness of initiatives
- Summer school to address learning loss
- Multi-Tiered System of Supports Initiative
- Professional development

Budget highlights from the State Monitor's Financial Plan include:

- Upgrading the District's Financial Management System
- Upgrading the District's Special Education Management System

The aforementioned highlights our efforts to allocate resources more efficiently and effectively to better serve Rochester children—centering our students as the first priority and allowing this core belief to drive all District decisions. We are proud to say that the 2021-22 budget is balanced, aligned, and targeted, and it moves us closer to true fiscal stability. Most importantly, it continues our commitment to a process that is in the best interest of our students, staff, and families.

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 continuing to work together, we will ensure the District's vision, to "ensure all students equitable access to a high-quality education and graduate each student as a productive member of society," is achieved.

Sincerely,

Van Henri White
President, Board of Education

Dr. Lesli Myers-Small
Superintendent of Schools

Rochester City School District
Board of Education

Van Henri White, President
Cynthia Elliott, Vice President
William Clark
Ricardo Adams
Beatriz LeBron
Amy Maloy
Willa Powell

Kallia Wade
District Clerk
(585) 262-8308
kallia.wade@rcsdk12.org

Certified Resolution: Special Meeting: May 10, 2021

Resolution No. 2020-21: 793

By Member of the Board Commissioner LeBron

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 2021-22 fiscal year as follows:

General Fund Revenues:

$650,740,333	New York State
$119,100,000	City of Rochester
$ 27,044,263	Federal Medicaid
$ 10,290,096	Local
$ 33,100,000	Appropriated Fund Balance
$840,274,692	**Total General Fund**

Grants and Special Aid Fund Revenues:
$121,865,758

School Food Service Fund Revenues:
$ 23,960,459

$986,100,909 **Total Revenues**

Appropriations for All Funds:

$337,704,162	Salary Compensation
$ 36,295,662	Other Compensation
$180,832,754	Employee Benefits
$203,468,077	Fixed Obligations
$ 86,816,701	Debt Service
$ 14,009,471	Cash Capital Outlays
$ 49,018,679	Facilities and Related
$ 3,388,387	Technology
$ 74,519,516	All Other Variable Expenses
$ 47,500	Contingency Fund
$ 0	Deficit Reduction Fund
$986,100,909	**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 2021-22 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.

Roll Call Vote

President White	YES
Vice President Elliott	YES
Commissioner Adams	YES
Commissioner Clark	YES
Commissioner LeBron	YES
Commissioner Maloy	NO
Commissioner Powell	YES

Adopted by roll call vote 6-1, with Commissioner Maloy dissenting.

I, Kallia Wade, 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 10th of May, 2021, 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 six 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 11th day of May, 2021.

Kallia Wade, District Clerk

Districtwide Budget Summary

- General Fund Revenue and Expenditure Charts
- General Fund Revenue Summary and Analysis
- Grant Revenue Summary and Analysis
- Grant Descriptions
- All Funds Expenditure Summary and Analysis
- Position Summary
- Explanation of Changes to the Budget

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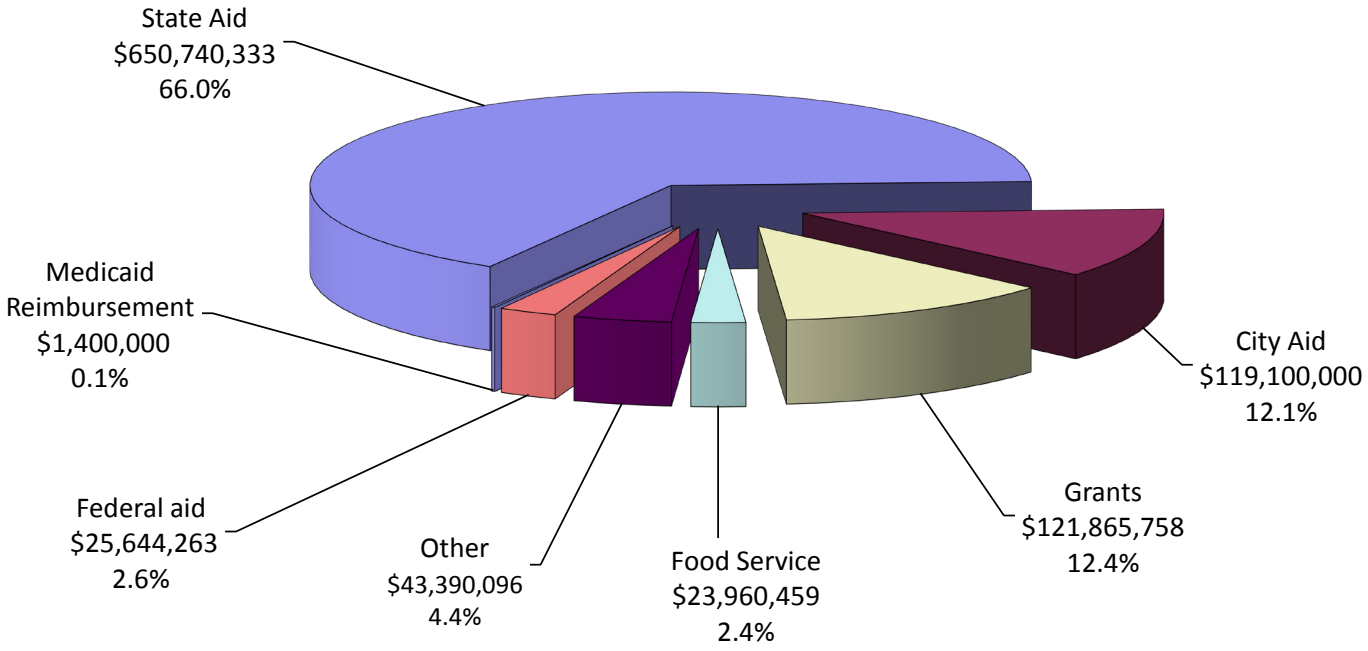
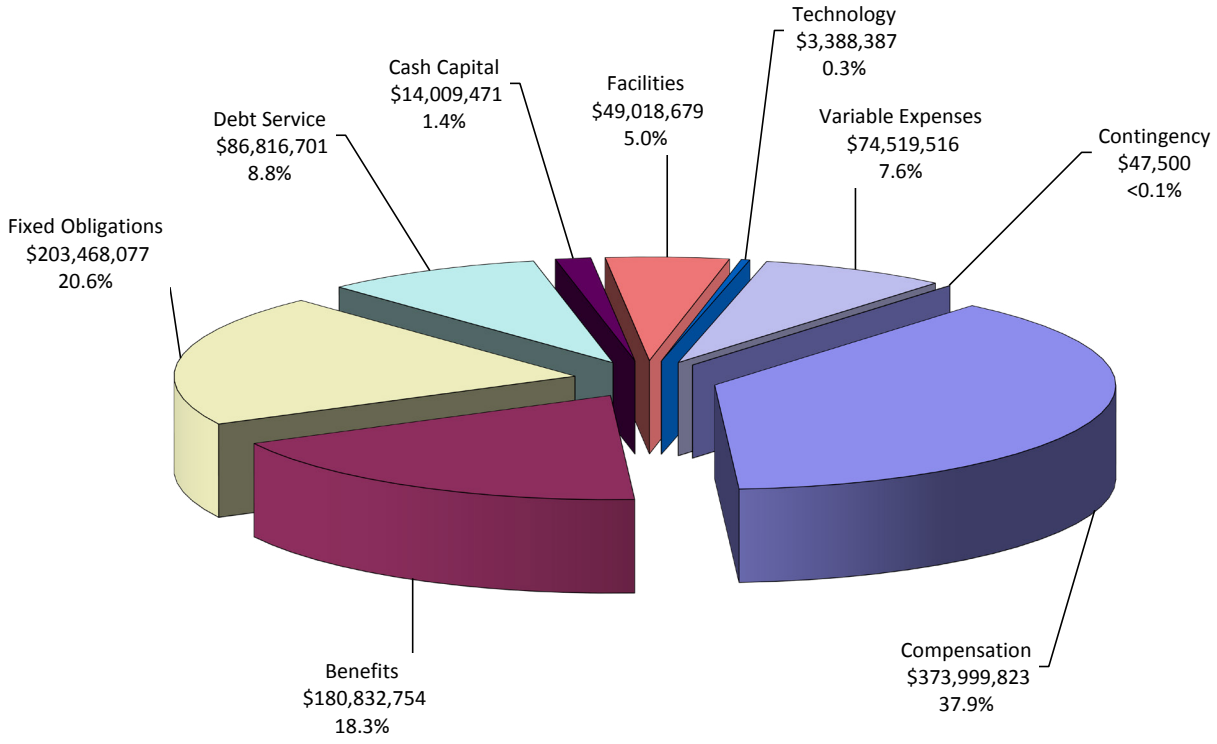
Revenue Summary - All Funds
$986,100,909



