

CITY OF BATAVIA, NEW YORK

PROPOSED BUDGET PLAN

FISCAL YEAR 2020-2021



One Step Closer
Pathway to \$100 Million by 2022

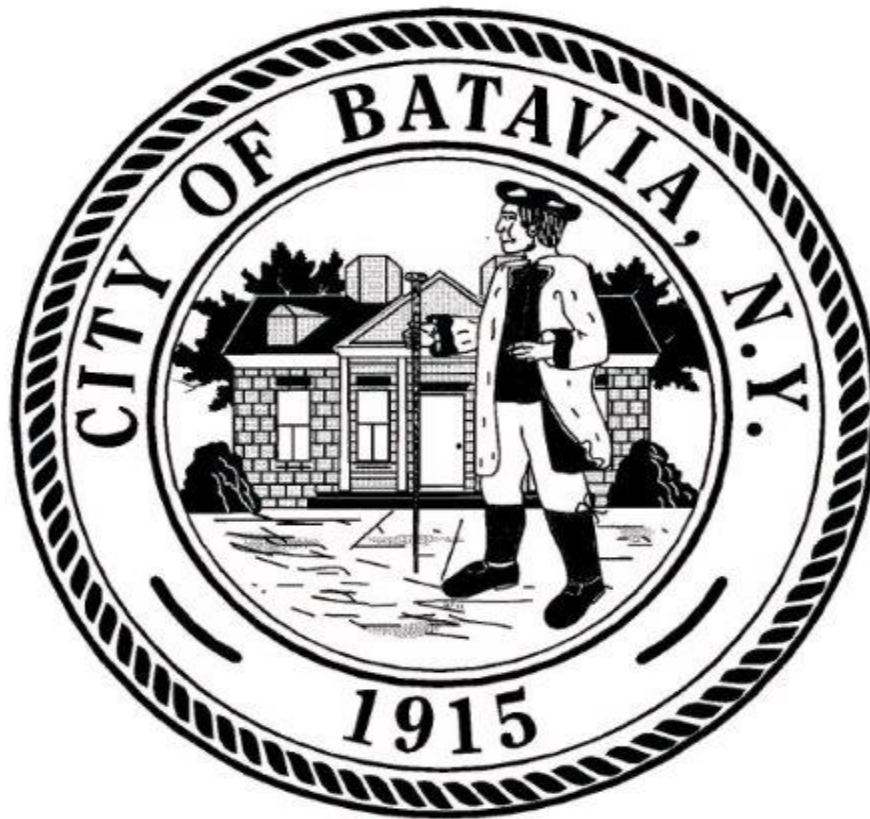


\$100 Million
I'M ALL IN!

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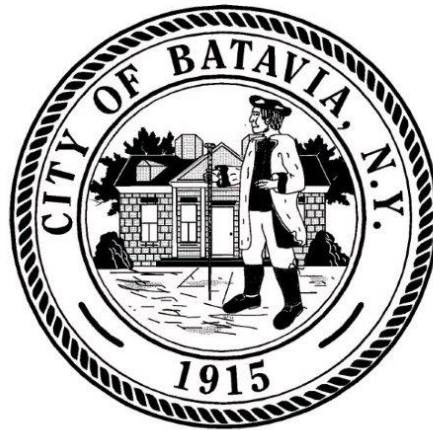
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SECTION I

INTRODUCTORY INFORMATION



GFOA Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Batavia

New York

For the Fiscal Year Beginning

April 1, 2019

Christopher P. Morill
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Batavia for its annual budget for the fiscal year beginning April 1, 2019.

In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operation guide as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our budget document will continue to conform to program requirements, and we are submitting the proposed budget to GFOA to determine its eligibility for another award.

Vision, Mission and Guiding Principles

Vision

We consider our community to include its citizens, business owners and employees and all those with whom we interact.

- We will continuously build upon our rich entrepreneurial history providing an infrastructure and support for businesses to grow and flourish.
- We will lead and facilitate collaborative partnerships that support and enhance our vision and mission.
- We will encourage and provide opportunities for the physical, mental, emotional and cultural learning and enrichment for all community members at every life stage.
- Our community members will be actively involved in the decisions we make and active in bringing our plans to life.
- Our thriving downtown will serve as a focal point, bringing community members together to engage in numerous and diverse activities.
- Our community members will enjoy the feeling of safety as they live, work and interact in our City.
- Our children, at all ages, will have choices to grow, learn, live, play and work in our community.
- We will continuously promote a healthy and active lifestyle for all individuals in ways that bring our community together.
- We will be careful stewards of our environment recognizing its limited resources and continuously striving towards sustainability.
- We will proactively consider our financial picture and how we might best use our finances to help us achieve our mission.
- Our City will serve as a model for other small cities in its approach to an overall positive quality of life for all its community members.

Mission

Our mission is to create and sustain a vibrant, affordable, safe community where people choose to live and work and where, through a supportive environment, businesses continually flourish.

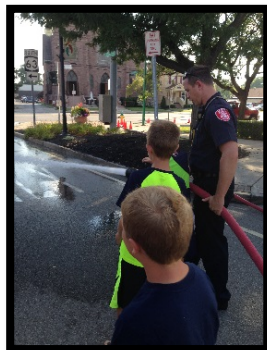
Guiding Principles

The City of Batavia expects and encourages its leaders and employees to be guided by the following principles:

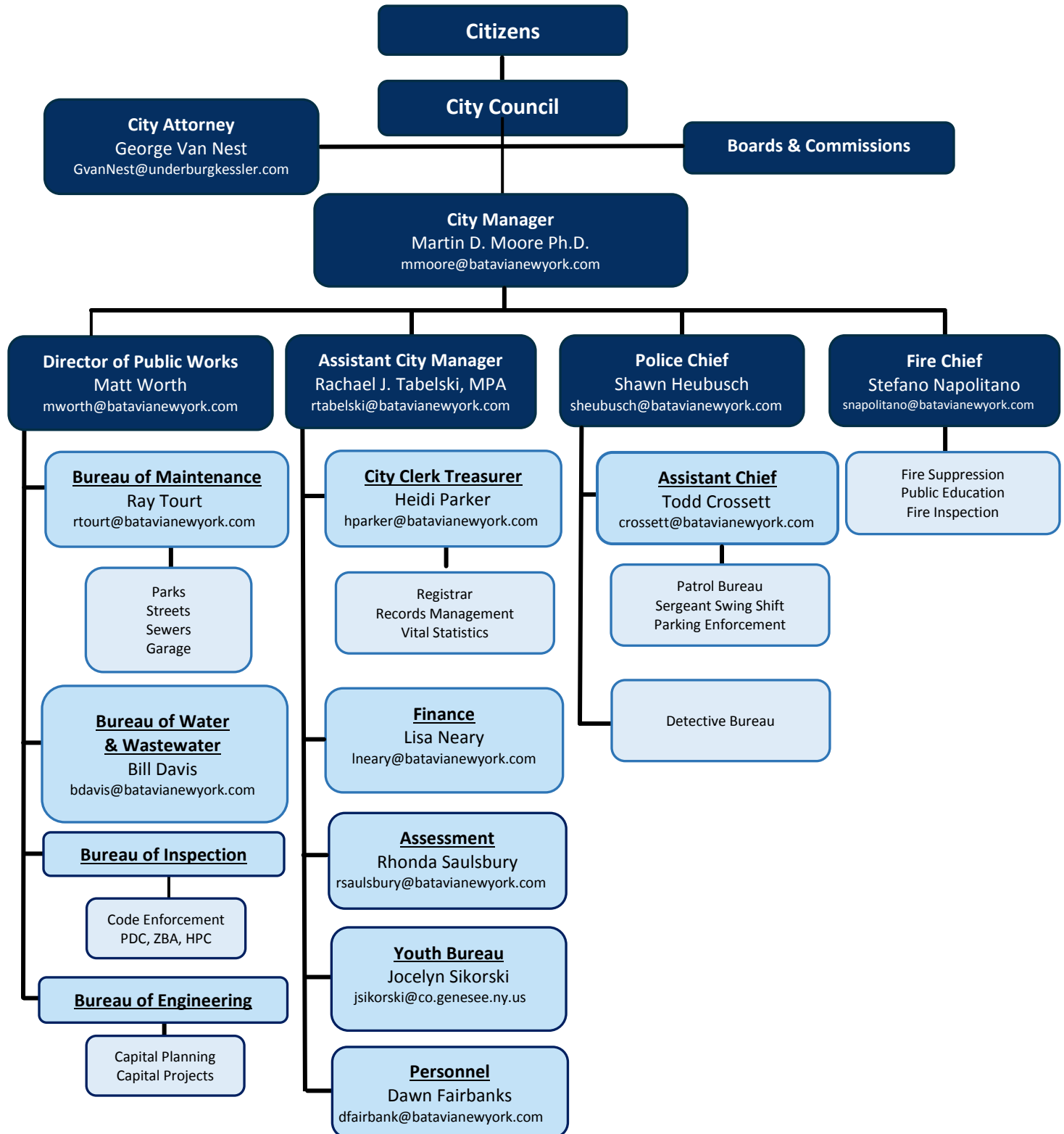
- Balance short-term needs with long-term vision for what is in the best interests of residents.
- Commit to making Batavia the best place in New York State to live and work, and to leave a legacy of a better quality of life in Batavia for our children.
- Focus on continuous improvement in meeting the needs of our customers.
- Take well-reasoned risks in deciding how best to deliver high quality, cost effective services.
- Encourage sustainable growth through innovative and cooperative economic development.
- Believe that the best decisions are made through teamwork and mutual respect among Council, staff and citizenry.
- Be accountable and responsive to citizens.
- Act with the highest standards of professionalism, with unwavering integrity and ethics.

Adherence to these principles will:

- ✓ Create an atmosphere in which citizens feel safe, secure and confident in City governmental operations.
- ✓ Promote a positive public image.
- ✓ Provide for procedural controls over City resources.
- ✓ Provide information to support decisions.



CITY ORGANIZATIONAL CHART



OFFICERS AND OFFICIALS



CITY COUNCIL

Eugene Jankowski, Jr. Council Person-At-large, President of the Council
Jeremy Karas..... Council Person-At-Large
Bob Bialkowski Council Person-At- Large
Paul Viele First Ward, President Pro Tempore
Patti PacinoSecond Ward
John Canale..... Third Ward
Al McGinnis..... Fourth Ward
Kathy Briggs Fifth Ward
Rose Mary Christian..... Sixth Ward

ADMINISTRATIVE STAFF

Martin D. Moore, Ph.D. – City Manager

George Van Nest – City Attorney

Rachael J. Tabelski, MPA - Assistant City Manager

Matt Worth - Director of Public Works

Shawn Heubusch - Police Chief

Stefano Napolitano – Fire Chief

Todd Crossett - Assistant Chief of Police

Bill Davis- Superintendent of Water & Wastewater

Ray Tourt - Superintendent of Maintenance

Dawn Fairbanks – Human Resource Specialist

Lisa Neary - Deputy Director of Finance

Heidi Parker - City Clerk/Treasurer

Rhonda Saulsbury - City Assessor

Jocelyn Sikorski – Executive Director, City Youth Bureau

DEPARTMENTAL/FUND RELATIONSHIP

	<u>General Government</u>	<u>Administrative Svcs</u>	<u>Public Works</u>	<u>Public Safety</u>
<u>General Fund</u>	City Council City Manager Legal Contingency Community Develop. Economic Development Council on Arts Community Celebrations Debt Service Muicipal Lease	Finance Dept of Admin. Clerk/Treasurer Assessment Personnel Elections Information Systems Control of Dogs Vital Statistics Summer Rec Youth Service	Engineering Public Works Admin City Facilities Inspection Maintenance Admin Street Maintenance Public Works Garage Snow Removal Street Lighting Sidewalk Repairs Parking Lots Parks Historic Preservation Planning and Zoning Storm Sewer Refuse & Recycling Street Cleaning	Police Fire
<u>Water Fund</u>			Water Administration Pump Station & Filtration Water Distribution Debt Service Municipal Lease	
<u>Wastewater Fund</u>			Wasterwater Admin. Sanitary Sewers Wastewater Treatment Debt Service Muicipal Lease	
<u>City Centre Fund</u>			Administration	

BUDGET SNAPSHOT

	Budget 19/20	Proposed 20/21	21/22	Projected 22/23	23/24
REVENUES:					
General Fund	(16,944,197.00)	(17,870,815.00)	(17,135,862.21)	(17,832,066.08)	(18,067,613.90)
Water Fund	(4,845,040.00)	(5,032,654.00)	(4,948,113.16)	(4,997,743.37)	(5,021,434.74)
Wastewater Fund	(2,898,365.00)	(2,799,001.00)	(2,829,461.02)	(2,619,523.51)	(2,639,164.75)
City Centre Fund	(204,380.00)	(212,967.00)	(213,495.17)	(210,521.84)	(215,064.56)
TOTAL REVENUES	(24,891,982.00)	(25,915,437.00)	(25,126,931.56)	(25,659,854.81)	(25,943,277.95)
EXPENSES:					
General Fund					
General government services	4,032,076.00	4,245,772.00	3,714,082.08	4,186,662.57	4,058,014.84
Administrative services	1,279,696.00	1,431,986.00	1,445,081.24	1,478,707.57	1,513,188.41
Police	3,835,160.00	3,996,070.00	4,028,360.60	4,125,341.64	4,224,700.45
Fire	3,696,425.00	3,893,745.00	3,965,604.20	4,060,857.30	4,158,466.83
Public Works	4,100,840.00	4,303,242.00	3,982,734.09	3,980,497.00	4,113,243.37
Total General Fund	16,944,197.00	17,870,815.00	17,135,862.21	17,832,066.08	18,067,613.90
Water Fund	4,845,040.00	5,032,654.00	4,948,113.16	4,997,743.37	5,021,434.74
Wastewater Fund	2,898,365.00	2,799,001.00	2,829,461.02	2,619,523.51	2,639,164.75
City Centre Fund	204,380.00	212,967.00	213,495.17	210,521.84	215,064.56
TOTAL EXPENSES	24,891,982.00	25,915,437.00	25,126,931.56	25,659,854.80	25,943,277.95

BUDGET OVERVIEW

The City of Batavia is pleased that its fiscal strength and discipline allows for a balanced budget with a modest property tax increase. Due to continued growth in sales tax revenues, combined with a \$16 million increase in taxable assessed property values, strong fiscal management practices and sufficient capital fund reserves, this budget recognizes the need to balance high quality service with relief from high taxes.

Healthcare, retirement, workers' compensation, and liability insurance costs continue to utilize a major portion of City revenues, and can escalate substantially in any given year. We applaud City employees for their efforts to improve personal wellness, and perform their jobs in a safe and professional manner, which helps to contain these costs.

In addition to cost containment, the City will continue to strongly promote economic growth opportunities. Success in this endeavor helps bolster our long term revenue base, and provide much needed funds for capital improvements.

Highlights

1. The City property tax rate increases to \$9.011 mills, up from \$8.925 mills last year. This means that the budgeted property tax rate will increase \$.087 per \$1,000 of taxable assessed value.
2. Our budget is balanced. It relies on sales and use tax, as well as property tax revenues, with \$259,000 appropriated fund balance to help pay for increased costs associated with contracted salary adjustments. It also relies on \$326,000 of workers compensation unassigned funds and \$110,000 of health insurance unassigned funds to help pay for insurance and insurance reserve costs.
3. The proposed budget maintains current service levels and increased staffing levels by 1.5 positions in the Police Department. Regarding wages, the budget, provides for a 2.75% salary increase for non-Union employees, a 2.5% increase for members of the Civil Service Employee Association and American Federation of State, County, and Municipal Employees unions, and a 2.65% increase for members of the International Association of Firefighters union. Salary increases for the Police Benevolent Association union employees are planned for in the city's wage structure. The amount of salary adjustment is subject to the outcome of current negotiations.
4. General Fund revenues and expenses are expected to increase approximately \$782,229 or 4.62%; up from \$16,944,197 in FY2019/20 to \$17,726,426 proposed for FY2020/21.
5. The City's General Fund debt service (principle and interest payments) for FY2020/21 is \$587,395, which is a 15.89 % decrease under the \$698,333 FY2019/20 payments.

6. The City will conduct a full feasibility study with an estimate with probable cost for a new police station at Alva Place. The study is expected to begin first quarter of FY2020/21 on an estimated cost of \$50,000. This project will allow our police department to move from a run down 150 plus year old facility to one the meets today's law enforcement needs.
7. New General Fund short term bond projects include a complete replacement of our 33 year old financial and operations computer software system using a \$750,000 Bond Anticipation Note (BAN).
8. A repair of historic pillars at the intersection of Redfield Parkway and Main Street is currently underway at a cost of \$70,000. This is being paid for out of the Facilities Reserve Fund and will not affect the General Fund. The expected completion of this project is the first quarter (April-June) of FY2020/21.
9. A sewer main upgrade is planned for FY2020/21 at a total cost of \$1,048,000. This project does not impact the General Fund, and will be paid for with sewer fund. The project will upgrade sewer main lines on Franklin Street and Richmond Avenue (from Oak Street to State Street), and a manhole upgrade on Denio Street.
10. A waterline replacement project nicknamed "lead line replacement" will remove lead based feeder lines (lines leading from the water main to the meters) at a cost of \$554,112. It will be paid for with a grant from the New York State Department of Health. This project replaces lead based water lines in various locations throughout the City of Batavia. A work plan is currently being drafted.
11. Due to increasing fiscal pressure to raise property taxes in future years, the City of Batavia is deeply involved in a Downtown Revitalization Initiative (DRI) that has received \$10 million dollars from New York State for eight (8) transformational building improvement projects. Tied to these grants are an additional \$50 million in matching public / private investments, for a total of \$60 million in new downtown building improvements.
12. The City Fire Station and Bureau of Maintenance facilities will receive a 1.1 million dollar renovation to meet today's Fire Station and Maintenance Bureau needs. Project designs are nearly complete, and we expect to go to bid for construction first quarter of FY2020/21.

	General Fund Proposed Budget		
	FY2019/20 adopted	FY2019/20 current	FY2020/21 Proposed
Revenues	\$16,669,197	\$17,443,744	\$17,477,326
Use of Unassigned Fund Balance	<u>\$275,000</u>	<u>\$275,000</u>	<u>\$259,100</u>
Total	\$16,944,197	\$17,718,744	\$17,870,815
Expenditures	\$16,944,197	\$17,718,744	\$17,870,815
Unassigned Fund Balance	\$1,790,000	\$1,790,000	\$1,750,000

BUDGET MESSAGE

Enclosed is a balanced budget with a .97% property tax increase for reserves, operations and capital projects. This budget sends a strong message that the City is focused on keeping operating costs down, preparing for transformative capital improvements, providing quality service, improving existing businesses, and attracting new economic partners. On a cautionary note, fuel sales drive a large portion of our sales tax revenues. With the uncertainties in the market, we will continue to keep a close watch on fuel prices and petroleum-based sales.

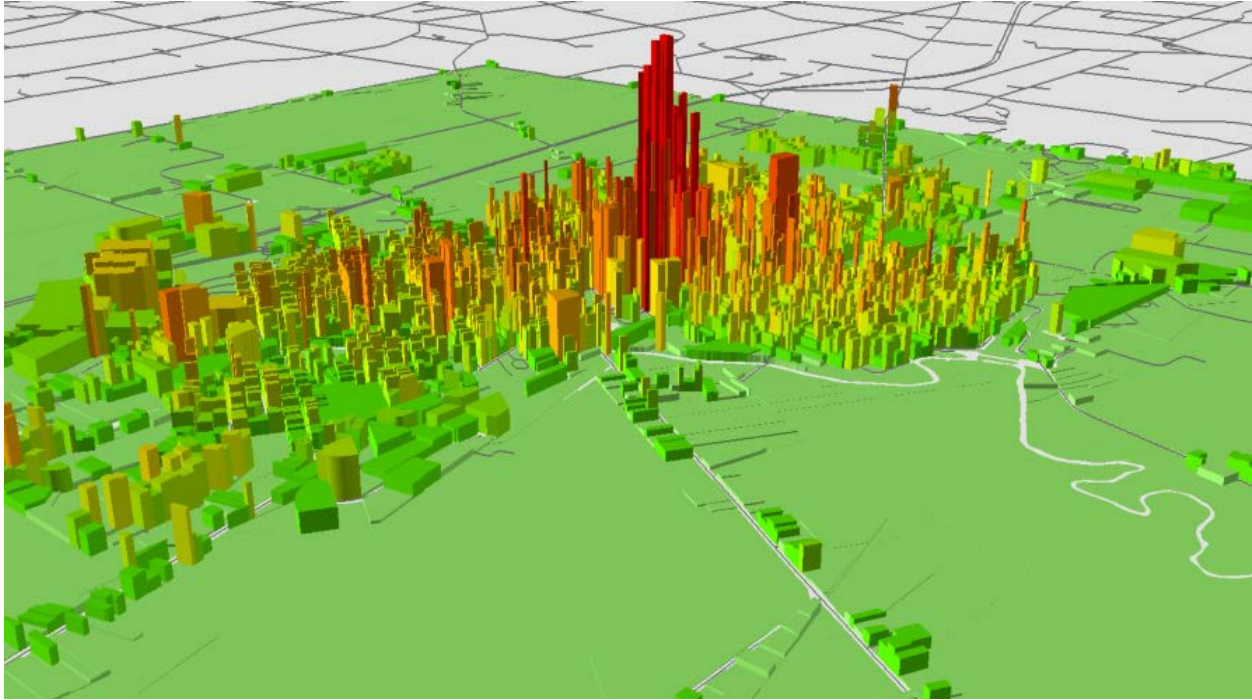
The vision developed by the City Council directs us to “proactively consider our financial picture and how we will best use our finances to help us achieve our mission.” We remain focused on that vision and are grateful that past conservative budgeting and citizen commitment has allowed us to cover operational costs and focus on growth.

We remain “all in” with the goals to grow the City’s economic base and improve **service excellence**.

A Foundational Goal - \$100 Million I’m All In!

Our FY2020/21 budget continues to build on the foundational goal established in 2017 strategic plan to achieve \$100 million in new investments for the City of Batavia by 2022. We are seeing continued success, and are particularly pleased to see taxable assessed property values increase by \$16 million this year due to citywide property improvements by residents and businesses. Keeping this momentum requires us to maintain focus on the Downtown Revitalization Initiative (DRI), City Centre improvements, and other worthwhile economic growth improvement opportunities. It will also require investment in upgraded facilities and systems, working with partners on neighborhood re-investment programs, and facilitating collaborative projects that provide positive quality of life and financial impacts.

Currently, the City has made significant progress towards the \$100 million goal. As of December 31, 2018, the City’s “I’m All In!” Scoreboard reveals over **\$49.7 million** in completed investments, **\$15.3 million** in-progress, and another **\$78.3 million** planned by 2022 (see page 31). In total, we have just over **\$143 million** on the horizon for funding and completion by 2022, with more still to come. These accomplishments speak volumes to Batavia’s combined public and private efforts. We look forward to additional success as all of us make the completion of **\$100 Million I’m All In!** a reality.



This graphic is the result of an analysis of the City's highest property values. (green=lowest value to red=highest value) Source: Genesee County Planning 2018

A Foundational Goal – Improve Service Excellence!

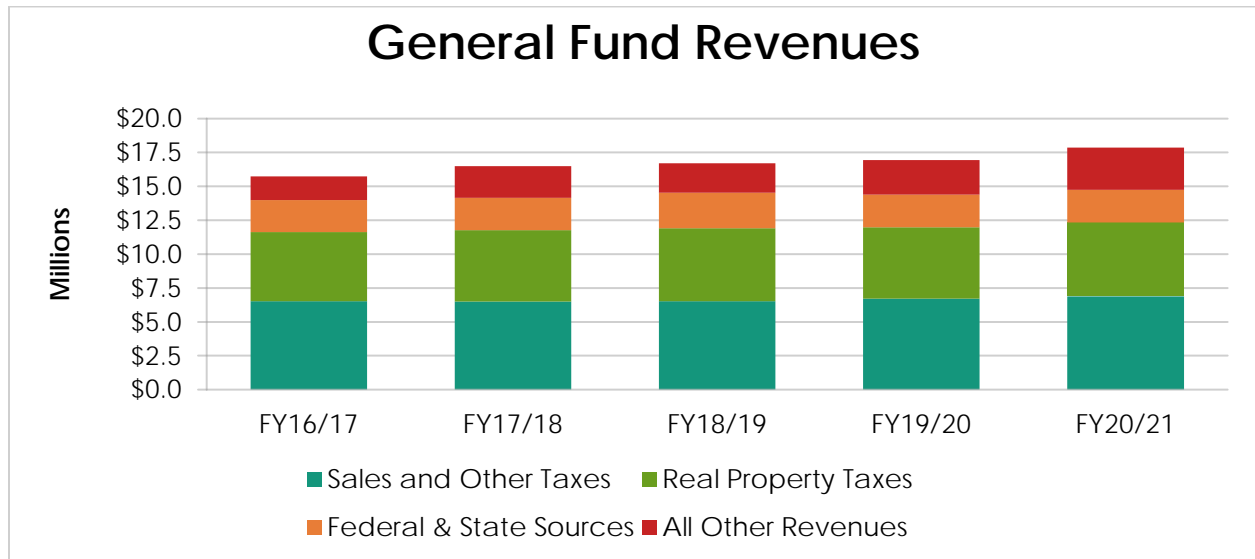
Our FY21 budget focuses on strengthening our most important resource, the Human Resource. Service excellence implies that appropriate incentives and management direction are in place to foster a service excellence environment. Fairness and equity in pay, a can-do attitude, and providing employees the resources to do their jobs are all important components. Others include a willingness to follow rules, go the extra mile, be responsive to the public's needs, and fostering a team environment where what is best for the City, its residents and visitors stands front and center.

Preparing ourselves to replace a number of outstanding employees as they plan to retire in the near future is also critical for maintaining and building on service excellence. Therefore, priorities in FY2020/21 will include succession planning to prepare internal staff for larger roles, and where needed, identify compensation levels needed to attract new talent to the City.

BUDGET HISTORY AND PROJECTIONS

REVENUES

General Fund-



General Fund Revenues-

The General Fund revenues include sales and other use taxes, real property tax, Federal and State sources, and other revenues. ***The property tax remains the most stable source of revenue in our community.*** As mentioned in the budget message, other revenue sources, such as sales tax, are subject to the fluctuations of the local and regional economy.

Reducing Dependence on Other Fund Revenues-

The City expects to use \$257,540 of workers compensation fund, unassigned cash and \$110,000 dollars of health insurance fund, unassigned cash to pay for higher than expected general fund insurance and insurance reserve costs. The City of Batavia traditionally uses a portion of water enterprise funds (permissible in New York) to help pay General Fund operating expenses. The City plans to use \$225,000 from the water fund FY2020/21. These funds are generated in large part due to drinking water produced by a treatment plant that is over 100 years old. As the plant approaches the end of its useful life (projected 2025), revenues generated by retail sale of water produced at the plant are expected to decrease.

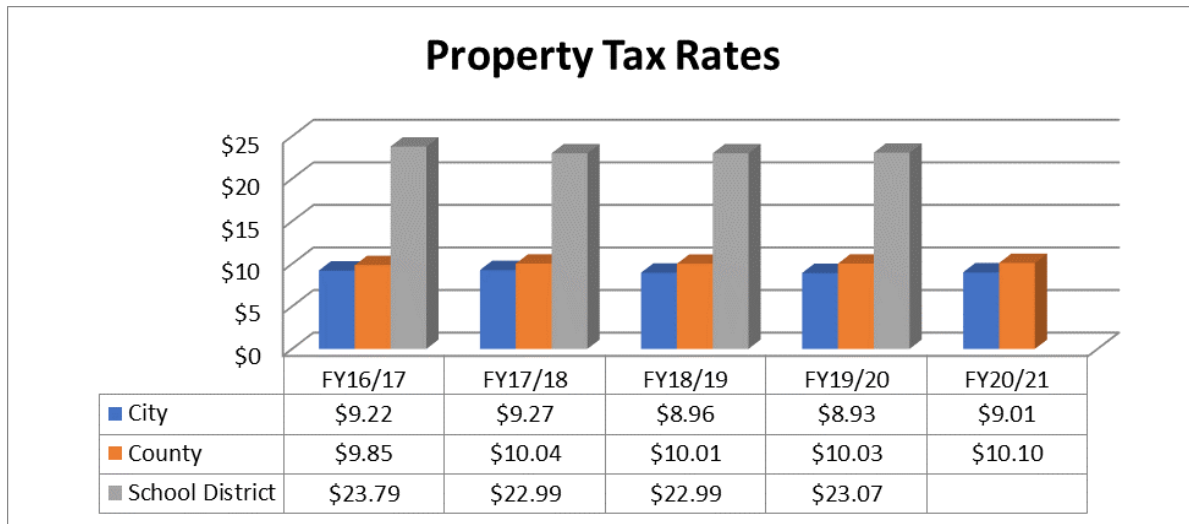
In order to address this expected use of revenue, the City is implementing a 5-6-year step-down from General Fund dependence on the water fund. Our plan includes stabilizing existing revenue sources, growing additional revenue, and completing transformative capital infrastructure projects that reduce Batavia's operations and maintenance costs and liabilities.

Stabilizing Existing General Fund Revenue Sources-

The City of Batavia has entered into a historic 40-year sales tax allocation agreement with Genesee County. This agreement provides a guaranteed minimum sales tax allocation ($\geq 14\%$), and has aided a series of water agreements with the County that will ensure a stable water supply to be piped into the City once its 100 year old Water Treatment Plant reaches the end of its life (2025 projected end of water plant life). These agreements also provide the City much needed time to eliminate its water revenue dependence.

For the ninth consecutive year, and since its existence, the proposed City Budget for FY21 remains in compliance with the State of New York Tax Cap. Due to conservative and strategic budgeting in prior years, and growth in the City's overall tax base, we are proposing a modest .97 percent property tax rate increase for operations in FY2020/21. This changes the rate from \$8.93 to \$ 9.01 per \$1,000 of taxable assessed value. At current assessed values, the general fund tax levy will increase by \$183,305 to support existing service levels, aid the plan to eliminate water funds as a revenue source, prepare for the building of a new police station, and balance the budget. This tax levy increase is facilitated by both the rate adjustment and a **\$16,442,406 improvement in taxable assessed value**. The tax rate will remain well below rates set in FY2007/2008.

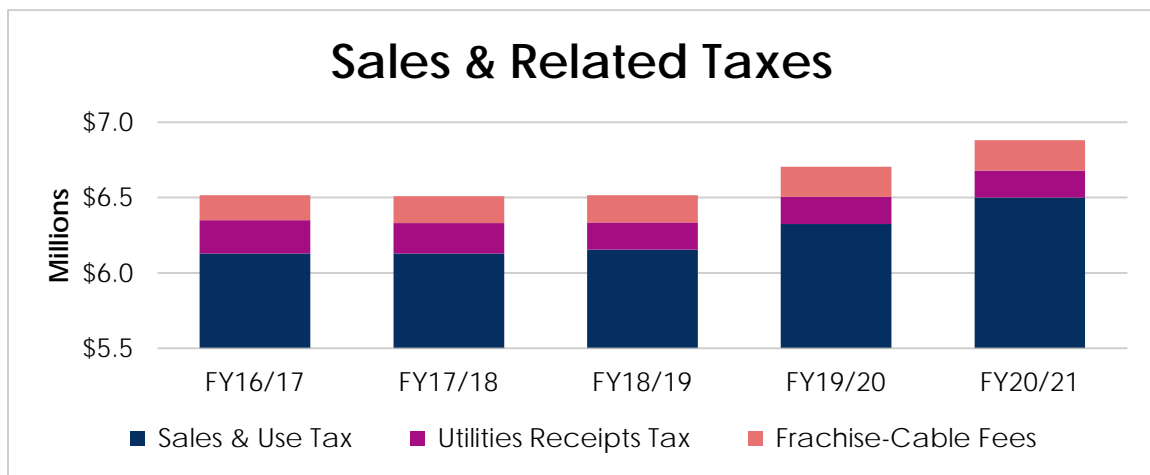
Property Tax Rate Comparisons- Even with the new property tax rate proposed for the City's FY2020/21 budget (\$ 9.01 per \$1,000 taxable assessed value), the City of Batavia has the **lowest** tax rate of surrounding taxing jurisdictions. The property tax rates table below shows the difference between the City of Batavia, Genesee County, and the Batavia School District.



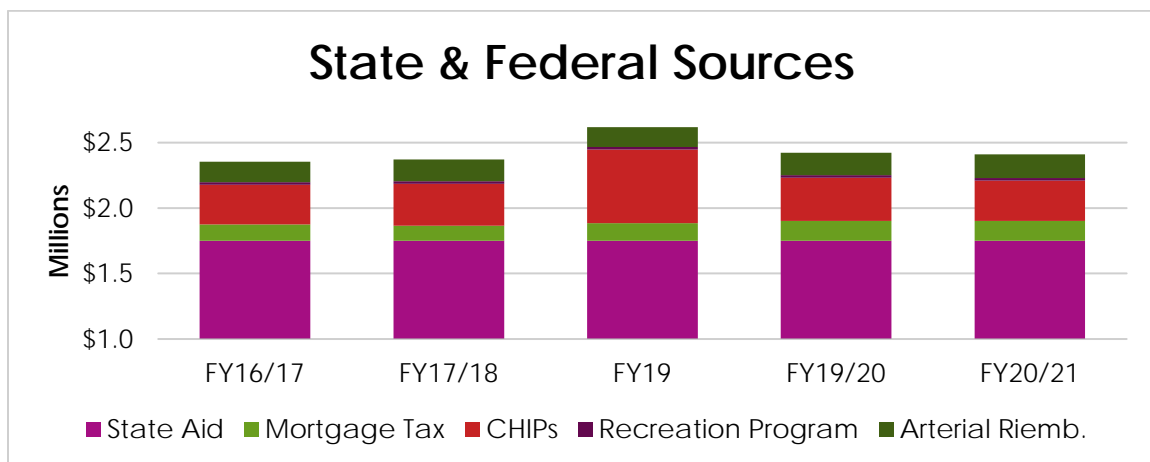
Sales Tax & Related Taxes- Sales and related taxes are the City's largest single revenue source. Combined with franchise cable revenue and utilities gross receipts, sales and related taxes contribute over 38 % of FY2020/21 General Fund revenues.

Sales tax generated throughout Genesee County is redistributed to the City pursuant to a Sales Tax Distribution Agreement, which has been modified and extended an additional 40 years. A major component of the City's Sales and Use tax revenue is the sale of fuel products.

Sales and Use tax receipts have experienced continued growth this year, which is projected to continue into FY2020/21. Based on careful analysis, our conservative projection shows a third straight budgeted sales tax revenue increase. This increase is possible because of continued strong growth in manufacturing, fuel sales, retail sales, and hospitality (food, beverage, and lodging). **As a cautionary note, we continue to watch the price of fuel, which can affect future sales tax revenues.**



State and Federal Sources- State and federal grants plus State aid make up 14% of the total FY2020/21 General Fund revenues for the City. This area includes State Aid, CHIPs (Consolidated Highway Improvement Program), mortgage tax, annual summer recreation program funds, and New York State Arterial Reimbursement.



Other Revenues- Additional sources of revenue included in this year's budget are \$ \$75,000 from **interest and earnings** (investments), \$41,000 in projected payments in lieu of taxes (**PILOTs**), \$128,000 in estimated **finances and forfeited bail** from court.

For the fourth year, the budget includes the \$440,789 **Video Lottery Terminal (VLT) aid**. With increases in public safety equipment costs, healthcare, and retirement, the inclusion of VLT aid continues to be necessary to protect service levels and reserve contributions. The City has received VLT aid since 2008, and it comprises a significant source of revenue.

The proposed budget recommends utilizing the VLT aid to support reserve contributions, economic development, and public safety operations. Both reserves and economic development have been critical components to the City's success in recent years and are included as priorities now and in the future.

Unassigned fund balance- The City is fortunate to maintain a fund balance surplus. In FY2020/21, the City again anticipates a healthy fund balance, meeting its 10% goal outlined in the adopted Fund Balance Policy. This fund is used to balance budgets, and fund contingency and reserve accounts.

Funding contingency and reserves is done when year-end surpluses exceed the amount needed to balance the budget. For the past 13 years, the City's annual surpluses have exceeded balanced budget needs, and are committed to the General Fund contingency and reserves. The proposed budget includes \$ 259,100 of unassigned fund balance, a \$15,900 decrease over last year. Should the need for, or availability of, unassigned fund balance change in future years, our appropriation levels will increase or decrease accordingly while maintaining the 10% fund balance goal.