Expenditure Summary - All Funds
$986,100,909



REVENUE SUMMARY (ALL FUNDS)

	2019-20 Actual Revenue	2020-21 Original Budget	2020-21 Amended Budget	2021-22 Proposed Budget	$ Variance Increase / (Decrease)
GENERAL FUND					
State Aid					
Foundation Aid	$500,721,199	$458,220,658	$429,163,642	$513,077,533	$83,913,891
Special Education - Public High Cost Aid	9,266,637	8,854,209	8,854,209	9,349,134	494,925
Special Education - Private Excess Cost Aid	9,994,899	9,296,251	9,296,251	10,342,268	1,046,017
Transportation Aid	68,987,191	72,220,932	46,955,932	18,000,000	(28,955,932)
Computer Hardware Aid	606,165	628,791	628,791	664,252	35,461
Textbook Aid	1,986,558	1,942,812	1,942,812	1,845,428	(97,384)
Software Aid	495,524	445,340	445,340	476,903	31,563
Library Aid	206,743	185,806	185,806	198,975	13,169
Charter School Transitional Aid	1,700,000	5,094,180	5,094,180	6,738,108	1,643,928
Charter School Supplemental Basic Tuition Aid	6,001,040	6,245,000	6,245,000	6,245,000	-
Total - Recurring State Aid	**599,965,956**	**563,133,979**	**508,811,963**	**566,937,601**	**58,125,638**
Building Aid					
Building Aid	76,159,211	84,742,971	85,345,060	83,436,066	(1,908,994)
Total - Building Aid	**76,159,211**	**84,742,971**	**85,345,060**	**83,436,066**	**(1,908,994)**
Other State Revenues					
Ch 47, 66, 721 Tuition - Alternative Residential	922,379	300,000	300,000	25,000	(275,000)
Chapter 348 Tuition - Nonresident Homeless	-	300,000	300,000	25,000	(275,000)
NYS Legislative Appropriation	-	1,200,000	1,200,000	1,200,000	-
Incarcerated Youth Aid	1,352,386	1,000,000	1,000,000	1,300,000	300,000
Total - Other State Revenues	**2,274,765**	**2,800,000**	**2,800,000**	**2,550,000**	**(250,000)**
State Aid Adjustments					
Prior Year Aid - $20M spin Up Loan Payment	(666,667)	(666,667)	(666,667)	(666,667)	-
2019-2020 $35M Spin Up Loan Payment		(1,166,667)	(1,166,667)	(1,166,667)	-
Local Deduction for Certain Students	(366,535)	(543,652)	(543,653)	(350,000)	193,653
Total - Prior Year State Aid Adjustments	**(1,033,202)**	**(2,376,986)**	**(2,376,987)**	**(2,183,334)**	**193,653**
Total - New York State Revenue	**677,366,730**	**648,299,964**	**594,580,036**	**650,740,333**	**56,160,297**
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**	**-**

	2019-20 Actual Revenue	2020-21 Original Budget	2020-21 Amended Budget	2021-22 Proposed Budget	$ Variance Increase / (Decrease)
Federal					
Federal - Medicaid	2,984,063	2,100,000	1,200,000	1,400,000	200,000
Federal - ARRA	2,279,793	-	-		
RJSCB QSCB subsidies	-	-	2,278,059	2,280,477	2,418
Federal CARES Act - ESSER	-	-	24,972,347	19,977,877	(4,994,470)
Federal CARES Act - GEER	-	-	4,232,386	3,385,909	(846,477)
Federal Stimulus Act	-	-	-	-	-
Total - Federal Medicaid Revenue	**5,263,856**	**2,100,000**	**32,682,792**	**27,044,263**	**(5,638,529)**
Other Local Revenue					
Nonresident Tuition	807,685	1,300,000	1,300,000	1,300,000	-
Health Services Revenue	1,195,236	1,100,000	1,100,000	1,000,000	(100,000)
Rental and Use of Buildings	41,878	100,000	100,000	-	(100,000)
Curriculum Based Programs	27,412	70,000	70,000	61,500	(8,500)
Sale of Obsolete Equipment	32,261	85,000	85,000	20,000	(65,000)
Stop Loss Reimbursement for Self-insurance	2,141,177	2,165,000	2,165,000	2,000,000	(165,000)
Recycling Revenue	25,080	60,000	60,000	10,000	(50,000)
Prior Years Refunds	1,879,047	1,000,000	1,000,000	1,000,000	-
Student and Other Fees	22,051	30,000	30,000	10,000	(20,000)
E-Rate Revenue	84,106	500,000	446,948	320,000	(126,948)
Earnings - General Fund Investments	181,922	200,000	200,000	20,000	(180,000)
Premiums on Obligations	736,000	500,000	2,618,145	1,400,000	(1,218,145)
Miscellaneous Revenue	728,559	700,000	700,000	400,000	(300,000)
Indirect Costs	2,834,187	3,368,000	3,368,000	2,748,596	(619,404)
Earnings - Capital Fund Premium and Interest	-	-	-	-	-
RJSCB QSCB Subsidies & Capitalized Interest	-	-	2,066,682	-	(2,066,682)
Total Other Local Revenue	**10,736,601**	**11,178,000**	**15,309,775**	**10,290,096**	**(5,019,679)**
Appropriated Fund Balance for General Fund	-		-	33,100,000	33,100,000
Interfund Transfers	804,135	-	-	-	-
TOTAL GENERAL FUND REVENUE	**813,271,322**	**780,677,964**	**761,672,603**	**840,274,692**	**78,602,089**

	2019-20 Actual Revenue	2020-21 Original Budget	2020-21 Amended Budget	2021-22 Proposed Budget	$ Variance Increase / (Decrease)
GRANT & SPECIAL AID FUNDS					
State Sources					
Universal Pre-Kindergarten	34,007,452	36,188,959	36,188,959	36,188,959	-
Other State Source Grants	22,492,532	22,285,004	23,257,362	22,392,521	(864,841)
Total - State Grant Sources	**56,499,984**	**58,473,963**	**59,446,321**	**58,581,480**	**(864,841)**
Federal Sources					
Formula (Recurring)	42,340,763	50,727,233	52,337,244	52,457,370	120,126
One-Time Grants (Competitive)	5,722,493	5,726,848	6,571,030	3,322,829	(3,248,201)
Total - Federal Sources	**48,063,256**	**56,454,081**	**58,908,274**	**55,780,199**	**(3,128,075)**
Other Local Sources	7,004,213	7,432,816	7,498,494	7,504,079	5,585
TOTAL GRANT & SPECIAL AID FUND REVENUE	**111,567,453**	**122,360,860**	**125,853,089**	**121,865,758**	**(3,987,331)**
SCHOOL FOOD SERVICE FUND					
NYS Free & Reduced Price Reimbursement	404,337	544,000	544,000	514,000	(30,000)
Federal Free & Reduced Price Reimbursement	13,539,073	21,220,000	18,220,000	21,226,459	3,006,459
Federal Surplus Food Revenue	987,004	1,360,000	1,360,000	1,300,000	(60,000)
Summer Food Service Revenue	2,513,807	350,000	350,000	900,000	550,000
Other Cafeteria Sales	7,898	10,000	10,000	10,000	-
Miscellaneous Revenue	31,847	20,000	20,000	10,000	(10,000)
Interfund Revenues	2,168,320	1,045,000	1,045,000	-	(1,045,000)
TOTAL SCHOOL FOOD SERVICE FUND REVENUE	**19,652,286**	**24,549,000**	**21,549,000**	**23,960,459**	**2,411,459**
GRAND TOTAL REVENUE - ALL FUNDS	**$944,491,061**	**$927,587,824**	**$909,074,692**	**$986,100,909**	**$77,026,217**