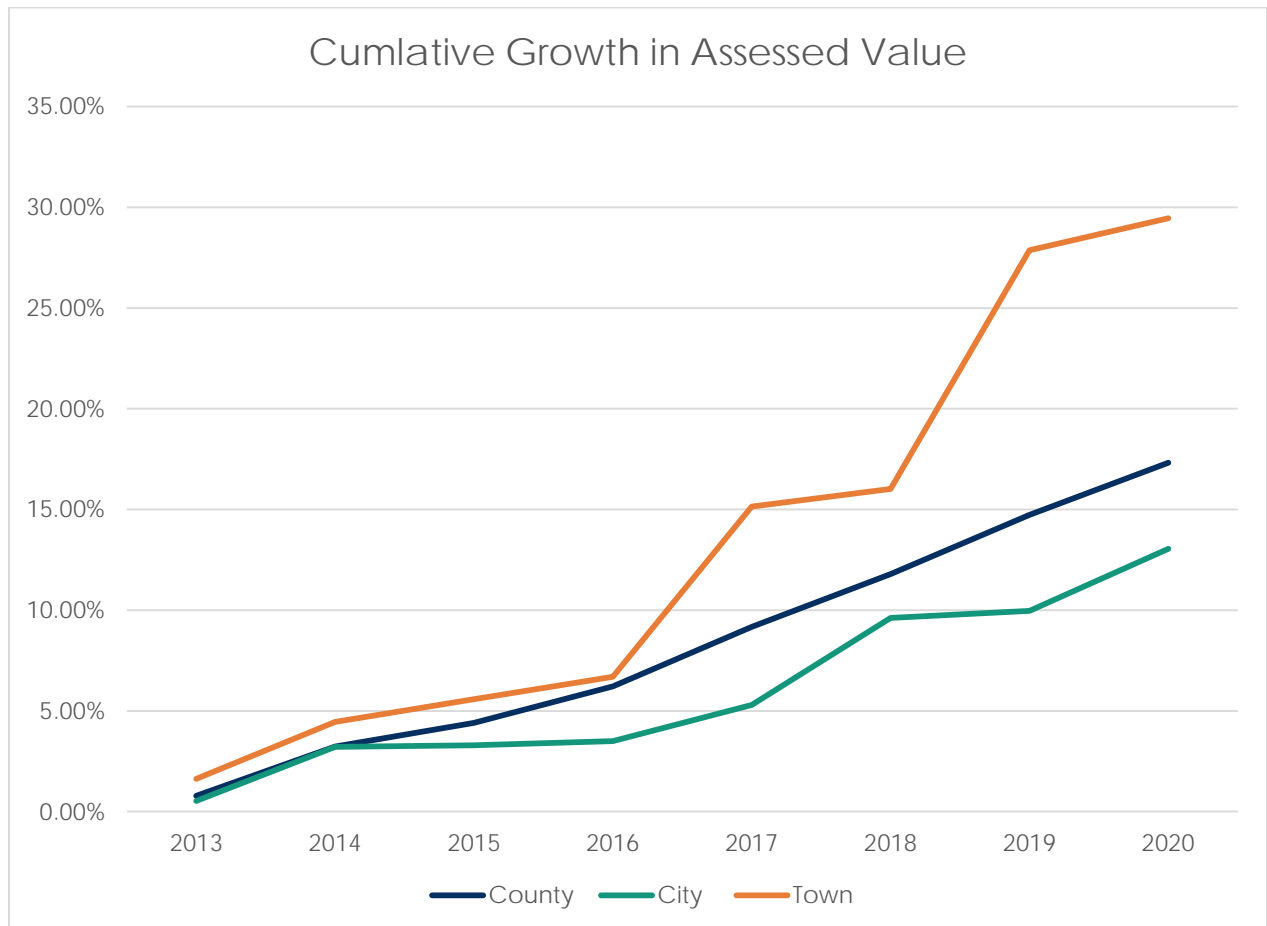
Reserve Funds- The proposed FY2020/21 budget utilizes \$ 669,709 of reserves to assist in funding **planned** capital equipment, hardware and software upgrades, Public Works equipment, and City facility improvements. Reserve funds in FY2020/21 offset outlier healthcare claims. The use of FY2020/21 budget reserves is consistent with the City's adopted equipment and facility capital plans.

Generating New Revenue

Taxable Assessed Value- A major way of creating additional revenue is to improve the overall value of commercial and residential properties. The City historically enjoys a modest 1.5% average annual growth in its property tax base. In calendar year 2017 we saw a \$16 million (2.81%) increase in taxable assessed value, due to a city-wide increase in commercial and residential property values. This is a significant increase over 2018, when the taxable assessed value grew \$1.8 million or .31%. We attribute the taxable property value growth to modest tax rates, and our continued work with the economic development community to improve the quantity and quality of housing, create new commercial opportunities and encourage current business expansion.

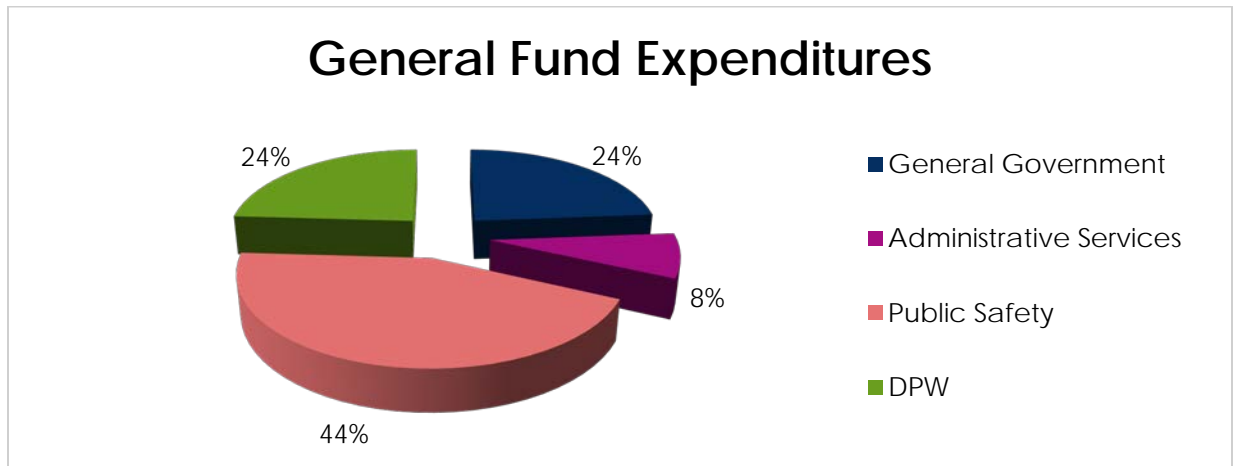
Economic development projects in the City of Batavia are poised to increase. We have restarted residential property rehabilitation initiatives, and new retail development and re-development is underway through the \$10 million Downtown Revitalization Initiative (DRI). The City is also re-inventing brownfield sites into productive commercial property, and moving tax foreclosed residential and commercial properties back into the private sector. Most significantly, Batavia is conducting its feasibility study and a marketing strategy to re-purpose its downtown City Centre mall into a modern, livable, and walkable downtown destination area.

These projects will further improve the City's taxable assessed value, establish new jobs, and create new market rate housing options. The chart below shows our cumulative growth in property values since we began tracking the information in 2013. It also compares the City's assessed value growth to Genesee County and the Town of Batavia.

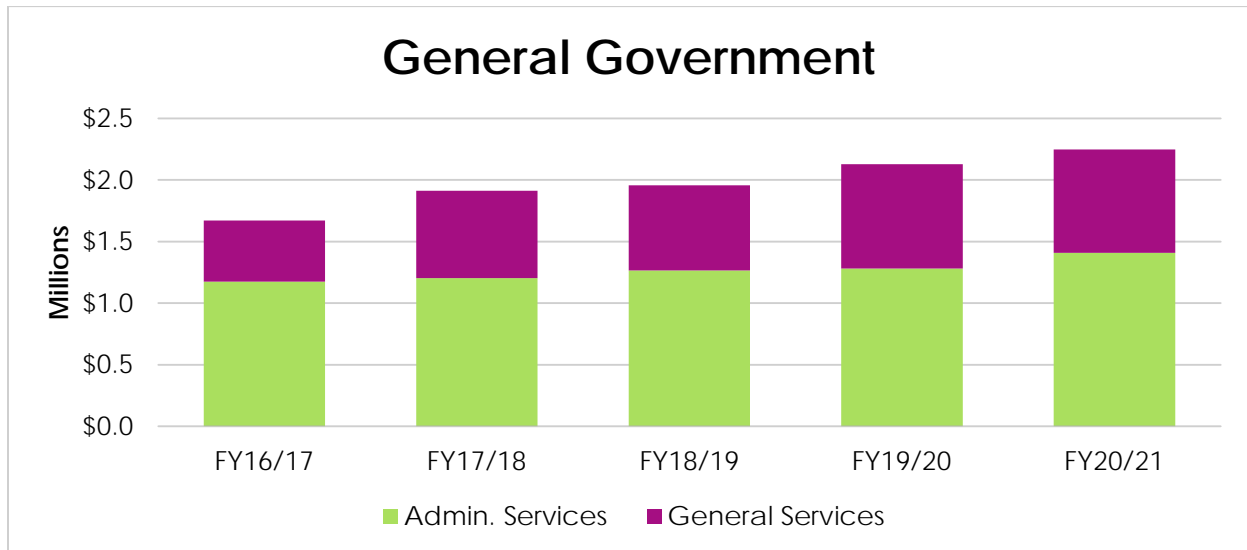


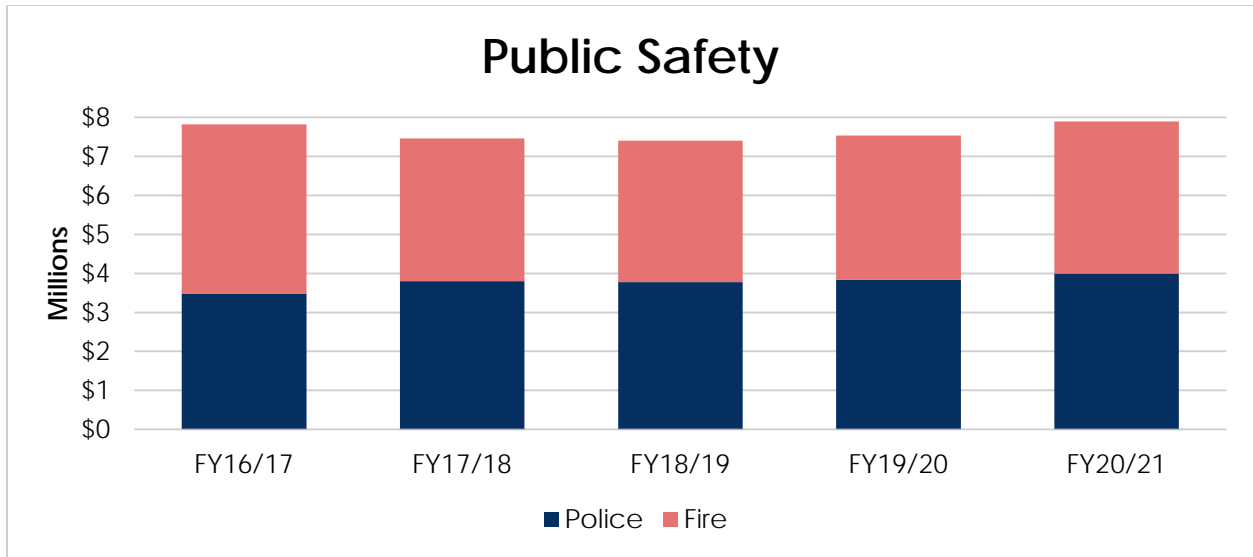
EXPENSES

General Fund Expenditures- The proposed budget balances high quality services with financial stability. As a result, the proposed budget demonstrates a managed spending plan. Also, all expenditures reflect the priorities established in the City's Strategic Plan, as well as the City's financial policies. The chart below reflects a general breakdown of costs in the General Fund. The largest share of these costs supports Public Safety (Police, Fire, Rescue, and EMT services). Next are General Government and Public Works, followed by Administrative Services.

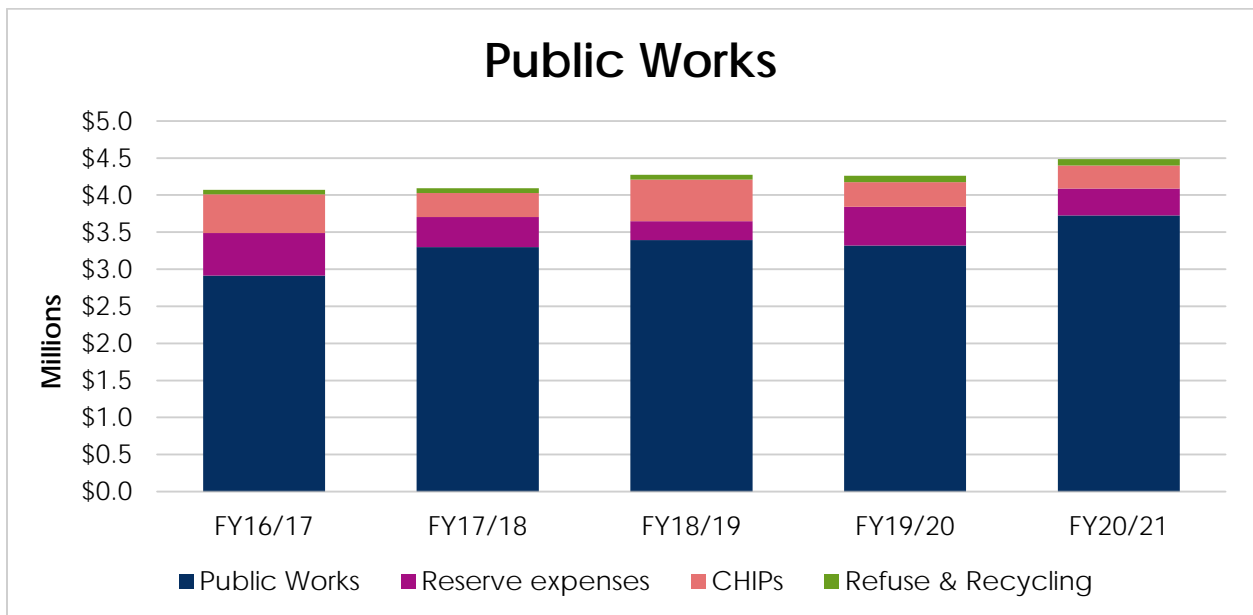


General Government and Administrative Services (Operations)- General Government Services include City Council, City Manager, Legal Services, Community Development, Economic Development and Council on the Arts. Administrative Services costs consist of Administrative Services, Finance, Clerk/Treasurer, Assessment, Personnel, Elections, Information Technology, Vital Statistics, Control of Dogs, Summer Recreation and Youth Services. FY2020/21 expenditures for these functions are proposed to increase \$117,801, or 5.53%. This increase is reflected in the rising costs of computer maintenance and security, and the costs of full staffing. These expenses do not include employee health insurance.





Public Safety- Total expenditures for Police and Fire Departments increased by \$358,230 or 4.76% from the prior year. This increase is largely due to upgrading a ½ time police civilian position to full time, the addition of a second School Resource Officer, K-9 expenses, upgrading / replacing firefighter upper floor evacuation equipment, and contractual salary and benefits increases at the fire department.



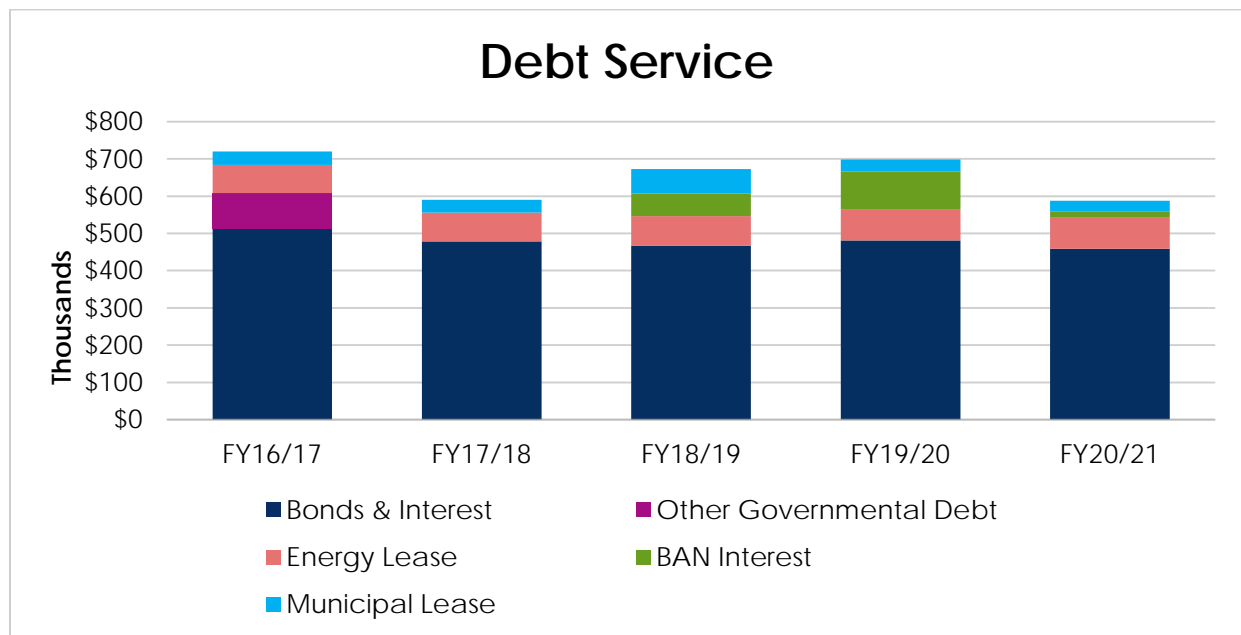
Public Works- The Department of Public Works includes Public Works Administration, Engineering, City Facilities, Inspection, Maintenance Administration, Street Maintenance, Repair Garage, Snow Removal, St. Lighting/Traffic Lights, Sidewalks, Parking Lots, Parks, Historic Preservation, Planning and Zoning Boards, Storm Sewer, Wastewater, Street Cleaning, and Refuse and Recycling.

Total FY2020/21 expenditures for this department are proposed to increase by \$226,882 or 5.33%. This is primarily due to an increase in street maintenance expenses paid for with CHIPS funds. Other Major expenses include contractual salary and benefit increases, replacing parts for aging playground apparatus, and higher projected costs for salt. They do not include employee health insurance.

Reserve Funding- Since 2008 the City has diligently made an effort to grow reserve funds for future liabilities, capital purchases and expenditures. This effort continues in FY2020/21.

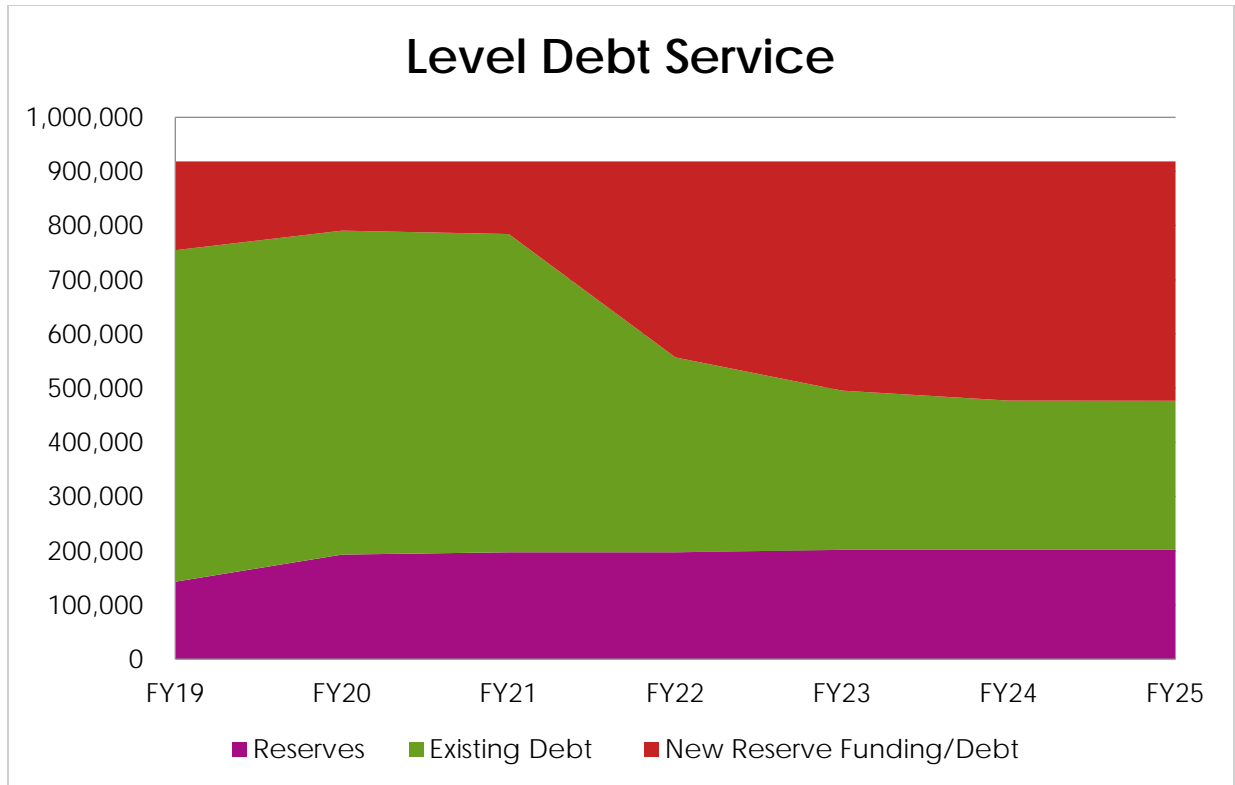
Combined with committing annual surpluses, this funding has provided the City resources for equipment replacements, infrastructure improvements and employee benefit payouts as the City continues to experience the retirement of long-term employees. Other benefits of reserves include improved bond ratings, stabilization of tax rates, and meaningful efforts to replace aging buildings capital equipment.

While an increase in reserve funding is financially responsible, it is only possible with the inclusion of Video Lottery Terminal (VLT) aid as a necessary revenue source. Per state requirement, this is the fourth year VLT aid is included in the proposed budget.



Debt Service- This includes bonds (principal and interest), other governmental debt, energy lease, municipal lease and interest for outstanding bond anticipation notes (BANs) in the General Fund. The City's projected General Fund debt service for FY2020/21 is \$587,395. This is a decrease of \$110,938 or 15.89%. This decrease is due primarily to a sizeable reduction in FY2020/21 BAN interest payments.

\$14,843 has been budgeted in FY2020/21 for BAN interest related to Council approved short term borrowing to pay for federal infrastructure projects and the replacement of the city's financial / operational software system. Short term borrowing, at current low interest rates, provides cash flow for capital projects until expenses can be reimbursed (up to 180 days after expenditure). The BAN also permits the city to balance its budget by spreading the repayment cost for these projects out over 4 fiscal years.

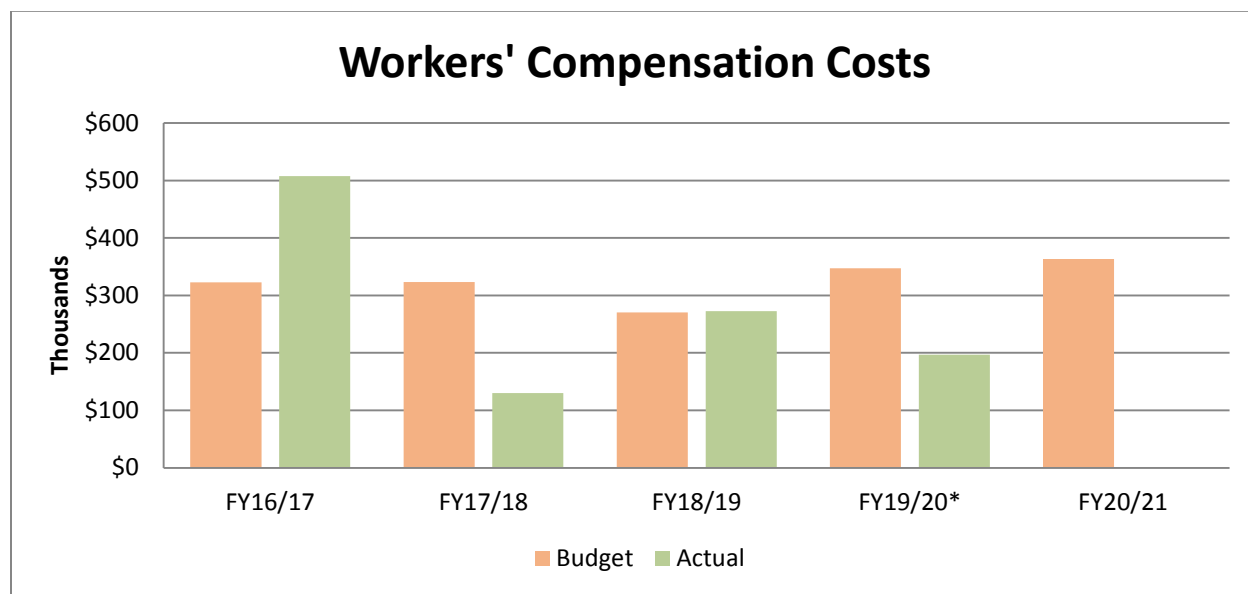


Debt Management Plan for Level Debt Service- In practice, the desired combination of total reserve contributions and debt service can remain relatively flat over time; as one increases or decreases, the other compensates. This process is generally referred to as “level debt service.” Once the established reserve and debt levels are determined, capital plans can be balanced with acceptable debt limits. By fiscal year ending 2022 the City’s debt service load (principle and interest payments) for current borrowing may potentially drop from \$587,395 to \$390,955, a decrease of 33.4%. This could open the door for the financing of a new Police Station, which is sorely needed to reduce the City’s operational and liability costs incurred by the current 160-year-old facility.

Employee Wages- CSEA (administrative) employees currently receive a 2.5% wage increase, AFSCME employees receive a 2.5% wage increase and IAFF (Fire) receives a 2.65% adjustment per their collective bargaining agreements. It is proposed that Non-Union employees receive a 2.75% increase this year as part of the City’s salary equalization and retirement succession planning. In addition, it is proposed that non-union employees receive a longevity pay and retirement health insurance benefit. PBA (police) employees will receive wage adjustments to be determined pending successful completion and approval of a new collective bargaining agreement.

Workers’ Compensation Insurance- The City continues to use a self-insured workers’ compensation program. Before the change to self-insured status, premiums had risen from \$255,599 in FY10/11 to \$521,259 in FY 15/16 and were projected to increase in excess of \$700,000 for FY2017/18. Because average annual claims incurred by the insurance carrier were significantly lower than the premiums paid, the City moved to a self-insured program.

The City has budgeted to maintain a workers' compensation reserve in a manner consistent with three-year average costs for workers' compensation claims. As a result, the FY2020/21 workers' compensation budget is \$363,180 or \$16,160 higher than FY2019/20. The FY2020/21 budgeted expenses include a \$76,500 premium for Workers' Compensation stop loss insurance. Maintaining these lower costs requires an assertive risk management program.



Key Components of the City's Risk Management Strategy

Safety Committee Up and Running

The City's Safety Committee is comprised of all department heads and bureau chiefs and is led by the Assistant City Manager. It is the Committee's purpose is to evaluate the safety of workers, equipment, and facilities and make safety recommendations to reduce on the job injuries and claims.

Updated Policies and Procedures

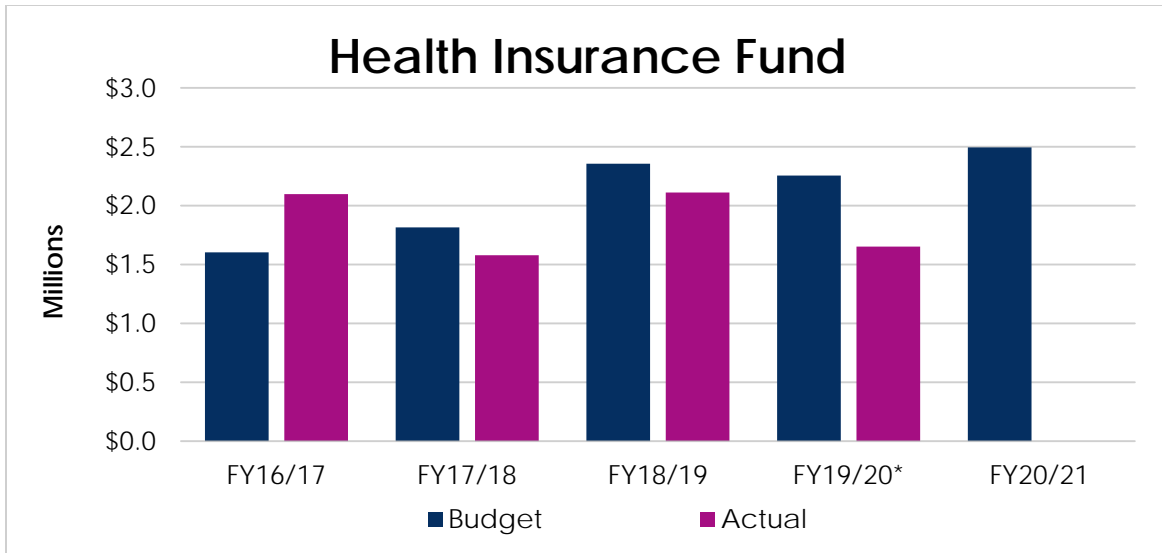
Both police and fire departments continue using a service called Lexipol to aid in policy development and communication. The ultimate goal is to achieve accreditation in each department.

Accountability

It is important that we create a culture where safety is a priority. To that end, FY21 continues the practice of budgeting workers' compensation by department area, based on the previous three-year average of injuries and associated expenses.

Workers' Compensation Reserve Fund Balance

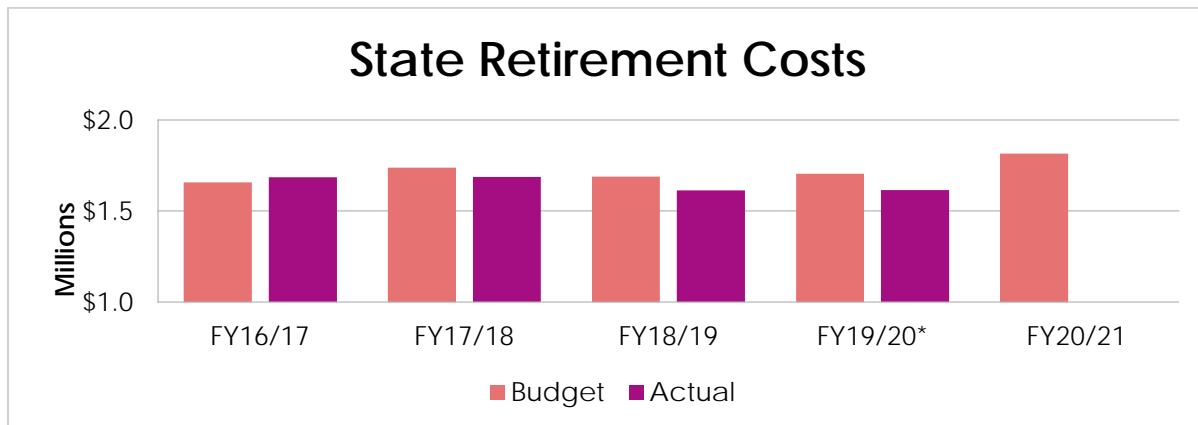
We will continue to build up the Workers' Compensation Reserve Fund to plan for the unexpected. The proposed reserve goal is \$2 million dollars; our current balance is \$636,346.46. Funds will be assigned each year to the reserve until this goal is reached. In addition, it is recommended that we continue the stop loss coverage for incidents over \$600,000 for Police officers and \$500,000 for all other employees. The City will evaluate raising the deductible when our workers' compensation reserves exceed \$1 million.



***Actual as of 12/31/2019**

Employee Healthcare- City employees are covered under the City's wellness plan and receive equal medical, dental, and vision benefits. The City has successfully managed its self-insured healthcare plan to contain costs and maintain healthy balances for insurance coverage. To continue the maintenance of a healthy fund, the City healthcare budget for FY2020/21 is \$2,494,090, which is a \$238,960 or 10.6% total fund expense increase over FY2019/20. Insurance premium portion of the costs rose 5%. Increased costs are driven by the number of new retirees that still carry health insurance in addition to the people that replaced the retirees, and new government accounting standards board requirements for a mini-actuarial every other year.

New York State Retirement- The City has budgeted \$1,815,330 in retirement for FY2020/21, which represents a 6.53% increase. In past years, the City's actual retirement has been inconsistent with the New York State retirement system projection. Over the past 10 years, this has resulted in retirement contribution swings ranging from \$535,000 less than projected, to \$110,000 over budget. The past four years have ranged from \$25,000 to \$272,000 under projection. This continued inconsistency drove the City to create a current City Retirement Reserve in an effort to absorb a potential overage in estimated versus actual retirement contributions. The FY2020/21 reserve balance is \$310,727.



***Actual as of 12/31/2019**

WATER AND WASTEWATER

Proposed Water Rate Adjustment- To implement the City's water rate and adopted capital plan, a strategic water rate adjustment plan was developed. Adopted in 2015, the water rate plan includes incremental rate adjustments, a modest capital improvement fee increase, and the phasing out of the existing second-rate block. The plan allows the City to responsibly mitigate system risk by completing important capital projects while limiting the impact on City customers.

Consistent with the adopted plan, the proposed rate adjustment for FY2020/21 includes a water rate and meter fee increase of \$.19 or 3.5%. Also included is a capital improvement fee increase for all meter sizes at \$.66 per quarter for a typical residential customer with a 5/8-inch meter. These fee adjustments address the growing capital improvement needs of an aging water system. The revenue from this fee will be exclusively dedicated towards funding the necessary water system improvements.

The proposed FY21 water rate for a typical residential user is \$5.68 per 1,000 gallons and the capital fee per typical residential user is \$7.25 per quarter. The total impact to a typical residential customer (approximately 95% of customers) of the proposed rate and fee adjustments is approximately \$4.82/quarter.

Wastewater Rate- Due to operating cost containment, no rate increase is needed for the Wastewater Fund.

Conclusions. It is recommended that the City continue implementing capital investments outlined in the capital plan to reduce the failure risk of aging water and wastewater assets. To accomplish this in a fiscally responsible manner, the water rate adjustments outlined above are recommended. The planned FY2021 water and wastewater capital projects are discussed in the capital plan section of this presentation.

CITY CENTRE CONCOURSE FUND

Entering its second year is the City Centre Fund, with a FY2020/21 budgeted operating expense of \$212,967. This represents a 4.2% increase in day to day operating expenses over FY2019/20. The City Centre Fund is in place to pay for City Operations and Maintenance responsibilities in the City Centre Concourse. Effective April 1, 2018 the City gained full control and maintenance responsibility, to include capital improvements of the Concourse. Also, part of the settlement is the establishment of the City Centre Concourse user fee to be charged against all properties adjacent to the concourse for operation, maintenance and capital improvements of the Concourse. This user fee remains \$2.00 per square foot for FY2020/21.

Concourse operations include maintenance, cleaning and supervision of the concourse and adjacent sidewalks. In order to meet this full-time obligation, the City hired a full-time building maintenance worker and two part-time custodial workers. So far, this staffing level has been sufficient to cover concourse maintenance needs, and no increases in staffing are proposed.

In addition, as part of the settlement agreement, the City is required to make several capital improvements to the concourse roof, silos and skylights. Funding is in place, the design for these improvements is complete, the City has much of the work under contract to begin Spring, 2020, and expects to bid the remaining work out near the start of FY2020/21.