GENERAL FUND REVENUE SUMMARY ANALYSIS

REVENUE CATEGORY	2021-22 Proposed Budget
FOUNDATION AID Foundation Aid is unrestricted aid to support the district's general operations such as salaries, benefits, utilities and other operating costs. Beginning in 2007-08, NYS combined a number of separate aid categories into Foundation Aid. These aid categories included Public Excess Cost, Sound Basic Education, Extraordinary Needs, Limited English Proficiency and several categorical grants.	$513,077,533
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.	$9,349,134
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.	$10,342,268
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.	$18,000,000
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.	$664,252
SOFTWARE, TEXTBOOK AID AND LIBRARY MATERIALS AID This aid provides funding for the purchase of computer software, textbooks and library material. The amount of aid is based on a per-pupil dollar amount.	$2,521,306
CHARTER SCHOOL TRANSITIONAL AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.	$6,738,108
CHARTER SCHOOL SUPPLEMENTAL BASIC TUITION AID This aid partially offsets the cost of tuition that the district must provide for students attending Charter Schools.	$6,245,000
BUILDING AID This aid supports expenses associated with the construction of new buildings, additions, and/or modifications of existing buildings. Building aid is provided for projects which have received prior approval from the State Education Department.	$83,436,066
OTHER STATE REVENUES This category represents state funding that the local delegation in Albany has secured for the district. This category also contains aid for certain resident student placements including incarcerated youth detention centers.	$2,550,000
STATE AID ADJUSTMENTS This category represents adjustments for prior year aid monies owed to the district (including the $35M accelerated payment provided by the State in 2019-20, contingency for prior year aid claims owed to the State, and revenue to offset the district's debt service under the State's Prior Year Claims Financing Program. This category also contains aid deductions for certain resident student placements, including intermediate residential treatment programs, and State supported schools for the Blind and Deaf. The State assumes 100% of the tuition costs for these placements.	-$2,183,334

CITY AND FEDERAL REVENUES

CITY OF ROCHESTER AID The City of Rochester funding includes the State funded STAR program.	$119,100,000
FEDERAL MEDICAID REVENUE The district receives partial reimbursement under Medicaid for support services provided to Medicaid eligible students with disabilities. The district receives a portion of the approved billable amount per service. The State recoups the remaining amount of federal Medicaid monies received by the district.	$1,400,000
RJSCB QSCB Subsidies COMIDA subsidies on loan borrowings.	$2,280,477
Coronavirus Aid, Relief, and Economic Security Act (CARES) Aid provided by the Federal Government to respond to the global pandemic known as Coronavirus-19.	$23,363,786

OTHER LOCAL REVENUES

REVENUE CATEGORY	2021-22 Proposed Budget
NON-RESIDENT TUITION FROM OTHER DISTRICTS The district provides tutoring and other education services to non-resident students on a tuition/ fee basis. The largest portion of these revenues is for tutoring services provided to non-resident students at several agencies in the area.	$1,300,000
HEALTH SERVICES REVENUE The district provides health services to non-resident students attending private/parochial schools located within the district boundaries per NYS regulations. The district bills these costs back to the student's home districts.	$1,000,000
RENTAL AND USE OF BUILDINGS This represents the fees charged to various groups for the use of buildings in accordance with district policy.	$0
CURRICULUM BASED PROGRAMS Revenue generated by student curriculum programs such as the Work Experience Program.	$61,500
SALES OF OBSOLETE EQUIPMENT This is revenue from sales of obsolete equipment and vehicles, in accordance with district policy.	$20,000
STOP LOSS REIMBURSEMENT FOR SELF INSURANCE The District is self-insured for medical, dental, and workers compensation and has secured stop loss insurance policy for medical insurance. The District receives reimbursement for claims in excess of the stop loss limit.	$2,000,000
RECYCLING REVENUE The District receives revenue from the recycling of scrap materials.	$10,000
PRIOR YEARS REFUND This revenue accounts for refund of prior year expenditures.	$1,000,000
STUDENT AND OTHER FEES This revenue is earned through fees charged for Adult Education, rental of musical instruments and other miscellaneous fees.	$10,000
E-RATE REVENUE Federal E-rate revenue is provided to reimburse school district telecommunications and internet system expenditures.	$320,000
EARNINGS - GENERAL FUND INVESTMENTS This revenue from investments is earned by the district's cash management program	$20,000
PREMIUMS ON OBLIGATIONS This revenue represents the premium on a revenue anticipation note (RAN) to support cash flow needs.	$1,400,000
MISCELLANEOUS REVENUE This represents revenues that do not fit in any other categories and are non-recurring.	$400,000

INDIRECT COSTS Many grant-funded programs provide revenue to offset overhead costs, which the district incurs in the operation of grants. Overhead costs include supervision, accounting costs, etc. The School Food Service Fund provides revenue to offset overhead cost incurred by the District in the operation of the Lunch Program. Overhead costs includes supervision, accounting cost, etc.	$2,748,596
APPROPRIATIONS FROM FUND BALANCE An Appropriation from Fund Balance represents the use of accumulated financial surplus that resulted from prior years' activity.	$33,100,000
GRAND TOTAL GENERAL FUND REVENUE	**$840,274,692**

GRANT REVENUE- ALPHABETICAL LISTING

Source	All Grants	2020-2021 Amended Budget	2021-2022 Budget	$ Change Inc/(Dec)
Federal	21ST CENTURY COMM LEARN #9 #22	$1,200,000	$1,200,000	$-
State	ADVANCED COURSE ACCESS	-	500,000	500,000
Federal	CARES 2020 MONROE COUNTY	175,000	-	(175,000)
State	CERTIFIED NURSE ASST PROG	100,000	200,000	100,000
Local	CFC CAREER PATHWAYS	100,000	100,000	-
Local	CHILDRENS INSTITUTE PRE-K	65,678	-	(65,678)
State	EARLY COLLEGE HS COHORT 4	200,000	250,000	50,000
State	EMPLOYMENT PREP EDUCATIN (EPE)	3,483,232	3,483,232	-
State	ENCOMPASS ADMINISTRATOR RIY-2	35,060	-	(35,060)
State	EXT SCH DAY/VIOL PREV PRIMARY	350,000	-	(350,000)
State	EXT SCH DAY/VIOL PREV SECONDARY	350,000	-	(350,000)
State	EXTENDED SCHOOL YR (SPED SUMR)	5,900,000	6,200,000	300,000
Local	GREATER ROCHESTER HEALTH FNDTN	170,634	-	(170,634)
Federal	IDEA PRESCHOOL SERV & SEC 619	689,131	508,052	(181,079)
Federal	IDEA SUPPORT SVC & SECT 611	10,459,861	9,951,070	(508,791)
Federal	IMPACT AID	10,000	20,000	10,000
State	LEARNING TECH DISTRICT	200,000	-	(200,000)
State	LIBRARY AUTOMATION	9,346	9,346	-
State	LIBRARY OPERATING	91,052	91,052	-
State	LIBRARY ROLLOVER AUTOMATION	4,927	-	(4,927)
State	LIBRARY ROLLOVER OPERATING	915	-	(915)
State	LIBRARY ROLLOVER SUPPLEMENTAL	6,656	-	(6,656)
State	LIBRARY SUPPLEMENTAL	47,038	47,038	-
State	MC STSJP	63,630	-	(63,630)
Federal	MCKINNEY-VENTO HOMELESS YOUTH	125,000	125,000	-
State	MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
Federal	MODEL P-20 PARTNERSHIP	379,555	-	(379,555)
State	MY BROTHERS KEEPER CHALLENGE	1,322,800	1,322,800	-
State	MY BROTHERS KEEPER FELLOWS	-	23,800	23,800
State	OPTICS @ EAST	460,000	-	(460,000)
Federal	OTDA MAKING A CONNECTION (MAC)	108,200	108,200	-
Federal	PERKINS IV ADULT CTE	90,935	91,000	65
Federal	PERKINS SECONDARY	574,996	574,996	-
State	PRE-K UNIVERSAL (UPK)	36,188,959	36,188,959	-
Local	PRE-SCHOOL CPSE	1,105,000	993,961	(111,039)
Local	PRE-SCHOOL ESY	140,000	128,173	(11,827)
Local	PRE-SCHOOL EVALUATIONS	880,644	901,156	20,512
Local	PRE-SCHOOL INTEGRATE/HANDICAPD	1,374,788	1,689,245	314,457
Local	PRE-SCHOOL RELATED SERVICES	1,809,597	1,806,877	(2,720)
Local	PRE-SCHOOL S.E.I.T.	394,920	396,352	1,432
Local	PRE-SCHOOL SPECIAL CLASS	1,353,455	1,383,305	29,850

Source	All Grants	2020-2021 Amended Budget	2021-2022 Budget	$ Change Inc/(Dec)
Local	PRIMARY COMET ADMIN #68	7,500	-	(7,500)
Local	PRIMARY PROJECT	96,278	105,010	8,732
Federal	PTECH - PATHWAYS TO TECH	453,533	-	(453,533)
State	RAISE THE AGE	64,084	-	(64,084)
Federal	REFUGEE SOCIAL SVC PROJ 2	528,831	324,200	(204,631)
State	SAFE & SUPPORTED SCHOOLS	100,000	-	(100,000)
State	SCHOOL FOR THE DEAF TUITION	2,701,000	2,800,000	99,000
State	SCHOOL HEALTH SERVICES	6,292,529	6,292,529	-
Federal	SIG #10	500,000	-	(500,000)
Federal	SIG #19	500,000	-	(500,000)
Federal	SIG FRANKLIN UPPER AND LOWER SCHOOLS	500,000	-	(500,000)
Federal	SIG RISE	500,000	-	(500,000)
State	SMART SCHOLARS COHORT 2 ECHS	112,369	-	(112,369)
State	SMART SCHOLARS COHORT 3 ECHS	190,000	-	(190,000)
Federal	STOP SCHOOL VIOLENCE	183,658	256,677	73,019
State	TEACHER CENTERS ROCHESTER	206,224	206,224	-
State	TEACHERS OF TOMORROW	901,500	901,500	-
Federal	TITLE I 1003 ENHANCED	-	230,000	230,000
Federal	TITLE I 1003 TARGETED SUPPORT	2,700,000	2,850,000	150,000
Federal	TITLE I PART A	27,850,000	27,799,543	(50,457)
Federal	TITLE I PART D	595,468	445,000	(150,468)
Federal	TITLE I SCHOOL IMP 1003(A)	3,800,000	4,450,000	650,000
Federal	TITLE IIA HIGH QUALITY TEACH & PRIN	2,900,000	2,915,384	15,384
Federal	TITLE III ELLS	687,649	643,325	(44,324)
Federal	TITLE III IMMIGRANT EDUCATION	108,566	-	(108,566)
Federal	TITLE IV STD SPT ACAD ENRICH	2,070,139	2,070,000	(139)
Federal	WIOA - TITLE II - ADULT BASIC ED & LITERACY SVCS	469,878	469,878	-
Federal	WIOA - TITLE II - INCARCERATED	249,279	249,279	-
Federal	WIOA LITERACY ZONE - EAST	124,772	124,772	-
Federal	WIOA LITERACY ZONE - NORTH	124,279	124,279	-
Federal	WIOA LITERACY ZONE - SOUTH	124,772	124,772	-
Federal	WIOA LITERACY ZONE - WEST	124,772	124,772	-
	Total All Grants	**$125,853,089**	**$121,865,758**	**$(3,987,331)**

GRANT REVENUE - BY FUNDING SOURCE (STATE)

State Grants	2020-2021 Amended Budget	2021-2022 Budget	$ Change Inc/(Dec)
ADVANCED COURSE ACCESS	$ -	$500,000	$500,000
CERTIFIED NURSE ASST PROG	100,000	200,000	100,000
EARLY COLLEGE HS COHORT 4	200,000	250,000	50,000
EMPLOYMENT PREP EDUCATIN (EPE)	3,483,232	3,483,232	-
ENCOMPASS ADMINISTRATOR RIY-2	35,060	-	(35,060)
EXT SCH DAY/VIOL PREV PRIMARY	350,000	-	(350,000)
EXT SCH DAY/VIOL PREV SECONDARY	350,000	-	(350,000)
EXTENDED SCHOOL YR (SPED SUMR)	5,900,000	6,200,000	300,000
LEARNING TECH DISTRICT	200,000	-	(200,000)
LIBRARY AUTOMATION	9,346	9,346	-
LIBRARY OPERATING	91,052	91,052	-
LIBRARY ROLLOVER AUTOMATION	4,927	-	(4,927)
LIBRARY ROLLOVER OPERATING	915	-	(915)
LIBRARY ROLLOVER SUPPLEMENTAL	6,656	-	(6,656)
LIBRARY SUPPLEMENTAL	47,038	47,038	-
MC STSJP	63,630	-	(63,630)
MENTOR TEACHER/INTERNSHIP PROG	65,000	65,000	-
MY BROTHERS KEEPER CHALLENGE	1,322,800	1,322,800	-
MY BROTHERS KEEPER FELLOWS	-	23,800	23,800
OPTICS @ EAST	460,000	-	(460,000)
PRE-K UNIVERSAL (UPK)	36,188,959	36,188,959	-
RAISE THE AGE	64,084	-	(64,084)
SAFE & SUPPORTED SCHOOLS	100,000	-	(100,000)
SCHOOL FOR THE DEAF TUITION	2,701,000	2,800,000	99,000
SCHOOL HEALTH SERVICES	6,292,529	6,292,529	-
SMART SCHOLARS COHORT 2 ECHS	112,369	-	(112,369)
SMART SCHOLARS COHORT 3 ECHS	190,000	-	(190,000)
TEACHER CENTERS ROCHESTER	206,224	206,224	-
TEACHERS OF TOMORROW	901,500	901,500	-
Total State Grants	**$59,446,321**	**$58,581,480**	**$(864,841)**

GRANT REVENUE - BY FUNDING SOURCE (FEDERAL)

Federal Grants	2020-2021 Amended Budget	2021-2022 Budget	$ ChangeInc/(Dec)
21ST CENTURY COMM LEARN #9 #22	$1,200,000	$1,200,000	$-
CARES 2020 MONROE COUNTY	175,000	-	(175,000)
IDEA PRESCHOOL SERV & SEC 619	689,131	508,052	(181,079)
IDEA SUPPORT SVC & SECT 611	10,459,861	9,951,070	(508,791)
IMPACT AID	10,000	20,000	10,000
MCKINNEY-VENTO HOMELESS YOUTH	125,000	125,000	-
MODEL P-20 PARTNERSHIP	379,555	-	(379,555)
OTDA MAKING A CONNECTION (MAC)	108,200	108,200	-
PERKINS IV ADULT CTE	90,935	91,000	65
PERKINS SECONDARY	574,996	574,996	-
PTECH - PATHWAYS TO TECH	453,533	-	(453,533)
REFUGEE SOCIAL SVC PROJ 2	528,831	324,200	(204,631)
SIG #10	500,000	-	(500,000)
SIG #19	500,000	-	(500,000)
SIG FRANKLIN UPPER AND LOWER SCHOOLS	500,000	-	(500,000)
SIG RISE	500,000	-	(500,000)
STOP SCHOOL VIOLENCE	183,658	256,677	73,019
TITLE I 1003 ENHANCED	-	230,000	230,000
TITLE I 1003 TARGETED SUPPORT	2,700,000	2,850,000	150,000
TITLE I PART A	27,850,000	27,799,543	(50,457)
TITLE I PART D	595,468	445,000	(150,468)
TITLE I SCHOOL IMP 1003(A) - BASIC FUNDS	3,800,000	4,450,000	650,000
TITLE IIA HIGH QUALITY TEACH & PRIN	2,900,000	2,915,384	15,384
TITLE III ELLS	687,649	643,325	(44,324)
TITLE III IMMIGRANT EDUCATION	108,566	-	(108,566)
TITLE IV STD SPT ACAD ENRICH	2,070,139	2,070,000	(139)
WIOA - TITLE II - ADULT BASIC ED & LITERACY SVCS	469,878	469,878	-
WIOA - TITLE II - INCARCERATED	249,279	249,279	-
WIOA LITERACY ZONE - EAST	124,772	124,772	-
WIOA LITERACY ZONE - NORTH	124,279	124,279	-
WIOA LITERACY ZONE - SOUTH	124,772	124,772	-
WIOA LITERACY ZONE - WEST	124,772	124,772	-
Total Federal Grants	**$58,908,274**	**$55,780,199**	**$(3,128,075)**

GRANT REVENUE - BY FUNDING SOURCE (LOCAL)