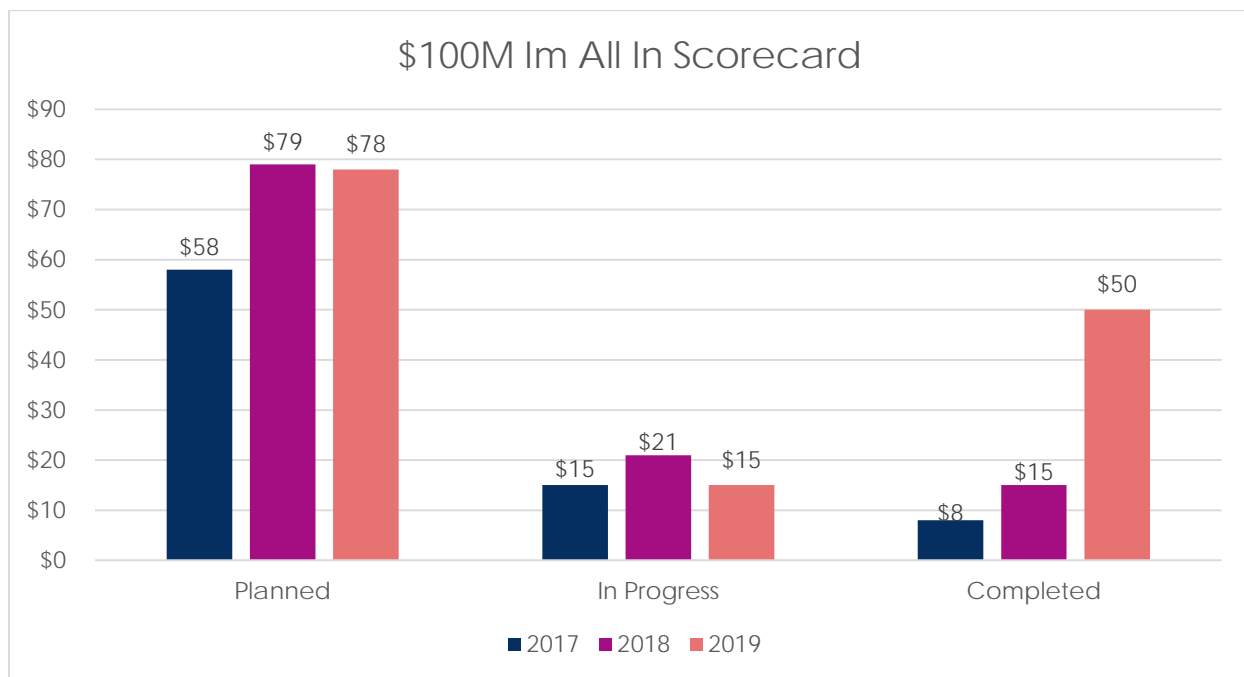


Downtown Revitalization Initiative Renderings for Batavia City Center

SCORECARD



SCORECARD			Planned Total		\$ 78,313,615		
			In-progress Total		\$ 15,282,776		
			Completed Total		\$ 49,699,790		
			TOTAL		\$ 143,296,181		
Project	# of Permits	Private	City	Non-City	Total Investment	Planned/ In-Progress / Completed	Temporary Construction Jobs
2017 Residential	471	\$ 3,157,770.00			\$ 3,157,770.00	Completed	26.62
2017 Commercial	60	\$ 3,020,159.00			\$ 3,020,159.00	Completed	25.46
2018 Residential	402	\$ 3,550,742.00			\$ 3,550,742.00	Completed	29.93
2018 Commercial	48	\$ 8,323,650.00			\$ 8,323,650.00	Completed	70.17
2019 Residential (Q1-Q3)	304	\$ 2,797,029.00			\$ 2,797,029.00	In-Progress	23.58
2019 Commercial (Q1-Q3)	30	\$ 1,236,967.00			\$ 1,236,967.00	In-Progress	10.43
						TOTAL	1207.99
Capital Projects		Completion					
Vine Street	2017	\$ -	\$ 1,830,429.00	\$ -	\$ 1,830,429.00	Completed	15.43
Union, S. Main & Brooklyn Street	2019	\$ -	\$ -	\$ 320,300.00	\$ 320,300.00	Completed	2.70
Healthy Schools	2018	\$ -	\$ -	\$ 561,720.00	\$ 561,720.00	Completed	4.74
Tip - PM for 6 Streets	2018	\$ -	\$ 1,605,000.00	\$ 333,000.00	\$ 1,938,000.00	Completed	16.34
Chips 2017	2017	\$ -	\$ 192,200.00	\$ 768,800.00	\$ 961,000.00	Completed	8.10
Ellicott Trail	2019	\$ -	\$ 127,523.00	\$ 2,422,939.00	\$ 2,550,462.00	Completed	21.50
Chips 2018	2018	\$ -	\$ 235,500.00	\$ 1,139,825.50	\$ 1,375,325.50	Completed	11.59
Pedestrian Way	2019	\$ -	\$ -	\$ 1,616,000.00	\$ 1,616,000.00	In-Progress	13.62
Chips 2019	2019	\$ -	\$ -	\$ 216,000.00	\$ 216,000.00	In-Progress	1.82
City Centre Roof	2020	\$ -	\$ 664,080.00	\$ -	\$ 664,080.00	In-Progress	5.60
Upgrade City Centre	2021	\$ -	\$ -	\$ 1,125,000.00	\$ 1,125,000.00	In-Progress	9.48
Jackson Square	2021	\$ -	\$ -	\$ 750,000.00	\$ 750,000.00	In-Progress	6.32
Fire & BOM Facility Plan	2022	\$ 966,700.00	\$ -	\$ -	\$ 966,700.00	In-Progress	8.15
Richmond/ Harvester	2022	\$ 408,200.00	\$ -	\$ 1,632,800.00	\$ 2,041,000.00	Planned	17.21
Franklin	2022	\$ -	\$ -	\$ -	\$ -	0	0.00
Police Station (New Build)	2024	\$ -	\$ 10,000,000.00	\$ -	\$ 10,000,000.00	Planned	84.30
Significant Projects - over \$150,000							
Newberry Building	2018	\$ 2,047,232.00	\$ 30,000.00	\$ 600,000.00	\$ 2,677,232.00	Completed	22.57
OATKA	2019	\$ 4,300,000.00	\$ -	\$ -	\$ 4,300,000.00	Completed	36.25
Arby's	2018	\$ 895,000.00	\$ -	\$ -	\$ 895,000.00	Completed	7.54
Key Bank/ Ameriprise	2019	\$ 300,000.00	\$ -	\$ -	\$ 300,000.00	Completed	2.53
Amada Tool	2019	\$ 8,810,000.00	\$ -	\$ -	\$ 8,810,000.00	Completed	74.27
Independent Living	2019	\$ 360,000.00	\$ -	\$ -	\$ 360,000.00	Completed	3.03
Float Center	2019	\$ 355,000.00	\$ -	\$ -	\$ 355,000.00	Completed	2.99
Tompkins Metal Finishing	2019	\$ 150,000.00	\$ -	\$ -	\$ 150,000.00	Completed	1.26
Project Freeze	2019	\$ 125,000.00	\$ -	\$ -	\$ 125,000.00	Completed	1.05
Genesee Lumber	2019	\$ 300,000.00	\$ -	\$ -	\$ 300,000.00	Completed	2.53
Graham Manufacturing	2019	\$ 1,673,000.00	\$ -	\$ -	\$ 1,673,000.00	Completed	14.10
Custom Vehicle Outfitters (PW Minor)	2019	\$ 2,000,000.00	\$ -	\$ -	\$ 2,000,000.00	Completed	16.86
Cedar Street	2019	\$ 165,000.00	\$ -	\$ -	\$ 165,000.00	Completed	1.39
Genesee Valley Transportation	2020	\$ 1,011,000.00	\$ -	\$ -	\$ 1,011,000.00	In-Progress	8.52
99 Main Street 600k-40k=\$560k (DRI & B)	2020	\$ 500,000.00	\$ -	\$ 100,000.00	\$ 600,000.00	In-Progress	5.06
Dominos	2020	\$ 600,000.00	\$ -	\$ -	\$ 600,000.00	In-Progress	5.06
Ellicott Place (Save-a-Lot) (DRI)	2021	\$ 1,350,000.00	\$ -	\$ 1,150,000.00	\$ 2,500,000.00	In-Progress	21.08
Capital Improvement Fund BID	2020	\$ -	\$ 200,000.00	\$ -	\$ 200,000.00	In-Progress	1.69
YWCA	2020	\$ 1,000,000.00	\$ -	\$ -	\$ 1,000,000.00	In-Progress	8.43
Genesee County Jail - Upgrades	2022	\$ -	\$ -	\$ 440,000.00	\$ 440,000.00	Planned	3.71
Ellicott Station	2021	\$ 19,032,865.00	\$ -	\$ 4,975,000.00	\$ 24,007,865.00	Planned	202.39
Home Leasing Project (Mossman's)	2023	\$ 12,000,000.00	\$ -	\$ -	\$ 12,000,000.00	Planned	101.16
Healthy Living Campus (DRI)	2021	\$ 18,205,000.00	\$ -	\$ 4,295,000.00	\$ 22,500,000.00	Planned	189.68
Carr's & Genesee Bank (DRI)	2022	\$ 4,050,000.00	\$ -	\$ 1,200,000.00	\$ 5,250,000.00	Planned	44.26
Theater 56 (DRI)	2021	\$ 200,000.00	\$ -	\$ 701,750.00	\$ 901,750.00	Planned	7.60
Newberry 3rd floor/ Patio (DRI & BIF)	2022	\$ 355,000.00	\$ -	\$ -	\$ 355,000.00	Planned	2.99
Go-Art	2023	\$ 218,000.00	\$ -	\$ -	\$ 218,000.00	Planned	1.84
206 East Main Street	2024	\$ 600,000.00	\$ -	\$ -	\$ 600,000.00	Planned	5.06
						Planned	650.30
		\$ 104,063,314.00	\$ 14,884,732.00	\$ 24,348,134.50	\$ -	In-Progress	161.74
						Completed	386.06
*Batavia School Stadium is not included because the tax base is not affected by it						0	0.00
Updated - 11/27/19						0	0.00



Completed Projects: Since 2017, \$50M is invested in the City of Batavia. Major project achievements included O-AT-KA Milk expansion (\$4.3M), Amada Tool expansion (\$8M), and Graham Manufacturing (\$1.7M) expansion. Downtown, the Newberry Building (\$2.6M) was rehabilitated. Public sector capital projects include Vine Street complete street project (\$1.8M), and the Healthy Schools Corridor (\$1M). Not on the scorecard, but a significant upgrade for the Batavia Schools is a complete renovation of its outdoor sports stadium (football, soccer, track and field-\$23M).

In Process Projects: Currently, the City has over \$15M of investment in progress including general capital projects for complete street improvements, mall concourse roof replacement (\$700K), Theatre 56 development (\$1M), Union/S. Main/Brooklyn water line replacement and street repaving (\$1.9M), the Pedestrian Way sidewalk replacement project for Safe Routes to Schools (\$1.6M), the Ellicott Trail for pedestrian use (\$2.6M), and several private building renovation projects (\$1.2M) for private businesses.

Planned Projects: With the announcement of the Governor’s Downtown Revitalization Initiative (DRI), the momentum to invest in Batavia continues to grow. **There is over \$78M in planned investment**, that includes a new police station and surrounding infrastructure improvements (\$10M), lead drinking water line replacement (\$600K), Franklin Street sewer line upgrades (\$1M), Jackson Square upgrades (\$750K), City Centre (mall) concourse upgrades (\$1M), and numerous private sector improvements (including DRI improvements), across the city. Planned investments are categorized by projects that have state funding commitments, full financial plans, and will be completed in the next five years.

Project Opportunities:

Beyond the planned commitments, we have leads for potential capital investment of \$82M. These projects are in the early stages of development, but show a very active sales potential for the City of Batavia.

Source: City of Batavia Department of Public Works and Batavia Development Corporation



GO ART! MUSICAL GARDEN – NEW IN 2019

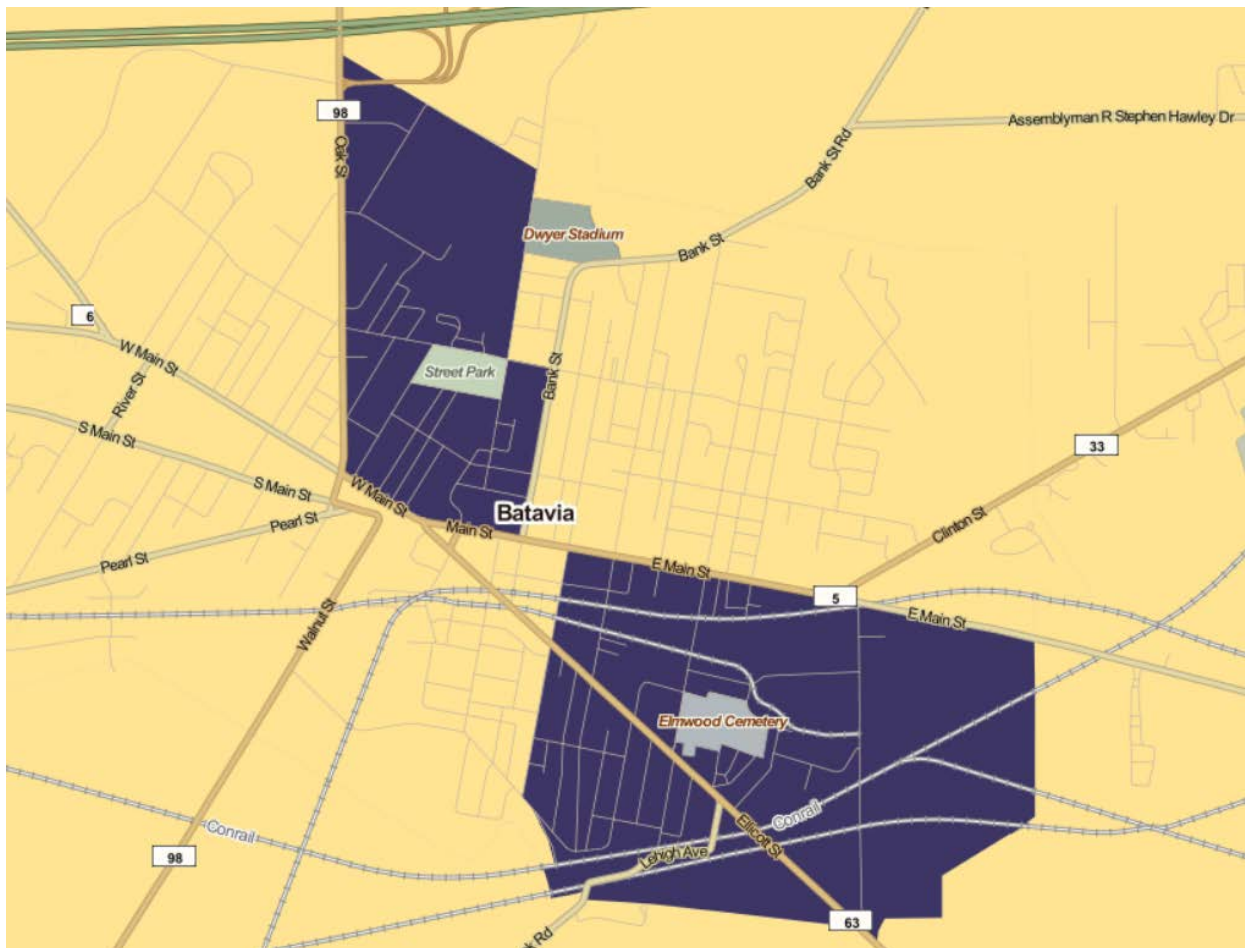
New Funding Sources to attract Developers:



Batavia Pathway to Prosperity: An unprecedented Batavia Pathway to Prosperity policy was instituted in March 2016 following months of dialogue between City, County and School officials. Each taxing jurisdiction agreed to re-purpose a share of future PILOT payments to leverage private investment made in the City's central corridor, a unique incentive to advance redevelopment. A five-partner strategic alliance was born for program implementation between Genesee County, City of Batavia, Batavia City School District, Genesee County Economic Development Center and Batavia Development Corporation.



Opportunity Zones: Batavia houses the only two federally designated Opportunity Zones in Genesee County. The two census tracts that are designated in blue include the two largest Brownfield Opportunity Area sites, The City Centre and the Harvester Campus. Re-development plans for both are taking shape with interested developers, and investors visiting regularly.



HOW TO REVIEW THIS BUDGET

We have endeavored to create a budget document that is easy to use, yet comprehensive enough for the experienced reader. Following is a brief description of the major sections of the budget. Each section detailed below in bold represents a portion of the budget which the reader can quickly “tab” to.

Financial Policy Statements

This section lists general City financial policies. The planned implementation of these goals is also explained.

Statistics & Supplemental Overview

This section is provided for history of the City, community profile and demographics, property tax information, property tax cap calculation and the impact of the budget on the typical household.

Budget Reports

This section, which may be the most important contained within the document, provides a summary of the entire budgetary picture of the City of Batavia. There are charts and graphs which depict the City’s budgetary position. In addition, there is very detailed analysis of fund balances, revenues, and expenditures for the City’s primary funds.

Funds & Department Detail

This section provides the “nuts and bolts” of the budget. In these sections, you will find the costs relating to the specific activities and functions contained within the City. These sections also provide additional information on what the projected levels of expenditures are anticipated to be in future years and the major service activities for each cost or service center.

Miscellaneous Funds

This section includes a description and detail of the Capital Fund, Workers Compensation Fund, Small Cities Fund, Special Grants & Batavia Development Fund and Mall Fund.

Capital & Debt

This section outlines the Capital Improvement Plans and Debt Payment Schedule for the City.

Glossary

Included in the glossary are common terms as well as many acronyms used throughout the budget that are specific to the City.

Appendix

In this year's budget, the Appendix features useful information on the City's constitutional tax limit, analysis of the City's workforce and presentation of the past five years of revenues and expenses as well as the next five years of projections.

BUDGET PROCESS

Budget Development

The budgetary process for the City of Batavia begins in mid-October when the budget manual is distributed by the City Manager to all departments and bureaus. This manual outlines the budget calendar, submission dates, performance measurement requirements and parameters for budget requests. Departments are required to complete their budgetary requests for the new fiscal year and include justifications for any infrastructure, capital, and program change requests. The Bureau of Personnel staff works with departments in reviewing personnel needs. The City administration reviews all requests on the timeframe as identified in the annual budget calendar. All funds, capital programs, infrastructure replacement programs and staffing are presented to the City Manager to discuss with the department heads. The proposed budget is then presented to the City Council for review and adoption, including a public hearing. Prior to the public hearing, multiple budget work sessions are conducted with the City Council and staff to discuss the proposed budget and capital projects.

Budgetary Control

Formal budgetary accounting is used as a management control for all City funds. Budgetary controls are exercised both at the departmental level, with the adoption of the budget, and at the line item level through accounting controls. Additionally, budgetary control is maintained by individual departments, acting in conjunction with the City Manager's Office.

Under provisions of the City's Charter, the City Council annually enacts by ordinance the operating budgets of the general and enterprise funds and capital projects, which cannot exceed appropriations except by approval of the governing body. An annual budget for the capital projects is adopted for individual funds.

Amendments to the budget occur throughout the year for a variety of reasons. Possible factors include encumbrances from the prior year, unexpended purchase orders which are added to the current year budget at the close of the prior year, grants or other forms of financial aid which were received during the year but not anticipated in the original budget, appropriations of fund balances needed to offset unanticipated and unavoidable expenditures, and transfers of appropriations among object classes within department budgets to address particular requirements not anticipated in the original budget.

The City Council approves and authorizes the annual budget at the level of object class totals within each department. The City Manager has the authority to transfer appropriations among line items within a department. All transfers between departments and funds must be approved by the City Council. The encumbrances on prior year purchase orders are added to the budget as part of the annual financial closing process. All other budget amendments must be authorized by formal resolution of the City Council.

The City distributes its capital projects fund among several projects, which may cause a deficit within a project. To counter this, the City uses a positive Capital Improvements Program where funds are transferred within the fund after approval by the governing body.

Fiscal Accountability

Fiscal accountability is achieved through development and adoption of the annual budget and long-range financial plans. This practice authorizes the allocation of resources to programs and services for the coming year and allows for insight into the next five-year planning period. The City works diligently to ensure that the budget document is easy to understand, and residents have a clear picture of how tax dollars are used. Once proposed, the budget is placed on the City's website. Once adopted, the budget is updated on the City's website.

Throughout the fiscal year the Finance Office prepares and disseminates monthly financial reports to the City Manager and every City department. The report provides revenue and expenses for their respective budgets. The Finance Office also prepares monthly financial reports comparing actual revenues and expenditures with budgeted revenue and expenditures as well as comparing year-to-date actual revenues and expenditures to the prior fiscal year. The City Council officially accepts the financial reports during the monthly Business Meeting.

The City Manager submits a six (6) month financial report in October/November projecting revenues and expenditures for the remainder of the fiscal year. Should any expenditures project over budget, the City Manager may recommend a budget adjustment for City Council action.

At the end of each fiscal year the City conducts an annual audit. Records for every fund are audited by an independent audit firm that tests and reviews supporting evidences and financial statements. The audit report is presented to an Audit Advisory Committee consisting of residents for review prior to submission to the City Council. Once presented to City Council, the audit is placed on the City's website.

This budget has been prepared and will be submitted to the Government Finance Officers Association (GFOA) for consideration for the Distinguished Budget Presentation Award. The purpose of the Distinguished Budget Presentation Awards Program (Budget Awards Program) is to encourage and assist state and local governments to prepare budget documents of the very highest quality. These documents reflect the guidelines established by both the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in meeting these guidelines are recognized with the GFOA award

The audited financial statements will be prepared and submitted to GFOA for consideration for the Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program). The purpose of the CAFR program is to assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal. The goal of the program is to ensure the City has the information it needs to assess its financial health.

BUDGET TIMELINE

August-October

- City Council sets the Strategic Agenda

October/November

- City Manager & Assistant Manager plan budget
- City Manager submits instructions to Staff
- Department Heads meet with Staff to discuss goals & objectives
- Personnel Costs are developed by Bureau of Personnel
- Year Action Plans are completed by Dept. Heads

November/December

- All departmental budgets are to be entered into City accounting system
- City Manager meets with Department Heads to discuss budget requests

January

- Budget document finalized
- Proposed budget is submitted to the City Council
- Initial Council meetings to discuss proposed budget

February - March

- Continue Council meetings to discuss proposed budget
- Publication of notice of Public Hearing
- Public Hearing
- City Council adopts budget

April

- **Fiscal Year Begins April 1st**

CITY STRATEGIC PLAN

Background. In 2010, the City conducted a comprehensive and strategic planning process with three goals in mind:

1. Restore public trust in City leadership,
2. Establish tools to measure success, and
3. Become alert to emerging trends and conditions.

The City completed the planning process and updated its strategic plan in 2012 (this plan was recognized in 2014 by the International City/County Management Association). Also, in 2014, the City of Batavia began a review of the strategic priorities developed in 2012. This analysis resulted in a focus on:

1. Transparency of government,
2. Assessment of services,
3. Alliances with partners
4. Public engagement, and
5. Focus on “what’s important”.

In 2017 the strategic plan was again updated with the foundational goal to achieve \$100 million in additional investments by FY2022/23. This goal remains in place for FY2020/21. Identified City investments included refurbishing aging structures, and infrastructure upgrades for roads, sidewalks, equipment, sewer, water, and parks. Private investment by residents, business owners and developers are also highly encouraged.

There are four distinct priorities identified in order to achieve this foundational goal.

1. COMPLETE DRI funded projects,
2. FOCUS on additional downtown redevelopment and growth,
3. ENCOURAGE neighborhood housing investment, and
4. REALIZE the dream of replacing the City’s Police Station.

In FY2020/21 we continue progressing on our shared journey to \$100 million, and invite all to remain “ALL IN”! In addition, we are adding a second foundational goal to achieve higher levels of service excellence!