Local Grants	2020-2021 Amended Budget	2020-2021 Budget	$ Change Inc/(Dec)
CFC CAREER PATHWAYS	$100,000	$100,000	$ -
CHILDRENS INSTITUTE PRE-K	65,678	-	(65,678)
GREATER ROCHESTER HEALTH FNDTN	170,634	-	(170,634)
PRE-SCHOOL CPSE	1,105,000	993,961	(111,039)
PRE-SCHOOL ESY	140,000	128,173	(11,827)
PRE-SCHOOL EVALUATIONS	880,644	901,156	20,512
PRE-SCHOOL INTEGRATE/HANDICAPD	1,374,788	1,689,245	314,457
PRE-SCHOOL RELATED SERVICES	1,809,597	1,806,877	(2,720)
PRE-SCHOOL S.E.I.T.	394,920	396,352	1,432
PRE-SCHOOL SPECIAL CLASS	1,353,455	1,383,305	29,850
PRIMARY COMET ADMIN #68	7,500	-	(7,500)
PRIMARY PROJECT	96,278	105,010	8,732
Total Local Grants	**$7,498,494**	**$7,504,079**	**$5,585**

GRANT DESCRIPTIONS

Grant Name	Description
21ST CENTURY COMMUNITY LEARNING CENTERS ***(Federal Funding)***	Funds from the 21st Century Community Learning Centers (21CCLC) grant are helping to provide diverse services to students and families at Schools #9 and #22. Students receive high quality academic instruction; families can access health, social, and career services; and communities can congregate and share resources to support children. Baden Street Settlement is the 21CCLC lead community partner and delivers support services to both students and families.
ADVANCED COURSE ACCESS (ACA) ***(State Funding)***	The Advanced Course Access grant will help increase the number of RCSD high school students who enroll in, complete, and pass advanced courses. Course access will be increased using online and blended learning and a system of diverse supports for students, teachers, school counselors, principals, and parents will be created.
CATHOLIC FAMILY CENTER (CFC) / CAREER PATHWAYS III ***(Local Funding)***	Career Pathways III is a project operated through the Rochester Workforce Consortium, a partnership among the Catholic Family Center, OACES, and Career Start. Participants receive access to a broad array of services that move them along a pathway to high-value jobs in growing sectors of employment.
CONSOLIDATED FUNDING APPLICATION (CFA) 8.0 / CERTIFIED NURSING ASSISTANT ***(State Funding)***	The Consolidated Funding Application supports the Certified Nurse Assistant program at OACES, including salaries and instructional materials and supplies.
Early College High School ***(State Funding)***	The Early College High School program, delivered in partnership with Monroe Community College, allows students to earn college credits while completing high school diploma requirements. The program provides additional supports to help students who are historically underrepresented in institutions of higher education and/or economically disadvantaged prepare for the expectations of college work.
EMPLOYMENT PREPARATION EDUCATION ***(State Funding)***	Employment Preparation Education (EPE) State Aid is used to provide services for adults 21 years and older who have not received a high school diploma or its equivalent. EPE funding supports adult education programs including high school equivalency diploma preparation, career education, and ESOL (English for Speakers of Other Languages).
IMPACT AID ***(Federal Funding)***	Impact Aid provides financial assistance to help reimburse school districts for tax revenue lost from federally connected students. RCSD's Impact Aid award is calculated using the number of students who live in federally subsidized, low-rent housing properties.
INDIVIDUALS WITH DISABILITIES ACT (IDEA) • **Support Services (Section 611)** • **Preschool Services (Section 619)** ***(Federal Funding)***	The purpose of the Individuals with Disabilities Education Act (IDEA) is to provide Students With Disabilities a free, appropriate public education that prepares them for further education, employment, and independent living. These two grants provide funding to assist with the additional educational costs to the District for school-age children (Section 611) and pre-school children (Section 619).
MCKINNEY-VENTO HOMELESS CHILDREN & YOUTH ***(Federal Funding)***	These grant funds provided by the McKinney-Vento Act help RCSD address the challenges that homeless students encounter in enrolling, attending, and succeeding in school. Students who are experiencing homelessness receive the academic and social-emotional supports they need to help them meet the challenging academic performance standards NYSED has established for all students.

MENTOR TEACHER INTERNSHIP PROGRAM ***(State Funding)***	The Mentor Teacher Internship Program provides opportunities for beginning teachers to work with experienced mentors to enhance their teaching skills. These productive and satisfying mentor experiences are designed to increase the likelihood of inexperienced teachers remaining in the teaching profession.
MY BROTHER'S KEEPER CHALLENGE GRANT ***(State Funding)***	The My Brother's Keeper Challenge grant will help improve life outcomes for boys and young men of color. Grant activities will support male students at the Leadership Academy for Young Men and Edison Career and Technology High School and prepare them to graduate from high school ready for college and career.
My Brother's Keeper Fellows Program ***(State Funding)***	The My Brother's Keeper Fellows program provides leadership opportunities to 11th grade students, with an emphasis on boys and young men of color. Participating students develop service projects at their school and in the community.
OFFICE OF TEMPORARY AND DISABILITY ASSISTANCE (OTDA) / **MAKING A CONNECTION ACADEMY** ***(Federal Funding)***	RCSD's Making A Connection (MAC) Academy program serves refugees ages 16-24 who are not enrolled in school and provides them with the resources, education, and networks necessary to achieve self-confidence and self-sufficiency. The MAC Academy prepares participants for transition to secure and unsubsidized employment.
PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / ADULT PROGRAMS ***(Federal Funding)***	The Carl D. Perkins CTE Improvement Act provides grants to improve the quality of Career and Technical Education. OACES uses its Perkins/Adult Program grant funds to support its Culinary CTE program. The Culinary Program is a full-day contextualized program that integrates a culinary skills curriculum with the critical reading, writing, and math skills that are required for a high school equivalency diploma. Students in the program apply their learning through the operation of a student-run café on the OACES campus.
PERKINS IV CAREER AND TECHNICAL EDUCATION (CTE) / SECONDARY ***(Federal Funding)***	The Carl D. Perkins CTE Improvement Act provides grants to improve the quality of Career and Technical Education. RCSD uses these funds to support CTE programs in grades 7-12 and integrates career and technical instruction with rigorous academics. Students are exposed to CTE at the middle school level, and high school programs link to postsecondary education to prepare students for high-skill, high-wage, high-demand occupations in current and emerging occupations.
PREKINDERGARTEN - UNIVERSAL ***(State Funding)***	Prekindergarten grants support full-day, prekindergarten programs for three- and four-year olds. These programs provide environments and experiences in socialization, early literacy, and motor skill development to all eligible children, including those with disabilities and children whose home language is other than English. Programs are delivered at RCSD sites and community-based organizations that are contracted and supervised by the District.

PRESCHOOL-AGE CHILDREN - SPECIAL EDUCATION REIMBURSEMENT • **ADMINISTRATION / CPSE** • **EXTENDED SCHOOL YEAR (ESY)** • **EVALUATIONS** • **INTEGRATED SERVICES** • **RELATED SERVICES** • **SEIT** • **SPECIAL CLASS** ***(County Funding)***	Monroe County reimburses RCSD for many special education services delivered to preschool children. Reimbursement is provided at the NYS/county rate for the following: • Administration and other costs for the Committee on Preschool Special Education (CPSE) • ESY summer programs for preschoolers with an IEP • Student evaluations to determine Special Education needs • Integrated special education services and classroom programs for preschool children with disabilities • Related services such as speech, occupational therapy, and physical therapy • Special Education Itinerant Teacher (SEIT) • Provision of Special Education classrooms (i.e., Special Class)
PRIMARY PROJECT **PRIMARY PROJECT (COMET) / WILSON FOUNDATION ACADEMY** ***(Local Funding)***	The Primary Project is a nationally recognized, evidence-based program that helps children in pre-kindergarten through third grade adjust to school and increase their chances for school success. Child-led play opportunities and positive relationships with trusted adults help children reduce negative behaviors, gain confidence, develop social skills, and focus on learning. RCSD has two grants that support the Primary Project. One grant supports delivery in multiple schools, the other provides support specifically for delivery at the Wilson Foundation Academy.
REFUGEE SOCIAL SERVICES PROGRAM ***(Federal Funding)***	The Rochester Refugee Social Services Program leverages ongoing services available in OACES and in the community to help refugees and their families achieve economic and social self-sufficiency as soon as possible after their arrival in the U.S. Services include employment preparation, transitional supports, job placement, and job retention.
SCHOOL FOR THE DEAF TUITION ***(State Funding)***	RCSD receives reimbursement for the cost of tuition for Students With Disabilities who attend the Rochester School for the Deaf.
SCHOOL LIBRARY SYSTEMS AID • **Automation** • **Operating** • **Supplemental** ***(State Funding)***	NYS Formula Aid for School Library Systems facilitates sharing of library resources between public and non-public school libraries. This aid supports automation and database building activities, along with operating costs such as inter-library loan, book delivery, and services for students with special needs.
STOP SCHOOL VIOLENCE PROGRAM ***(Federal Funding)***	The three-year STOP grant will help train approximately 1,200 staff in the Crisis Prevention institute's Nonviolent Crisis Intervention (NCI) program. NCI will help staff address disruptive and violent behavior in a safe, respectful, and effective manner, with an emphasis on conflict resolution and prevention. Staff will learn how to match the level of response to the risk of the disruptive behavior and implement the least-restrictive response.
SUMMER SPECIAL EDUCATION PROGRAM / EXTENDED SCHOOL YEAR (ESY) ***(State Funding)***	Extended School Year (ESY) services support Students with Disabilities as required under the Individuals with Disabilities Education Act (IDEA). ESY helps students maintain the academic, social/behavioral, and communication skills they have learned through the summer. The State reimburses RCSD for 80% of ESY program costs; the remaining 20% of costs are funded locally.
TEACHER CENTERS ***(State Funding)***	This grant supports operation of the Rochester Teacher Center. The Center provides teachers with systematic, ongoing professional learning opportunities and helps them acquire knowledge about students, teaching and learning, and the kinds of educational systems that promote positive and effective practices.

TEACHERS OF TOMORROW ***(State Funding)***	The Teachers of Tomorrow program provides financial incentives to encourage teachers to come to RCSD and teach in a subject area that is experiencing a teacher shortage.
TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) • **Part A - Improving the Academic Achievement of the Disadvantaged** • **Part D - Prevention and Intervention Programs for Children and Youth Who Are Neglected, Delinquent, or At-Risk** *(Federal Funding)*	The purpose of Title I of the Every Student Succeeds Act (ESSA) is to "ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments." RCSD's Title I, Part A school-wide programs deliver services to all students, focusing on students with the greatest need. Title I, Part D provides supplemental educational and transitional services to neglected and delinquent students living in residential facilities.
TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) SCHOOL IMPROVEMENT GRANT SECTION 1003 BASIC ***(Federal Funding)***	The Section 1003 Basic grant provides funding for schools in accountability status (i.e., CSI and TSI schools) to plan and implement improvement activities that are included in their School Comprehensive Education Plans (SCEPs). Funding is also available to support Districtwide activities that address goals included in the District Comprehensive Improvement Plan (DCIP).
TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) SCHOOL IMPROVEMENT GRANT SECTION 1003 ENHANCED SUPPORT ***(Federal Funding)***	The Section 1003 Enhanced Support grant provides additional support to CSI schools that are not in Receivership. Eligible schools participate in targeted professional learning opportunities and school-specific coaching organized by NYSED.
TITLE I OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) SCHOOL IMPROVEMENT GRANT SECTION 1003 TARGETED SUPPORT ***(Federal Funding)***	The Section 1003 Targeted Support grant provides additional support to schools that have been in accountability status for multiple consecutive years. Funding is used to support activities that will help schools meet their annual, identified improvement targets.
TITLE II, PART A OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) **PREPARING, TRAINING, AND RECRUITING HIGH QUALITY TEACHERS & PRINCIPALS** ***(Federal Funding)***	The purpose of Title II of ESSA is to increase the number of highly qualified teachers in the classroom and highly qualified principals and assistant principals in schools. Grant activities focus on intensive, sustained, and high quality professional learning experiences along with the recruitment and retention of highly qualified teachers and school leaders.
TITLE III OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) **ENGLISH LANGUAGE LEARNERS** ***(Federal Funding)***	The purpose of Title III of ESSA is to ensure that students who are English Language Learners (ELLs) develop high levels of academic achievement and proficiency in the English language and to help them meet the same challenging State academic standards as all children are expected to meet.
TITLE IV OF THE EVERY STUDENT SUCCEEDS ACT (ESSA) **STUDENT SUPPORT & ACADEMIC ENRICHMENT** ***(Federal Funding)***	The purpose of Title IV of ESSA is to improve students' academic achievement by 1) providing all students with access to a well-rounded education, 2) improving school conditions for student learning, and 3) improving the use of technology in order to improve the academic achievement and digital literacy of all students.
WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) **TITLE II / ADULT BASIC EDUCATION & LITERACY SERVICES** ***(Federal Funding)***	The WIOA Adult Education Literacy program at OACES supports instruction in adult basic education, English for Speakers of Other Languages, and adult secondary education leading to a NYS high school equivalency diploma. The program helps adults become literate and obtain the knowledge and skills necessary for employment, retention of employment, and self-sufficiency. The program also assists adults in obtaining the educational skills necessary to become full partners in the educational development of their children and complete their own secondary school education.

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) **TITLE II / INCARCERATED** ***(Federal Funding)***	The WIOA Incarcerated Education program (also called the Corrections Education and Institutionalized Education program) provides academic services for basic education, special education, English literacy, and secondary school credit programs for individuals who are likely to leave the correctional institution within five years of participation.
WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) **TITLE II / LITERACY ZONES** • **North** • **South** • **East** • **West** ***(Federal Funding)***	Literacy Zones and their Family Welcome Centers provide or refer out-of-school youth and adults to a variety of coordinated services and benefits. These services support adult participants who are receiving literacy services, including instruction, through a WIOA Title II adult education program.

Expenditure Summary (All Funds)

	2019-2020 Actual	2020-2021 Adopted	2020-2021 Amended	2021-2022 Proposed	$ Variance Increase / (Decrease)
EXPENDITURES BY ACCOUNT					
Salary Compensation					
Teacher	$210,733,924	$203,495,501	$203,452,162	$217,657,819	$14,205,657
Civil Service	64,712,663	67,415,325	60,261,994	70,521,087	10,259,093
Administrator	30,387,060	26,777,308	28,446,676	29,386,413	939,736
Teaching Assistants	7,627,540	7,302,876	7,233,377	8,593,508	1,360,131
Paraprofessional	10,115,088	11,184,775	8,209,312	11,545,335	3,336,023
Sub Total Salary Compensation	**323,576,276**	**316,175,784**	**307,603,522**	**337,704,161**	**30,100,639**
Other Compensation					
Substitute Teacher	12,445,268	12,453,572	8,489,717	15,439,355	6,949,638
Hourly Teachers	13,248,702	13,705,306	12,970,542	13,416,039	445,497
Teachers In-Service	1,471,283	981,454	1,055,488	2,412,327	1,356,839
Overtime Civil Service	3,309,578	4,684,273	3,756,635	3,476,927	(279,708)
Civil Service Substitutes	1,607,095	1,718,360	1,368,580	1,551,014	182,434
Sub Total Other Compensation	**32,081,926**	**33,542,965**	**27,640,962**	**36,295,662**	**8,654,700**
Total Salary and Other Compensation	**355,658,202**	**349,718,749**	**335,244,484**	**373,999,823**	**38,755,339**
Employee Benefits	**163,849,152**	**178,060,510**	**173,896,968**	**180,832,754**	**6,935,786**
Total Sal., Other Comp., and Empl. Benefits	**519,507,354**	**527,779,259**	**509,141,452**	**554,832,577**	**45,691,125**
Fixed Obligations With Variability					
Special Education Tuition	20,416,392	21,407,151	33,572,200	25,311,351	(8,260,849)
Contract Transportation	46,384,148	70,051,893	49,143,388	68,671,247	19,527,859
Charter School Tuition	91,465,690	95,781,996	97,281,996	106,956,813	9,674,817
Health Service Other Districts	1,491,843	1,400,000	1,400,000	1,500,000	100,000
Insurance Non-Employee	886,296	990,090	948,090	1,028,666	80,576
Sub Total Fixed Obligations	**160,644,369**	**189,631,130**	**182,345,674**	**203,468,077**	**21,122,404**
Debt Service	**84,429,039**	**82,238,315**	**88,458,251**	**86,816,701**	**(1,641,550)**
Cash Capital Outlays					
Cash Capital Expense	-	-	-	10,000,000	10,000,000
Textbooks	1,672,328	2,988,700	3,302,371	3,181,360	(121,011)
Equipment Other than Buses	339,671	222,710	308,296	243,832	(64,464)
Equipment Buses	-	-	-	-	-
Computer Hardware - Instructional	1,185,796	331,752	368,516	297,222	(71,294)
Computer Hardware - Non-Instructional	22,939	24,908	37,519	69,274	31,755
Library Books	236,238	218,938	231,436	217,783	(13,653)
Sub Total Cash Capital Outlays	**3,456,973**	**3,787,008**	**4,248,138**	**14,009,471**	**9,761,333**