As stated in the City’s budget message, our most important resource is our Human Resource! IMPROVING SERVICE EXCELLENCE requires the City to collectively move beyond “just doing our jobs” to why and how we work to improve the quality of life for our neighbors, businesses, and visitors. Achieving this goal also requires a focus on fairness and equity in pay, a positive attitude,

and providing employees the resources to do their jobs. Finally, some of our best talent will be retiring in the near future. We must be prepared to replace them.

There are five fundamental priorities identified to achieve this goal. Some of these are already in place and will be re-emphasized.

1. NEGOTIATE fair and equitable collective bargaining agreements that recognize the value of City employees and protect the City's financial position.
2. SHINE a monthly spotlight on employees that exemplify service excellence.
3. REVIEW staff performance and set achievable goals for improvement through the evaluation process. These goals should include maintaining a standard practice of treating residents, businesses, and visitors as our most valued customer.
4. DEVELOP a succession planning strategy that grows internal staff into higher levels of responsibility.
5. IDENTIFY appropriate compensation levels and other incentives to attract new mid and upper level management to the City as needed.

Strategic Priority: FOCUS on Growth

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
1. Zoning ordinance is updated to form-based codes consistent with the Comprehensive Plan and the Future Land Use Map.	1.1 Funding is sought to pay for consulting services.	2 nd Quarter 2020/2021	Resources: Planning consultant, Department of Public Works local stakeholders Owner: City Manager	Measurements: Zoning Regulations are updated; time from submittal to permit process is improved in codes that are revised Outputs: Revised zoning code to incorporate form-based code elements	Comprehensive Plan P-2; Future Land Use Map
	1.2 Consultant retained to update zoning code.	4 th Quarter 2020/2021			
	1.3 Planning process engages stakeholders for feedback in process to identify potential zoning revisions.	1 st Quarter 2021/2022			
	1.4 Zoning revisions drafted and recommended to PDC and City Council for adoption.	2nd Quarter 2021/22 – 4th Quarter 2021/22			
	1.5 Dedicated bicycle lanes are added in key corridors.	2021/2022			
	1.6 Bicycle Racks are added to Public Facilities.	2018/2019 – 2020/21			
	1.7 Bike Route signage is added.	Annually			
	1.8 Historic Property Inventory	2023/2024			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
2. City support for redevelopment projects is provided.	2.1 Ellicott station is redeveloped and taxably assessed.	3 rd Quarter 2023/2024	Resources: Batavia Development Corp; Business Improvement District (BID) Property owner; Director of Public Works; Consultants Owner: City Manager	Measurements: Building projects are redeveloped and functional; Feasibility studies completed; Strategy is developed for Ellicott Street. Outputs: Redeveloped/developed buildings are occupied and added to tax base; Ellicott Street objectives and strategy implementation outlined.	Comprehensive Plan R-7; P-1; 2014 Batavia Opportunity Plan
	2.2 Newberry building is redeveloped (3 rd floor).	4 th Quarter 2020/2021			
	2.3 Revitalization strategy for Ellicott Street “Welcome to Southside” is developed.	4 th Quarter 2019/2020- 4 th Quarter 2021/2022			
	2.4 Healthy Living Campus is developed	4 th Quarter 2019/2020- 2022/2023...			
	2.5 Jackson Square				
	2.6 DRI Building Improvement Fund				
	2.7 Mall DRI and Feasibility Study				
3. Police Department receives a new facility.	3.1 Site review and police facility feasibility study, options for existing facility and debt analysis	1 st Quarter 2020/2021	Resources: Consultants; Public Works Director; Chief of Police Owner: City Manager	Measurements: Facility constructed and all Police Department staff are moved to new space - Outputs: A new, turnkey police station.	2017 Strategic Plan
	3.2 Site and building probable design/ construction schedule created with opinion of probable cost.	3 rd Quarter 2020/2021			
	3.3 Design and engineering completed.	3 rd Quarter 2020/2021			
	3.4 Construction Completed	3 rd Quarter 2022/2023			

Strategic Priority: Operational Excellence

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
1. ERP System implemented.	1.1 Scope of ERP System determined.	Completed	Resources: ClientFirst Consulting; County IT; Deputy Finance Director Owner: Assistant City Mgr	Measurements: First ERP modules go live by June 2020, all modules live by March 2022; Modules to be converted; Schedule, Implementation, Conversion Outputs: ERP system live; documentation of training conducted to prepare staff	2017 Strategic Plan
	1.2 Budget to support long-term Solution developed	Completed			
	1.3 ERP Vendor chosen, budget set.	Completed			
	1.4 ERP implementation plan completed	Fiscal 2019/2020			
	1.5 ERP implementation begins	Fiscal 2019/2020			
	1.6 ERP software implementation completed.	Fiscal 2021/2022			
2. Information Technology Planning, Policy Development, and Upgrades	2.1 Assess technology inventory	Fiscal 2020/2021	Resources: Consultants; County IT; City Manager Owner: Assistant City Manager	Measurements: Technology assessment completed; Strategic Equipment Replacement Plan Complete. Cybersecurity plans and protocols completed and implemented; IT and Equipment Policies completed and implemented Outputs: Assessment report; Equipment replacement plan; Cybersecurity plan/protocols report; IT and equipment policy	2019 IT Infrastructure Improvement Plan
	2.2 Prepare strategic equipment replacement plan				
	2.3 Plan capital replacement projects				
	2.4 Prepare cybersecurity plan and protocols				
	2.5 Prepare IT and equipment policies				
3. Police Department Reorganized.	3.1 LEXIPOL policy manual updated and rolled out to staff.	Fiscal 2019/2020	Resources: Lexipol, Council; City Manager Owner: Police Chief	Measurements: Approval of Strategic Plan by 2020 Outputs: Strategic Plan approved by City Manager	2019 Police Department Improvement Plan
	3.2 Strategic Plan created through a collaborative effort with Police Department representatives and Senior City Management.	Fiscal 2020/2021.			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
4 Fire Department utilizes Center for Public Safety Excellence (CPSE) Accreditation process to improve operations.	4.1 Self-Evaluation/Assessment completed.	Fiscal 2019/2020	Resources: GIS, Rochester Fire Department, Lexipol Owner: Fire Chief	Measurements: Completion of objectives. Outputs: Strategic plan report.	2017 Strategic Plan
	4.2 Standards of Cover completed.	Fiscal 2020/2021			
	4.3 Fire Dept. Strategic Plan completed.	Fiscal 2020/2021			
	4.4 Peer Assessment completed.	Fiscal 2020/2021			
5 Department of Public Works utilizes APWA self-assessment process to improve operations.	5.1 Department of Public Works Strategic Plan completed.	Fiscal 2020/2021	Resources: APWA Accreditation Software, Public Works Management Practices Manual Owner: Director of Public Works	Measurements: Completion of self-assessment process Outputs: Assessment report.	2017 Strategic Plan
	5.2 Self Assessment completed.	Fiscal 2020/2021			
6 Budget process and financial management meet industry best-in-class standards.	6.1 Submit Comprehensive Audited Financial Report (CAFR) application.	September 2018/19 and annually	Resources: Freed Maxick Owner: City Manager	Measurements: Notification of Award Outputs: CAFR Certificate of Excellence	2017 Strategic Plan
	6.2 Respond to CAFR deficiencies.	September 2018/19 and annually			
	6.3 Submit Government Finance Officers Association (GFOA) application.	April 2018/19 and annually			
	6.4 Respond to GFOA deficiencies.	September 2018/19 and annually			
7 A rating of 7, or comparable benefits, is improved or maintained in the Community Rating System (CRS)	7.1 Annual flood field training exercise is completed.	Fiscal 2017/2018 and Annually	Resources: County Planning; DEC; FEMA; Genesee County Multi-Hazard Mitigation Plan Owner: Fire Chief	Measurements: Maintain rating Outputs: FEMA records	Fire Department Plan
	7.2 Emergency Management participates in Genesee County Multi-Hazard Mitigation Plan. (Fire Department)	Fiscal 2020/2021			
	7.3 Annual CRS actions are completed.	Monthly			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
8 Talent Management Strategy is implemented.	8.1 Employee Engagement Survey re-administered.	Fiscal 2020/21	Resources: Benchmarks of other governments; Core Values Subteams; Civil Service Owner: Administrative Services	Measurements: Implementation of new performance evaluation process and recognition program; Process implemented in hiring process aligned with core values; pay equity strategy presented to Council Outputs: Training records showing completion of training on performance evaluation and recognition; procedure for hiring process; council minutes reflecting presentation of pay equity presentation	2017 Strategic Plan
	8.2 Non-union benefits recommendation is developed and presented to City Council.	Fiscal 2019/2020			
	8.3 New Hire Team Recommendations implemented	Fiscal 2020/2021			
	8.4 New Performance Evaluation System designed and implemented.	Fiscal 2020/2021			
	8.5 City-wide Recognition Program re-designed and implemented.	Fiscal 2020/2021			
	8.6 Annual leadership plans created to address outcomes of employee survey and implemented	Fiscal 2020/2021			

Strategic Priority: Neighborhood Investment

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
1. Improved housing quality through Home Redevelopment strategy and targeted housing initiatives.	1.1 First home redeveloped utilizing 485-r exemption.	1 st Quarter 2017/18 – 2 nd Quarter 2018/19	Resources: Habitat for Humanity; Pathstone Neighborhood Works; community organizations Owner: City Manager	Measurements: 3 homes redeveloped in each year. Outputs: Database of zombie homes and real estate market trends developed.	Comprehensive Plan P-6; “Operation Keep Our Homes” Grant
	1.2 Review and amend Sections 96 and 55 of the BMC for easier enforcement.	4 th Quarter 2017/18 – 2 nd Quarter 2018/19			
	1.3 Evaluate and transfer foreclosed properties for transfer to Habitat for Humanity for redevelopment.	4 th Quarter 2017/18 and annually			
	1.4 Zombie home and Real Property database is developed.	1 st Quarter – 4 th Quarter 2017/18			
	1.5 Develop housing initiatives that target specific real estate investments to improve market.	2 nd Quarter 2017/18 – 2 nd Quarter 2018/19			
2. More at-risk home owners take advantage of foreclosure counseling services.	2.1 Program for Public Information Developed	1 st Quarter 2017/18	Resources: The Housing Council at Pathstone; Public Information Team Owner: Assistant City Manager	Measurements: 10 new families avoid foreclosure in 2017/2018 Outputs: Pathstone Records	Comprehensive Plan P-6; “Operation Keep Our Homes” Grant
	2.2 Program for Public Information Implemented	2 nd – 4 th Quarter 2017/18 and then Annually			
3. People report that they feel safe in this community.	3.1 Community survey is administered measuring the feeling of safety throughout the city.	Fiscal 2020/2021 and then Bi-annually.	Resources: Crime Task Force; City Manager; Assistant City Manager Owner: Police Chief	Measurements: 15% overall improvement in feelings of safety Outputs: 20/21 survey results compared to 2017/18 survey results	2017 Strategic Plan
	3.2 Response Plan created to address needs from survey.	Fiscal 2020/2021			
	3.3 Implementation of Response Plan.	Fiscal 2020/2021			
	3.4 Response Plan updated annually and implemented to plan.	Fiscal 2021/2022 and then Annually			
4. Implement Tree Management Plan.	4.1 Adopt plan.	Completed	Resources: National Grid; Contract Services for Tree Removals Owner: Director of Public Works	Measurements: Targeted tree removal as outlined in Phase I Outputs: Current tree inventory	Comprehensive Plan S-5; 2017 Tree Management Plan
	4.2 Employee training conducted.	Completed			
	4.3 National Grid engaged.	Completed			
	4.4 Tree inventory fully updated.	Fiscal 2017/2018 and then Annually			
	4.5 Phase I is completed (removal).	Fiscal 2017/2018 and then Annually			

Strategic Priority: BIG Collaborative Projects

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
1. Mall Property (City Centre) dispute is resolved and redevelopment is achieved.	1.1 Execute tentative terms sheet.	3 rd – 4 th Quarter 2017/18	Resources: City Attorney; GCEDC; BDC Owner: City Manager Team: City Manager, Assistant City Manager, Director of Public Works, City Attorney	Measurements: Concourse operations under City management. Outputs: Capital improvements completed; redevelopment strategy outlined.	Comprehensive Plan P-1; 2014 Batavia Opportunity Area Plan
	1.2 Prepare timeline for capital improvements.	Fiscal 2020/2021			
	1.3 Develop strategy for redevelopment of City Centre	Fiscal 2019/2020 – 2020/2021			
	1.4 Detailed Contract Language	Completed			
	1.5 Full Contract Enacted	Fiscal 2019/2020			
2. Create a Parks and Recreation Master Plan with Town of Batavia/Genesee County.	2.1 Funding is secured and consultant solicited.	Fiscal 2020/2021 – 2021/2022	Resources: Grant funds; Public Works Department Owner: City Manager Team: City of Batavia, Town of Batavia, Genesee County	Measurements: TBD Outputs: TBD	Comprehensive Plan R-6
	2.2 Existing conditions are reviewed.	2020/2021 – 2021/2022			
	2.3 Needs and preferences are analyzed.	2020/2021 – 2021/2022			
	2.4 Prioritized plan is developed.	2020/2021 – 2021/2022			
	2.5 Plans are adopted and implemented.	2020/2021 – 2021/2022			

CITY OF BATAVIA PERFORMANCE MEASUREMENTS

City Manager's Office
Administrative Services
Public Works
Police & Fire

CITY MANAGER'S OFFICE MEASUREMENTS	TARGET	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Update the City's Comprehensive Plan	Complete by Jan. 2017	Plan being drafted	Adopted October 2017	Zoning code revision April 2019	Implement recommendations	Implement recommendations
Office of State Comptroller's Fiscal Stress Monitoring System assesses the City's budgetary solvency	≤44.9%	0%	0%	3.3%	≤44.9%	≤44.9%
Maintain/Improve City's bond rating	≥A1	A1	A1	A1	≥A1	≥A1
Improve quality housing available to residents	≥1 residential home rehabilitated	27 Oak St. 131 Pearl St.	116 Swan Street. Start 'Operation Keep Our Homes'	4961 East Main Street Road –	≥2 residential home rehabilitated; Rejuvenate Operation keep Our Homes	≥4 residential home rehabilitated
Revision of municipal codes to improvement neighborhoods	1 code revision per year	Revised Chapter 190-43. Signs	Revise Chapter 96 for repeat offenders	0 code revision	1 code revision	1 code revision
Start and Complete Downtown revitalization (DRI) Projects	Complete by April, 2021			Expect State approval for all DRI projects to proceed	All approvals to proceed in place and projects started	All DRI projects in design and/or construction started
Improve efficiency of audit process	≤10 City audit adjustments	18	11	17	11	7

ADMINISTRATIVE SERVICES MEASUREMENTS	TARGET	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Risk management review	Evaluate general and worker comp programs	Created Safety Committee; developing measurements	No Activity	No Activity	Reconvene Safety Committee; complete safety improvement measurements	Monitor measurements – Stay within dept. budgets
Employee healthcare wellness plan participation	100%	99%	98%	99%	100%	100%
% of wellness participating employees earning	≥85% max ≥95% earned ≥4 credits	80% Achieved maximum 94% Earned 4 or more credits (based on January 2016 testing)	≥85% Achieved Maximum ≥95% earned ≥4 credits (based on January 2017 testing)	80% Achieved Maximum ≥95% earned ≥4 credits (based on January 2018 testing)	≥85% max ≥95% earned ≥4 credits	≥85% max ≥95% earned ≥4 credits
Cybersecurity Plan Completion	100%					100%
IT Replacement Plan Developed and Approved	100%					100%
ERP Modules Implemented and Online	100%					Financial, Human Resources, and Tax Modules Complete

DEPT. PUBLIC WORKS MEASUREMENT	TARGET	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Quality, systematic code enforcement	≥95% compliance (12 months)	91% (11 active court cases)	81%	≥95% compliance (12 months)	≥95% compliance (12 months)	≥95% compliance (12 months)
Average time to bring property into voluntary compliance	≤6 months	7.6 Months	6.0 Months	≤6 months	≤6 months	≤6 months
Average time it took to bring court referred cases into compliance	≤12 months	11 months	13 months	≤12 months	≤12 months	≤12 months
% of streets in satisfactory condition or better	≥85% Pavement Condition Index (PCI)	91.75%	92.88 %	92.9	≥85% PCI	≥85% PCI
Improve sidewalk systems throughout the City	Replace ≥3,700 lf of sidewalks	9,720 lf of sidewalk replaced and 48 curb ramps completed	3600 LF of sidewalk and 15 curb ramps	Replaced 16,727 LF of sidewalks and 84 Curb Ramps	Replace ≥3,700 lf of sidewalks	Replace ≥3,700 lf of sidewalks
Reduce non-revenue water percentage of total production	≤20%	21%	24%	≤20% Not Final until Feb	≤20%	≤20%
Develop and implement capital improvement plans	Execute projects within budget and on schedule	Projects to date have been completed within budget, some schedules have been extended.	Projects completed within budget and on schedule per capital plan.	Projects underway or out to bid on schedule and within budget	Execute projects within budget and on schedule	Execute projects within budget and on schedule
Water Treatment Quality Standard	≥98% compliance	100%	100%	≥98% compliance	≥98% compliance	≥98% compliance
WWTP Regulatory Compliance	≥96% compliance	96.9%	97.9%	≥96% compliance	≥96% compliance	≥96% compliance

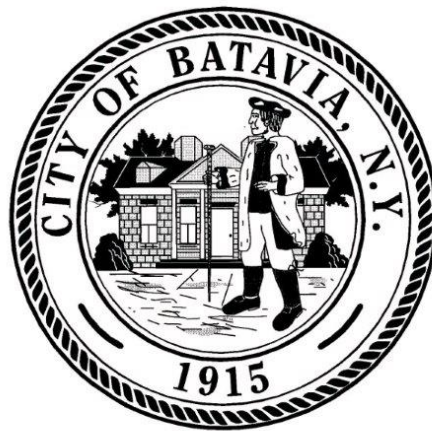
POLICE & FIRE MEASUREMENTS	TARGET	FY16/17	`` FY17/18	FY18/19	FY19/20	FY20/21
Provide quality citizen preparedness training	≥2,000 residents/300 hours	2,517 residents / 223 hours-	2,741 Residents 89 hours	3,289+ residents 100 hours	≥2,000 residents/300 hours	≥2,000 residents/300 hours
Provide child seat safety inspections/installations	170-190	226 car seat installs	130 as of 1/5/17	197	200	215
# of smoke detectors/CO detectors installed	40-60	25/0	32 combined units	27	40-60	40-60
Ensure City emergency preparedness training	50% staff ICS/NIMS trained	Updating format for reporting	Updating format for reporting	Reporting format under review	70% staff ICS/NIMS trained	80% staff ICS/NIMS trained
Increase # of city staff CPR/AED qualified	Increase over prior year	60 city employees trained 7 City AEDs in 6 city buildings	78 city employees trained 7 City AEDs in 6 city buildings	78 City Employees trained 7 City AED now in 6 city buildings	Increase over prior year	Increase over prior year
Improve emergency preparedness for all City Facilities	Audit all City facilities by 17/18 Table top event by 20/21	Completed audit of 2 facilities	Safety audit complete for all facilities, recommendations made and training to be scheduled	Training in development	Prepare for training exercise	Conduct training exercise.
Multi-family inspection program	≥95% compliance (12 months)	84% (7 open cases) (2 open cases in court -88%)	Implements improvements	88%	≥95%	≥95%
Maintain City Community Rating System (CRS) in the National Flood Insurance Program	≤9 FY16/17 ≤8 FY17/18	7	7	7	≤7	≤7
Complete flood Field Training Exercise (FTX)	Complete flood FTX	Completed Dec. 2016	Actual event took place 10/6/17	Table Top Exercise completed 4/10/18	Complete flood FTX	Complete flood FTX
Work with Genesee County to update GC Multi-Hazard Mitigation Plan	Update Plan adopted by City Council FY18/19	County received FEMA funding for plan development/ updates.	Work with County to update plan.	Plan update underway. Initial City contributions submitted December 2018.	Plan Adopted by City Council	



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SECTION 2

FINANCIAL POLICY STATEMENT



FINANCIAL POLICY STATEMENTS

The City Council has adopted financial policy statements to provide for improved long-term decision making. The development of effective strategies first requires an understanding of the causes of problems and the inter-relationships among them. Second, we must relate our understanding of the problems to specific community needs and objectives. One way to do this is by specifying our financial objectives in policy statements. Using policy statements to set financial goals provides a means of measuring the City's progress toward improving its financial condition.