	2019-2020 Actual	2020-2021 Adopted	2020-2021 Amended	2021-2022 Proposed	$ Variance Increase / (Decrease)
Facilities and Related					
Utilities	7,250,335	10,471,208	9,147,372	8,033,007	(1,114,365)
Instructional Supplies	5,542,418	4,423,040	5,330,547	15,438,479	10,107,932
Equip Service Contr & Repair	3,552,014	4,302,757	4,808,574	4,189,717	(618,857)
Facilities Service Contracts	2,738,643	2,422,500	2,239,779	2,192,000	(47,779)
Rentals	3,856,829	3,725,874	3,339,910	3,299,708	(40,202)
Maintenance Repair Supplies	1,415,962	1,684,650	1,685,557	1,475,172	(210,385)
Postage and Print/Advertising	1,233,713	1,193,160	1,159,496	1,182,531	23,035
Auto Supplies	401,815	923,500	928,331	908,572	(19,759)
Supplies and Materials	9,864,058	10,367,895	11,353,571	11,195,821	(157,750)
Custodial Supplies	787,405	611,840	1,215,255	666,010	(549,245)
Office Supplies	286,894	435,781	439,676	437,662	(2,014)
Sub Total Facilities and Related	**36,930,086**	**40,562,205**	**41,648,067**	**49,018,679**	**7,370,612**
Technology					
Computer Software - Instructional	1,117,275	689,626	984,727	632,581	(352,146)
Computer Software - Non-Instructional	2,147,414	2,398,552	2,955,609	2,755,806	(199,803)
Subtotal Technology	**3,264,689**	**3,088,178**	**3,940,336**	**3,388,387**	**(551,949)**
All Other Variable Expenses					
Miscellaneous Services	4,037,334	2,894,275	2,341,200	4,272,146	1,930,946
Professional Technical Service	26,746,545	26,750,235	22,643,319	25,105,749	2,462,430
Agency Temporary Staff	3,151,523	5,752,440	5,094,762	5,642,189	547,427
Judgments and Claims	729,772	500,000	533,000	1,000,000	467,000
Grant Disallowances	(2,228,449)	120,000	120,000	120,000	-
Interfund Exp Pre-K Spec Ed	1,599,850	2,000,000	2,000,000	800,000	(1,200,000)
Departmental Credits	(1,602,083)	(1,500,000)	(1,641,856)	(1,412,190)	229,666
Indirect Costs Grants	2,834,187	3,250,069	2,878,598	2,761,953	(116,645)
Professional Development	1,282,184	1,299,566	1,272,434	1,195,080	(77,354)
BOCES Services	32,135,716	31,070,305	35,818,489	35,034,589	(783,900)
Subtotal of All Other Variable Expenses	**68,686,581**	**72,136,890**	**71,059,946**	**74,519,516**	**3,459,570**
Total Non Compensation	**357,411,737**	**391,443,726**	**391,700,412**	**431,220,832**	**39,520,420**
Contingency Fund	**-**	**364,839**	**50,000**	**47,500**	**(2,500)**
Deficit Reduction Fund*	**-**	**8,000,000**	**8,242,829**	**-**	**(8,242,829)**
Grand Total	**$876,919,091**	**$927,587,824**	**$909,134,693**	**$986,100,909**	**$76,966,216**

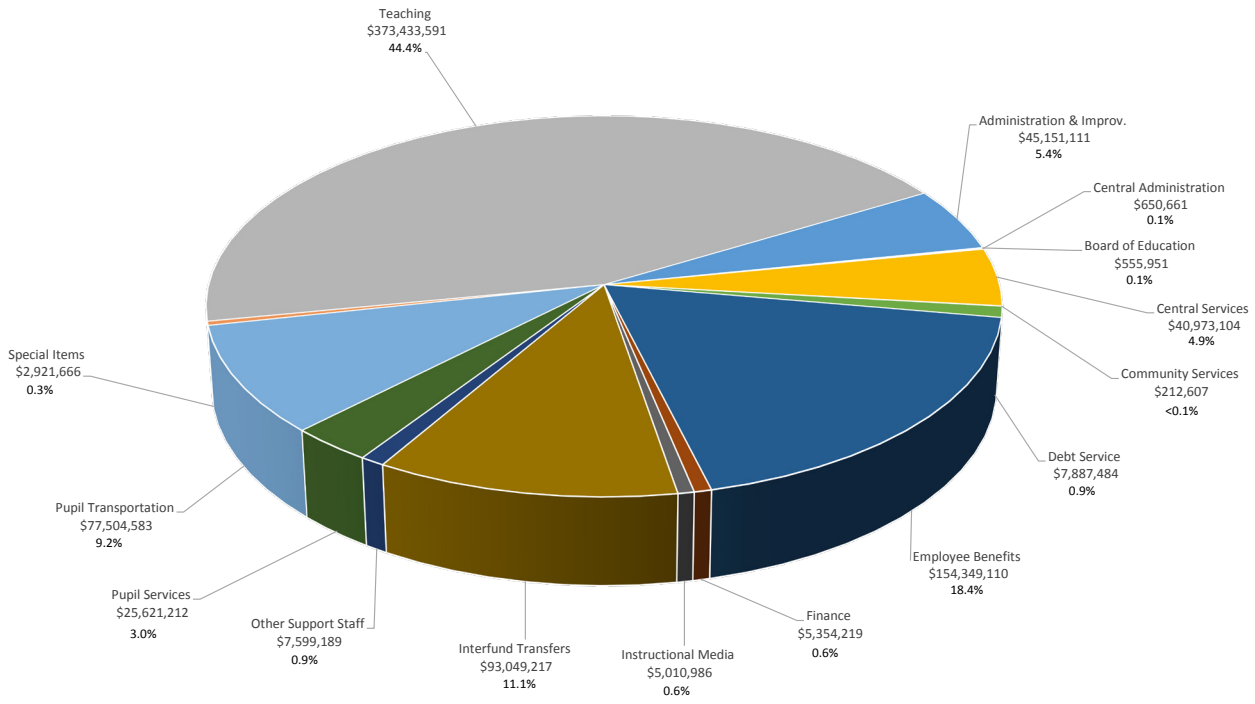
*Deficit Reduction Funds are more appropriately aligned among the instrutional codes where they will most likely be used if needed.

Expenditure Summary (All Funds)
Position Summary

	2019-2020 Actual	2020-2021 Adopted	2020-2021 Amended	2021-2022 Proposed	$ Variance Increase / (Decrease)
POSITIONS BY ACCOUNT					
Teacher	3,444.59	3,121.91	3,073.04	3,108.43	35.39
Civil Service	1,470.90	1,462.40	1,408.84	1,440.78	31.94
Administrator	276.51	242.20	256.20	260.70	4.50
Teaching Assistants	300.60	254.00	266.00	273.00	7.00
Paraprofessional	479.60	482.00	462.00	459.00	(3.00)
Building Substitute Teachers	26.00	25.00	25.00	26.00	1.00
Employee Benefits	12.00	14.50	17.50	16.50	(1.00)
Grand Total	**6,010.20**	**5,602.01**	**5,508.58**	**5,584.41**	**75.83**
Cash Capital Positions (not included above)	13.55	13.8	13.3	13.3	0.00
Total with Cash Capital Positions	**6,023.75**	**5,615.81**	**5,521.88**	**5,597.71**	**75.83**