These financial policy statements are in compliance with the Federal guidelines and regulations.

Although a broad range of statements, decisions, and activities could be construed as financial policies, financial policies are defined here as goals for our financial operation. Setting goals gives us a long-range perspective on our current approach to financial management. It also helps us agree on the kind of financial condition we want for our community. The establishment of financial policies is useful for the following reasons:

1. A formal set of policies can help the City Council and City Manager discover conflicts, inconsistencies, and gaps in our financial operations. It can also help develop similar expectations regarding both managerial and legislative financial decision making.
2. Publicly adopted policy statements can contribute greatly to the credibility of (and public confidence in) the City such statements show the credit rating industry and prospective investors the government's commitment to sound financial management and fiscal integrity.
3. Established policies can save the City Manager and City Council time and energy. Once certain policies are set, the same policy issues do not need to be discussed each time a decision is made.
4. The process of developing overall policies directs the attention of management and elected officials to the government's total financial condition rather than to single issues. This process requires that long term financial planning be linked to day-to-day operations.
5. As overall policies are developed, the process of trying to tie issues together can bring new information to the surface and reveal additional concerns that need attention.
6. Discussing financial policies can make elected officials more aware of their role as policy makers in maintaining good financial conditions.
7. Discussing financial issues and adopting a formal position can help the government to prepare for financial emergencies and to avoid relying on short-term solutions.
8. Setting policies can improve fiscal stability by helping local officials look down the road, plan tax rates and expenditures two to four years ahead, and be consistent in their approaches to planning.
9. Finally, explicit policies contribute to continuity in the government's financial affairs.

Local officials may change over time, but policies can continue to guide whoever manages City finances. With the information from multi-year financial planning, the City Council can develop

its goal for the financial future of the organization. (e . g . What does the City Council want the financial picture to look like? What steps will be needed to accomplish that goal?)

Recommendations for the City's financial policies are based on sound planning principles put forth by local government finance practitioners, bond rating firms, best practices and the staff's professional judgments.

Similar financial policies were adopted by the City Council in 1999, and have continued to serve as guiding principles for City staff to date. While the City continues to function under these policies it is prudent to review them annually and is recommended that the updated policies be adopted following the budget adoption.

REVENUE POLICIES

Statements dealing with taxes and the means whereby the city raises revenue to fund operations.

REVENUE POLICY #1: UNASSIGNED FUND BALANCES

- To maintain the City's credit rating and meet seasonal cash flow shortfalls, the budget shall provide for a minimum unassigned fund balance of 10% for the General Fund of operating expenditures. The fund balance shall be exclusive of all assigned, committed, restricted and non-spendable fund balances not anticipated to be readily available for use in emergencies and contingencies.
- Should the fund balance fall below 10% of expenditures at the end of a fiscal year, a plan for expenditure reductions and/or revenue increases shall be submitted to the City Council by the City Manager for future years. Also, the Audit Advisory Committee will annually evaluate current fund balance classifications in order to recommend the final distribution of fund balance in any fiscal year in consideration of estimated liabilities of the City and sound financial planning.
- If the balance should ever exceed 20%, the excess shall be utilized for one-time expenditures as recommended by the City Manager to the City Council.
- If, at the end of a fiscal year, the fund balance falls below 5%, then the City shall rebuild the balance within the next two (2) fiscal years.

REVENUE POLICY #2: CONTINGENCY ACCOUNT

- To help maintain services during short periods of economic decline and meet emergency conditions, in addition to the fund balance, the General Fund budget shall strive to provide for a minimum contingency equivalent to 1.5% of estimated annual operating revenues. All special revenue fund types shall maintain a contingency account and capital reserves. The contingency is established to provide for nonrecurring unanticipated expenditures.

REVENUE POLICY #3: SOURCES OF REVENUE

- The City will strive to maintain a diversified and stable revenue system to shelter the government from short-run fluctuations in any one revenue source and ensure its ability to provide ongoing services.
- Revenues for the next four (4) years will be projected and updated annually. Each existing and potential revenue source should be re-examined annually.

REVENUE POLICY #4: REVENUE COLLECTION

- The level of uncollected property taxes will be monitored on a quarterly basis.
- Daily receipts will be deposited into one or more depository, as selected by City staff and authorized in the City's investment policy;
- Except as otherwise provided by the City Charter, the amount to be raised annually by taxation of property shall be levied, assessed, apportioned and collected in accordance with the provisions of the Real Property Tax Law of the State of New York.

REVENUE POLICY #5: FEES, LICENSES, PERMITS, & MISC. ITEMS

- Pursuant to the user fee studies, all fees for licenses, permits, fines, and other miscellaneous charges shall be set, if the Council desires, to recover the City's expense in providing the attendant service. These fees shall be reviewed and adjusted where needed. A revenue manual listing all such fees and charges of the City shall be maintained by the City Clerk and updated concurrent with any adjustments.

REVENUE POLICY #6: FEES FOR SPECIAL REVENUE (ENTERPRISE TYPE) FUNDS

- Special Revenue Fund (Water & Wastewater) charges will be cost of service based (i.e., set to fully support the total direct, indirect, and capital costs) and established so that the operating revenues of each enterprise fund are at least equal to its operating expenditures and annual debt service obligations.
- Beginning with fiscal year 2009 and then updated in 2014, the City conducted a comprehensive rate study, on an annual basis for Council review during the budget process so that any rate adjustment may be implemented effective the first day of the following April. Every effort shall be made to limit rate increases, however not more than 10% in anyone year unless Federal, State or judgment arising out of litigation dictates otherwise.

REVENUE POLICY #7: GRANTS

- The City shall pursue all grant opportunities; however, before accepting grants, the City will consider the current and future implications of both accepting and rejecting the monies.
- In recommending acceptance or rejection of inter-governmental grants, the Department Head shall evaluate each grant and make a recommendation to the City Manager after considering:
 - The amount of the matching funds required;
 - In-kind services that are to be provided;
 - Length of grant and consequential disposition of service (i.e., is the City obliged to continue the service after the grant has ended); and
 - What the related operating expenses are.

OPERATING BUDGET POLICIES

Statements dealing with the expenditures of the operating budget.

OPERATING BUDGET POLICY #1: OPERATING BUDGET- "PAY-AS-YOU GO"

- The City shall attempt to conduct its operations on a pay-as-you-go basis from existing or foreseeable revenue sources. The control of costs will be emphasized. Achieving pay-as-you-go requires the following practices: current operations and maintenance costs to be funded with current revenues, direct and indirect costs of services must be fully identified, and sound revenue and expenditure forecasts must be prepared.
- The City's procurement procedures shall allow purchasing without prejudice, seeking to obtain the maximum value for each dollar of expenditure in accordance with established City quality standards.

OPERATING BUDGET POLICY #2: BUDGET BALANCE

- The City budget shall balance operating expenditures with operating revenues. The General Fund shall not be balanced with appropriations from the General Fund balance if to do so would drop the fund balance below 5% of operating revenue.

OPERATING BUDGET POLICY #3: BUDGET PERFORMANCE REPORTING

- The Department of Administrative Services shall submit a monthly financial report comparing actual revenues and expenditures with budgeted revenue and expenditures as well as comparing year-to-date actual revenues and expenditures to the prior fiscal year.
- The Department of Administrative Services shall submit a six (6) month financial report in October/November projecting revenues and expenditures for the remainder of the fiscal year. Should any expenditures project over budget, the City Manager shall recommend a budget adjustment for City Council action to amend the budget.

CAPITAL IMPROVEMENT POLICIES

Policies relating to capital improvement planning and special funds necessary to address particular needs of the City.

CAPITAL POLICY #1: CAPITAL IMPROVEMENT PROGRAM

- A Capital Improvement Plan (minimum 5 years) shall be developed and presented annually by staff and reviewed by the City Council. This plan shall contain all capital improvements from all funds and departments of the City.
- A high priority shall be placed on a replacement of capital improvements when such improvements have deteriorated to the point of becoming hazardous, incur high maintenance costs, are negatively affecting property values, and/or no longer functionally serving their intended purposes. Replacement of capital outlay items shall be tied at fairly stable intervals so as not to spend excessively in one year and restrictively in the next.

CAPITAL IMPROVEMENT POLICY #2: INTERGOVERNMENTAL ASSISTANCE

- Intergovernmental assistance shall be used to finance only those capital improvements that are consistent with the capital improvement plan and the City's priorities, and whose operations and maintenance costs have been included in operating budget forecasts.

CAPITAL IMPROVEMENT POLICY #3: CAPITAL FINANCING

- Capital projects shall not be dictated by the nature of funding available except to the extent that the projects meet an initial test of being required to achieve City goals and to the extent that projects must be placed in priority dictated by the nature of funds available.
- On an as needed basis, the City Manager, Department of Administrative Services and the Department of Public Works shall identify all completed capital projects and formally request that the project(s) be closed out. Recommendations for all unspent money will be provided via a resolution.
- Projects shall not incur a deficit without the approval of the City Council.

ACCOUNTING POLICIES

Policies relating to the procedures that the City utilizes in accounting for its financial transactions.

ACCOUNTING POLICY #1: ACCOUNTING SYSTEM AND STANDARDS

- The City's accounting and reporting system shall demonstrate the following characteristics:
 - reliable;
 - accurate;
 - consistent; understandable to all users;
 - responsive; and
 - in conformance with all legal requirements.

- The City's accounting system shall be maintained in such a way so as to conform to generally accepted accounting principles established by the Governmental Accounting Standards Board and by the New York State Comptroller and result in an unqualified opinion by the City's independent auditor.
- On an annual basis, the City Manager, the Department of Administrative Services and the Department of Public Works shall identify all completed capital projects and formally request that the project(s) be closed out. Recommendations for all unspent money will be provided via a resolution.
- Accounts receivables due to the City shall be promptly recognized in accordance with generally accepted accounting principles and promptly collected in accordance with administrative policies of the City.
- The Clerk's Office and Finance Office shall develop and maintain daily, weekly, monthly and annual standard operating procedures within their respective bureaus.

DEBT POLICIES

Policies relating to the long-term financing of the City's capital improvement program

DEBT POLICY #1: USE OF DEBT POLICY

- The City of Batavia shall only use long-term debt for capital projects that cannot be financed out of current revenues within the Revenue Policy guidelines. Further debt financing shall generally be limited to one-time capital improvement projects and only under the following circumstances:
 - When the project's useful life will exceed the term of the financing;
 - When the project revenue or specific resources will be sufficient to service the debt; and,
 - When the project will benefit the citizens of Batavia.
- Debt financing shall not be considered appropriate for:
 - Current operating and maintenance expenses (except for issuing short-term instruments such as bond anticipation notes, revenue anticipation notes or tax anticipation notes); and
 - Any recurring purpose (except as indicated above).

DEBT POLICY #2: SELF-IMPOSED/COUNCIL LIMITS ON DEBT ISSUANCE

- Refunding bonds may be authorized by the City Council provided such refunding does not result in an increase in the interest rate and does result in a savings over the life of the bonds.
- To maintain the City's credit rating and expenditure flexibility, the annual debt service payments the City must make on net direct long-term debt shall be evaluated and recommended with the proposed budget annually and multi-year financial plans.

DEBT POLICY #3: MUNICIPAL LEASING

- Municipal lease purchase shall be considered only when the useful life of the item is equal to or greater than the length of the lease. If the item may become technologically obsolete or is likely to require major repair during the lease purchase period, then the item should be either purchased or placed on a straight lease.

DEBT POLICY #4: RATING AGENCY RELATIONSHIP

- The City shall maintain communication with rating agencies about its condition. The City will follow a policy of disclosure on every financial report and bond prospectus.

DEBT POLICY #5: DEBT MANAGEMENT PLAN

- As part of the proposed budget staff shall annually review all debt of the City and including, but not limited to:
 - a detailing of the sources of funding for all debt;
 - current and future debt capacity analysis;
 - issues to be addressed for sound debt management;
 - a contingency debt plan should any of the funding sources become unavailable in the foreseeable future;
 - reporting as to the City's compliance with its debt policies, and
 - outline benchmarks (financial or economic indicators) to establish debt limits and the City's ability to repay outstanding debt over future years.

INVESTMENT POLICIES

Policies related to the investment of City funds.

The City will conform to all federal, state and local statutes governing the investment of public funds.

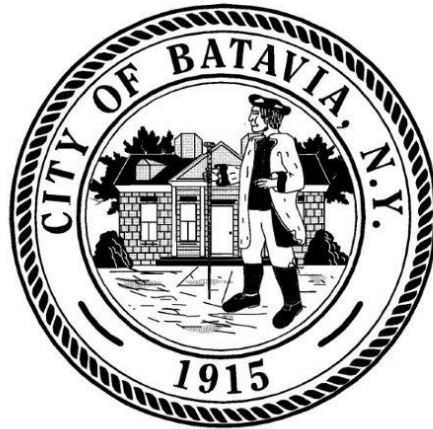
- The safety of principal is the foremost objective of the City's investment program. The investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital. The primary safety components will be to mitigate credit risk and interest rate risk.
- The City will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:
 - Limiting investments to the safest types of securities;
 - Pre-qualifying the institutions, brokers/dealers, intermediaries, and advisers with which the City will conduct business;
 - The City shall diversify the investment portfolio, to the extent necessary, in order to minimize potential losses on individual securities.
- The City will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:
 - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;
 - Investing operating funds primarily in short-term securities (CDs), money market funds, or similar investment pools.

The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with the City's cash needs to meet anticipated demands (i.e. payroll). A portion of the portfolio also may be placed in money market mutual funds or government investment pools which may offer same-day liquidity for short-term needs.

The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, while taking into account risk constraints and the cash flow characteristics of the portfolio. The core of investments shall be limited to relatively low risk securities in anticipation of earning a fair rate of return relative to the risk being assumed.

SECTION 3

STATISTICS & SUPPLEMENTAL OVERVIEW



HISTORY OF BATAVIA

Batavia, located on the Tonawanda Creek at the former junction of two major Indian trails, was founded in 1801 by Joseph Ellicott, resident agent for the Holland Land Company. Four years earlier, the Holland Land Company had purchased 3.5 million acres including the current site of Batavia from Robert Morris, “Financier of the American Revolution,” who in turn had acquired the land from the State of Massachusetts. The Seneca Nation, with the exception of reservations existing still today, in exchange for a payment of \$100,000 ceded its rights to this land in the 1797 Treaty of Big Tree.



The Holland Purchase extended from Lake Ontario to the Pennsylvania border and from Lake Erie to a few miles east of Batavia. Before 1797, with the exception of a relatively few Native American settlements populated mainly by Seneca Indians, the area was largely undeveloped. When Ellicott built his 1801 land office at Batavia and sold their thousands of parcels carved from the former Indian land to pioneers principally

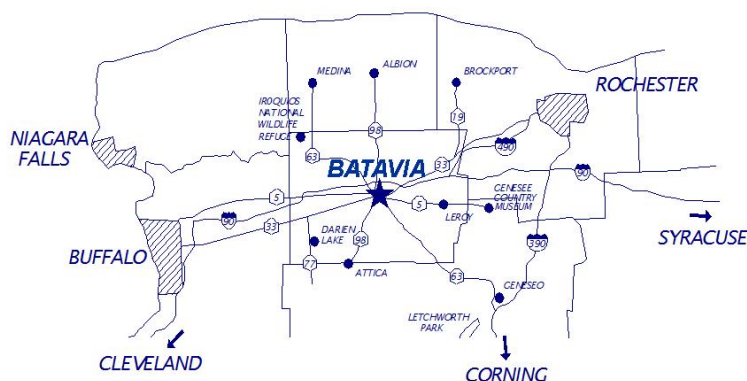
from the eastern United States, the community became known as “the birthplace of western New York.” As Batavia grew, it first became incorporated as a village in 1823 and then as a city in 1915.

The original Indian trails became the routes of several state highways that were later joined by the New York State Thruway (I-90) in 1954. The first railroad reached Batavia from Rochester in 1836 and was followed by several other rail companies that made the city a railroad center. A modern airport with a 5500 ft. runway is located just north of the city. Over the years, many manufacturing concerns have been attracted to the community by virtue of its superior access to good transportation.

Batavia has been the county seat of Genesee County beginning with the latter’s formation in 1802. Among its many attractions is the second Holland Land Office, now a museum, built in 1815 as a successor to Joseph Ellicott’s first land office. Other historic structures are also located in Batavia including the 1841 Court House and the former Brisbane Mansion built in 1853.

COMMUNITY PROFILE AND DEMOGRAPHICS

The City of Batavia, the Genesee County seat, occupies a land area of 5.2 square miles with a population of 14,868. The city serves as the healthcare, business and commercial center for the surrounding agricultural area of Genesee, Orleans and Wyoming Counties. Batavia is centrally located in Western New York, midway between (approx. 30 miles) from the Cities of Rochester and Buffalo. Batavia is also the center of the Batavia/Genesee Micropolitan area with a population of 60,079. (Source: 2013-2017 American Community Survey (ACS), U.S. Census Bureau.)



Batavia is home to several significant and well-established manufacturing employers, such as Graham Manufacturing, Chapin International, O-AT-KA Milk Products and is home to United Memorial Medical Center (UMMC), the only hospital in Genesee County. Since 1939 Batavia has been the home to the Batavia Muckdogs, a minor league baseball team and Class A affiliate to the Miami Marlins.

Batavia's Top Employers

<u>Employer</u>	<u>Type</u>	<u>Employees</u>
UMMC	Health Care	706
Genesee County	Government	544
U.S. Veterans Hospital	Health Care	440
O-AT-KA Milk Products	Manufacturing	400
Genesee ARC	Non-Profit	300
Graham Manufacturing	Manufacturing	291
Batavia Downs Gaming	Gaming	250
R.E. Chapin	Manufacturing	200
Tops Friendly Market	Retail	158

The City operates under the Council-Manager form of government which was established by City Charter adoption in 1957. Under this form of government, the City Council is the legislative and policy-making body of the City, consisting of six council members elected by ward and three council members elected at large, with the Council President (an at-large Council member) serving as the presiding officer. The Council members are elected for 4-year terms. The Council meets twice a month to consider all matters brought to its attention by individual council members, the Council President and by the public. As such, the Council is responsible, among other things, for passing local laws, resolutions, adopting the budget and appointing committees. The Council appoints the City Manager, who serves as the Chief Executive Officer and the Director of Finance, Chief Fiscal Officer and enforces the city local laws and City Council policy as well as carries out all day-to-day operations. The City Manager, as the Director of Finance, is responsible for preparing the annual budget for City Council consideration.