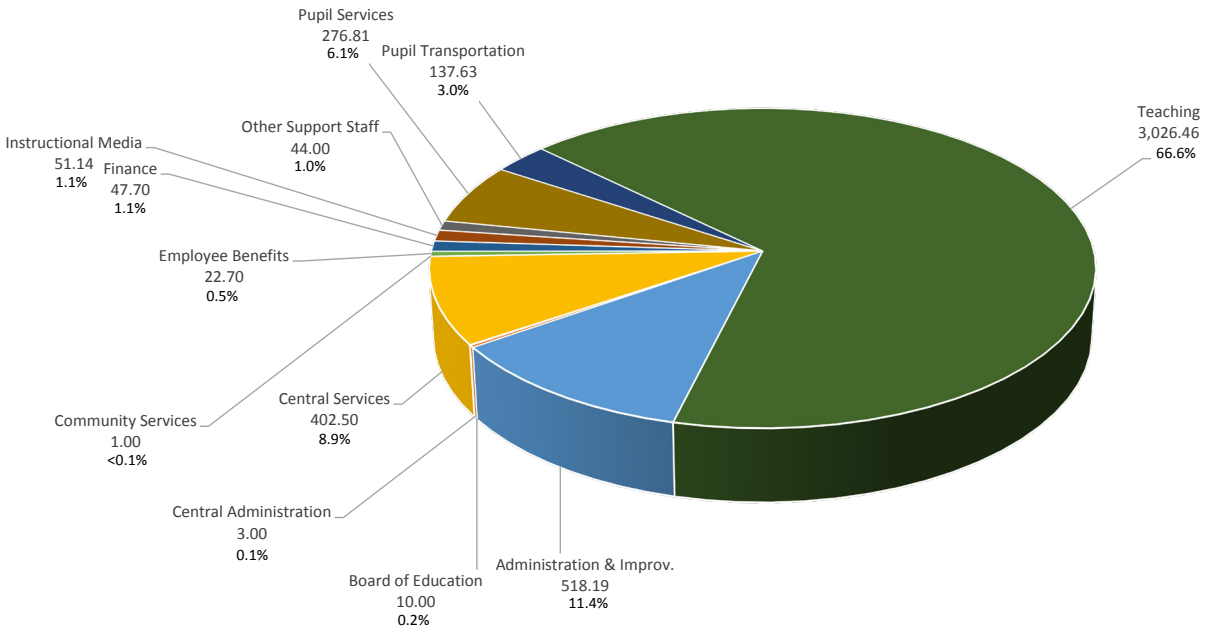
General Fund Expenditures by Function

Total = $840,274,692



General Fund FTEs by Function

Total = 4,541.13 FTEs



Total Expenditures (All Funds)

	2019-20 Actual	2020-21 Adopted	2020-21 Amended	2021-22 Proposed	Increase / (Decrease)	Percent Increase / (Decrease)
Program						
Regular Instruction	411,052,309	407,835,296	415,186,493	453,783,104	38,596,611	9.3%
Special Schools Program	4,023,751	3,309,083	3,318,035	3,390,377	72,342	2.2%
Student Support Services	31,985,729	31,265,498	34,065,834	31,736,103	(2,329,731)	-6.8%
In-Service Training	8,221,095	7,815,585	7,952,280	9,707,231	1,754,951	22.1%
Athletic Programs	2,216,929	3,014,872	2,654,911	2,977,215	322,304	12.1%
Transportation	54,718,224	79,683,524	58,687,046	78,889,286	20,202,240	34.4%
Food Service	18,054,527	20,247,710	17,501,476	22,060,585	4,559,109	26.0%
Benefits	131,796,279	144,024,440	140,790,073	146,347,401	5,557,328	3.9%
Total Program	**662,068,843**	**697,196,008**	**680,156,147**	**748,891,301**	**68,735,155**	**10.1%**
Administrative						
Board of Education	493,625	567,982	558,110	555,951	(2,159)	-0.4%
Central Administration	952,150	955,119	899,080	650,661	(248,419)	-27.6%
Legal Services	1,395,884	1,345,944	1,423,091	1,242,477	(180,614)	-12.7%
Finance	4,480,616	4,783,148	5,047,193	5,354,219	307,026	6.1%
Central Support	17,004,606	22,692,401	21,428,867	22,182,218	753,351	3.5%
School Supervision	39,817,427	37,469,353	35,729,320	40,420,669	4,691,349	13.1%
Community Services	3,111,060	2,675,450	2,579,055	2,351,507	(227,548)	-8.8%
Benefits	26,021,889	26,802,982	26,719,347	26,884,995	165,647	0.6%
Total Administrative	**93,277,256**	**97,292,378**	**94,384,063**	**99,642,697**	**5,258,634**	**5.6%**
Capital						
Operation / Maintenance of Plant	29,858,636	34,485,555	30,690,735	42,234,360	11,543,625	37.6%
Debt Service	84,429,039	82,238,315	88,458,251	86,816,701	(1,641,550)	-1.9%
Benefits	7,285,316	8,375,567	7,202,668	8,515,850	1,313,182	18.2%
Total Capital	**121,572,992**	**125,099,438**	**126,351,654**	**137,566,911**	**11,215,256**	**8.9%**
Grand Total	**876,919,091**	**919,587,824**	**900,891,864**	**986,100,909**	**85,209,045**	**9.5%**
Appropriation for Deficit Reduction*	-	8,000,000	8,242,829	-	(8,242,829)	-100.0%
Total Expenditures	**876,919,091**	**927,587,824**	**909,134,693**	**986,100,909**	**76,966,216**	**8.5%**

*Deficit Reduction Funds are more appropriately aligned among the instrutional codes where they will most likely be used if needed.

Explanation of Changes to the Budget

The 2021-22 Rochester City School District Budget increased to $986.1M from the 2020-21 Adopted Budget of $927.6M; this represents an increase of $58.5M or 6.3%.

Revenue

The District revenue totals $986.1M and is comprised of:

- $650.7M (66%) in State Aid
- $121.9M (12.4%) in Grants and Special Aid Fund revenue
- $119.1M (12.1%) in Local Revenue - City of Rochester
- $43.4M (4.4%) in Other Local Revenue
- $25.6M (2.6%) Federal aid
- $24.0M (2.4%) in Food Service Revenue
- $1.4M (0.1%) in Medicaid Reimbursements

The net increase in revenue/appropriated Fund Balance is $58.5M. Year-to-year increases in revenue include $117.6M:

- $54.8M Foundation Aid
- $33.1M Appropriated fund balance
- $23.4M Federal CARES
- $2.3M Federal subsidies from COMIDA
- $1.6M Charter school Basic Transitional Aid
- $1.5M Excess cost aid revenues
- $.9M Premiums on obligations revenue

Year-to-year decreases in revenue include $59.1M:

- $54.2M Transportation Aid
- $1.6M Local Sources
- $1.3M Building Aid
- $.7M Medicaid Subsidies
- $.6M School lunch
- $.5M Special aid fund grants
- $.2M E-rate

Expenditures

The District expenditures are comprised of:

- $554.8M (56.3%) in compensation and benefits, including salaries, extra pay, overtime, substitute teachers, health and dental insurance, and retirement system contributions.
- $203.5M (20.6%) 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.
- $86.8M (8.8%) in principal and interest payments on construction bonds.
- $74.5M (7.6%) in variable expenses such as BOCES services for special education students and nursing, professional service contracts, temporary staff, and professional development.
- $49.0M (5%) in facility and supply expenses, including utilities, leased space, service contracts, printing, and instructional supplies.

- $14.0M (1.4%) in cash capital outlays for durable goods such as equipment, computer hardware, and textbooks.
- $3.4M (.3%) in technology.
- $.1M (<.1%) reserved for contingency expenses.

The 2021-22 Rochester City School District Expenditures increased to $986.1M from the 2020-21 Adopted Budget of $927.5M; this represents an increase in expenditures of $58.5M or 6.3%.

- $35.3M in salaries and benefits due to employee raises and benefit rates.
- $11.2M in charter school tuition based on the projection of 7,240 charter school students (an increase of 533 due to recently opened schools adding grade levels), and a projected basic tuition rate of $13,923, with 5.06% 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.
- $10M for the MOE (Maintenance of Effort) payment to the Capital Fund for facility upgrades and renovations.
- $6.8M tuition cost to other educational institutions such as BOCES and other public school districts.
- $4.6M for debt related items
- $2.0M transfer to support the school lunch fund.

Spending areas with material budget decreases include:

- $2.3M of Utility Cost
- $1.5M in Contract Transportation

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
DRHS	-	Department of Recreation & Human Services
IT	-	Information Technology
NBD	-	Neighborhood & Business Development

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