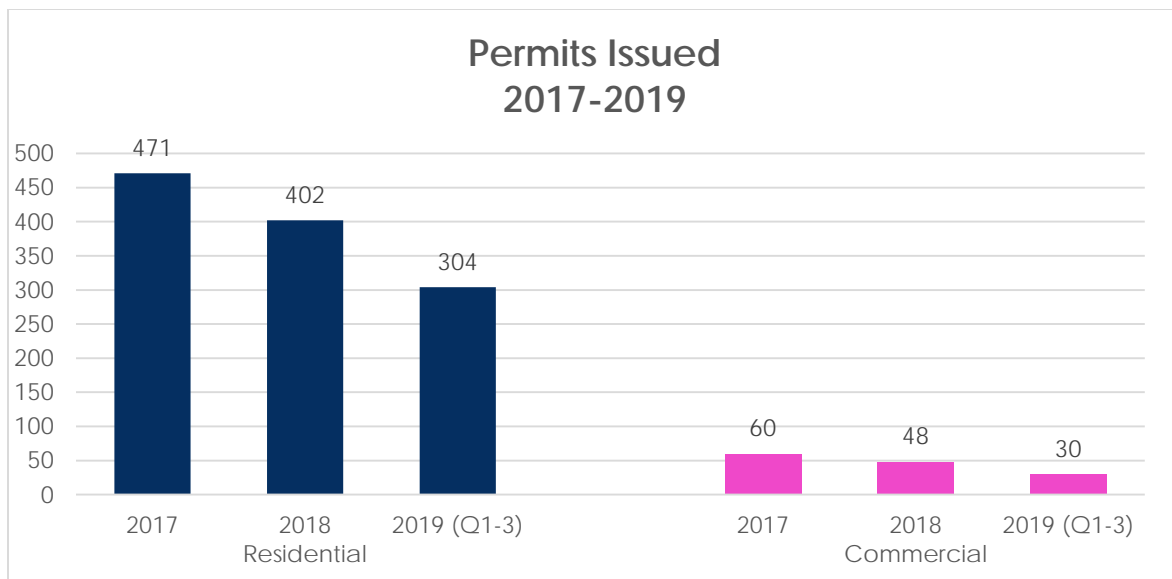
The City provides a full range of municipal services, including police and fire protection, public works and inspection services, street lighting, maintenance of all streets and other infrastructure, snow removal, maintenance of over 60 acres of parks, water and waste water treatment facilities and conveyance, economic development and youth bureau services and general administration services. The City owns an ice arena and baseball stadium, but contracts their operations. Batavia also owns the largest lagoon wastewater plant east of the Mississippi River that provides wastewater treatment for the surrounding community and its industrial and manufacturing employers. The City employs 135 full-time, 14 part-time, and 15 seasonal employees.

The City of Batavia is proud to be one of three cities in New York State that has received the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award. Batavia has been recently recognized by the International City/County Management Association (ICMA) for its performance management efforts with a Certificate of Achievement from the ICMA Center for Performance Analytics™ and the New York Conference of Mayor's (NYCOM) as a recipient of the 2015 Local Government Achievement Award for the City's Water and Wastewater Infrastructure Renewal and Rate Plan.

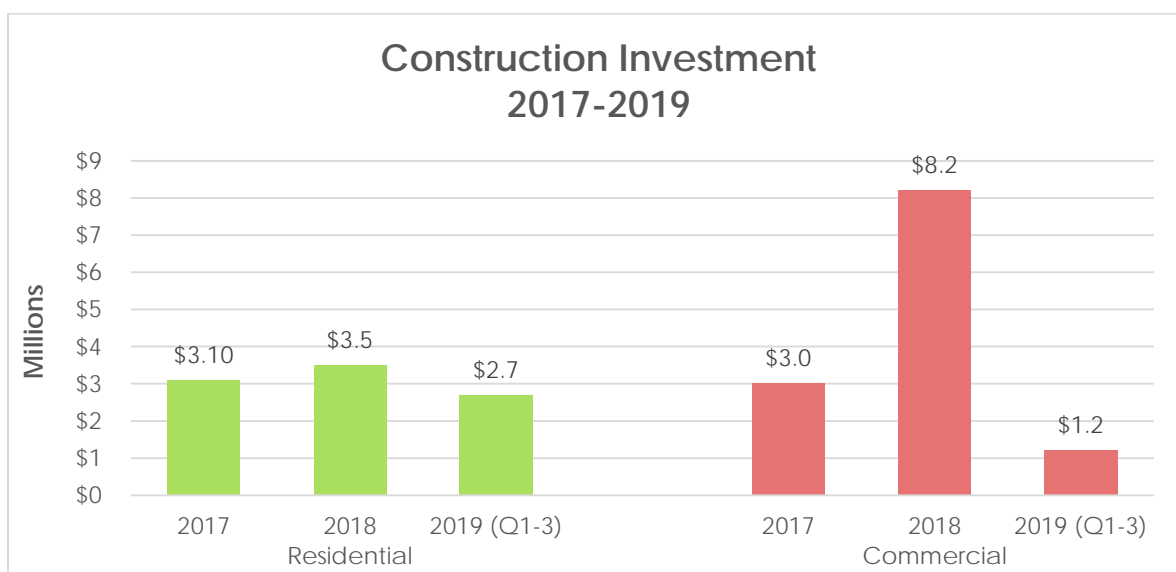
Also, in 2014 ICMA recognized Batavia as a recipient of the Program Excellence Award for Strategic Leadership & Governance for the City's Strategic Business Plan. Batavia is also part of the Batavia/Genesee Micropolitan area that for the thirteenth consecutive year Site Selection Magazine recognized as one of the top five micropolitans in the United States.

Overview

Batavia has experienced a decrease in population over the last decade with a 4.8% loss since 2010. The peak population of the City of Batavia was 18,210 in 1960. Many factors contribute to the decrease in population; however, Batavia is working hard to reverse this trend and attract millennials, families and retirees to the City and especially the downtown. New housing projects are proposed in the City and Main Street businesses are investing in upper-floor high-end apartments. With existing housing, we are seeing a trend of increased spending in home improvements over the last year according to residential permitting data.



Source: Department of Public Works: Scorecard



Source: Department of Public Works: Scorecard

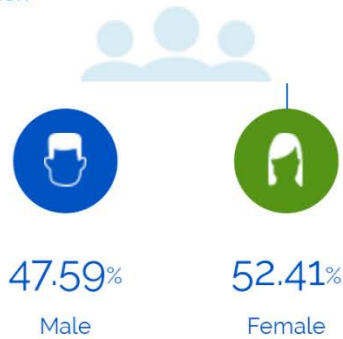
People



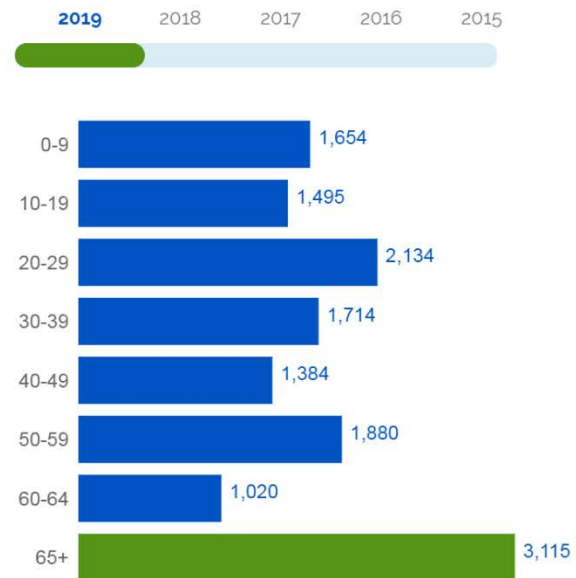
The total population of Batavia is 14,396. The median age is 40.55

14,396

Total Population



Age Distribution



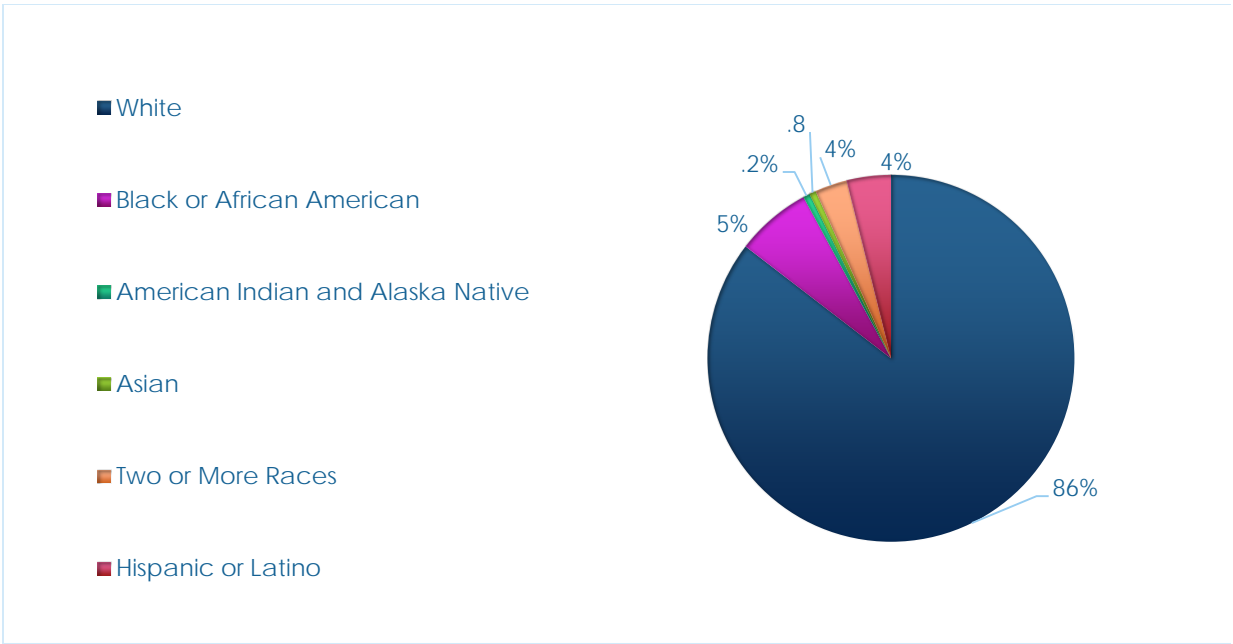
Median Age

41

Source: Greater Rochester Enterprise Zoom Prospector

While the City of Batavia's population has shown a steady age decrease in its population over the past decade, The American Community Survey's 2015 estimates show a one-year decrease in the average age with population increases in every age under 44. The City will continue supporting its existing elderly population while seeking to attract and retain young families. Batavia's United Memorial Medical Center became part of the Rochester Regional Health System in late 2014. The hospital has invested over \$20,000,000 in a new surgical center, and recently constructed a \$6.5 million cancer center. As a part of this four-hospital network anchored by Rochester General Hospital, Batavia and Genesee County residents will realize expanded services and greater efficiency in healthcare delivery.

Race



American Community Survey, United States Census Bureau 2019

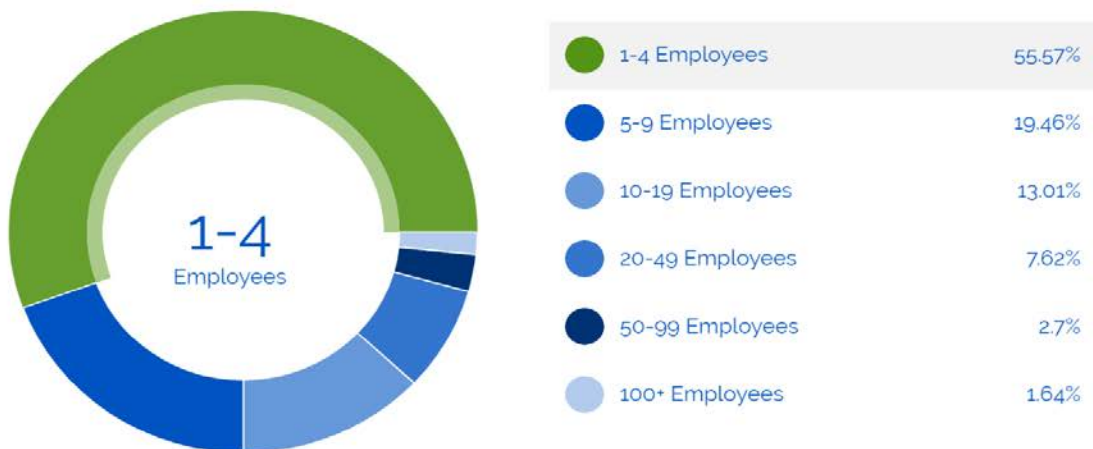
Businesses and Jobs

Batavia has a total of 853 businesses. In 2019, the leading industries in Batavia were Health Care and Social Services, Retail, Accommodation and Food Services, and Wholesalers.

What are the top industries by jobs?



How many employees do businesses in Batavia have?



Source: Greater Rochester Enterprise Zoom Prospector

Labor Force

Batavia has a labor force of 7,239 people.

7,239

Labor Force

Talent

Where are the top jobs by occupation?

Office and
Administrative
support



14.41%

1,417

Sales



11.52%

1,133

Executive,
Managers, and
Administrators



8.51%

837

Production
Workers



8.44%

830

Health Diagnosing
and Treating
Practitioners

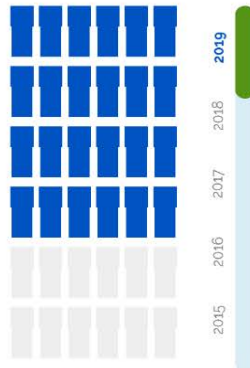


6.85%

674

Total Employees

9,836



The work distribution of total employees in Batavia is:



36%

Blue Collar



63%

White Collar

Total Establishments

853



Source: Greater Rochester Enterprise Zoom Prospector

Educational Attainment



The majority of the population in Batavia has a high school degree, and 36.54% have a college degree.



Source: Greater Rochester Enterprise Zoom Prospector

Educational Institutions- Higher Education

57 colleges and universities surround Batavia with more than 300,000 students enrolled. Six world class university centers serve our region including Rochester Institute of Technology, University at Buffalo, University of Rochester, Cornell University, Syracuse University, and Alfred University. Four AAU Member University Centers are in the region.

57 colleges and universities and more than 300,000 students in Western New York (WNY)

- 318,156 enrolled in 57 colleges in and around WNY (2010)
- 75,013 graduates from those 57 colleges (2010)
- 38 four-year colleges regionally
- 18 two-year colleges regionally

WNY offers several colleges specializing in manufacturing, engineering and technology

- 6 world class university centers proximate to the City of Batavia
- Rochester Institute of Technology, University at Buffalo, University of Rochester, Cornell University, Syracuse university, and Alfred University
- 4 AAU Member University Centers in region
- 5 SUNY Community Colleges in region (53,000 enrolled)
- 2 colleges (ECC, GCC) developing AAS in Nanotechnology (SEMI)
- 2 colleges (MCC, FLCC) enabling Engineering curriculum with SEMI and Mechatronics elements in collaboration with RIT

Expansive Engineering Programs regionally enables strong engineering “talent sourcing” potential

- 17,000 engineering students enrolled (6 regional university centers: 2011-12)
- 4,500 engineering degrees conferred (6 regional universities centers: 2011-12)

Source: GCEDC <https://www.qcedc.com/index.php/wny-stamp/academic-and-rd-resources>

Income and Spending



Households in Batavia earn a median yearly income of 49,759. 29.56% of the households earn more than the national average each year. Household expenditures average 47,901 per year. The majority of earnings get spent on Shelter, Transportation, Food and Beverages, Health Care, and Utilities.

\$49,759

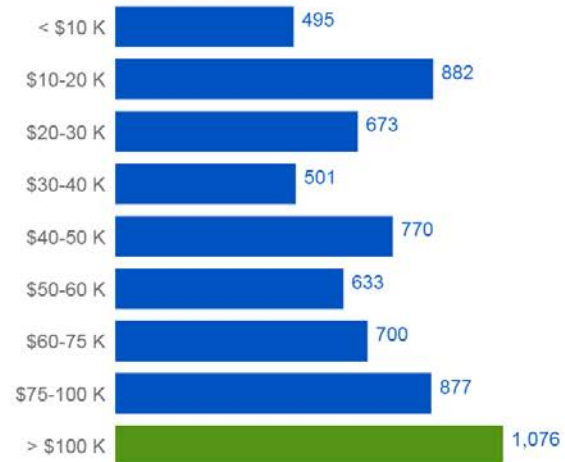
Median Household
Income

16% less than the county

27% less than the state

22% less than the nation

Income Distribution



How do people spend most of their money?

PER HOUSEHOLD



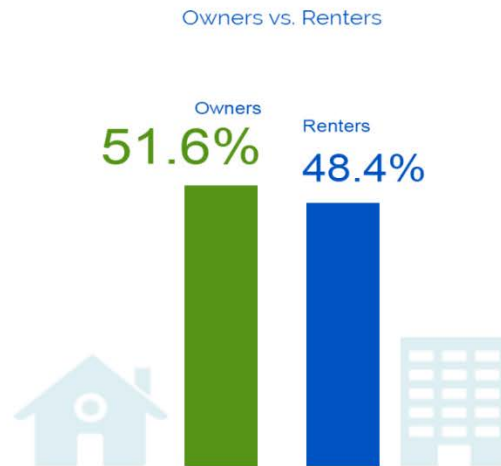
\$47,901

Median Household Expenditure

Housing



There are 7% more households who own their homes than there are renters.



Transportation



Residents spend an average of 17 minutes commuting to work. Batavia is served by 19 airports within 50 miles. Rail can be accessed within the community. Interstates can be accessed within the community.



17min

Commute Travel Time



0 + 19(+50 miles)

Airports in Community



Interstate

In Community



Freight Rail

In Community

Taxes



Top State Corporate Income Tax

7.1%

Top State Corporate Capital Gains Tax

7.1%

Top State Personal Income Tax

8.82%

Top State Personal Capital Gains Tax

8.8%

State Sales Tax

4%

Source: Greater Rochester Enterprise Zoom Prospector

LOCAL PROPERTY TAX

One of the City's main sources of revenue is the real property tax which is levied on all commercial, industrial, residential and other non-exempt real estate. It is calculated as the product of two factors: the assessed value of property and the total tax levy.

The assessed value is equal to the full market value of taxable property. The tax rate is the number of dollars of tax on every \$1,000 of assessed value. The tax rate is calculated by first dividing the taxable assessed valuation by 1,000. Then the property tax levy is divided by the taxable property value to produce the tax rate.

The final tax rate may vary slightly due to transfers of exempt property that may occur after to adoption of the budget. Once the budget is adopted, the tax rate can be calculated, taking into account any transfers of exempt property up until that point.

YEAR	TOTAL ASSESSED VALUE	TAXABLE ASSESSED VALUE	% OF EXEMPT PROPERTIES	CITY TAX RATE	COUNTY TAX RATE	SCHOOL TAX RATE
05/06	\$683,582,762	\$463,817,133	32.15%	\$7.36	\$10.27	\$24.91
06/07	\$709,028,756	\$496,320,927	30.00%	\$7.75	\$10.15	\$25.90
07/08	\$710,089,308	\$497,859,430	29.89%	\$9.26	\$9.94	\$25.20
08/09	\$687,530,380	\$505,476,823	26.48%	\$10.02	\$9.55	\$24.12
09/10	\$703,078,339	\$518,534,718	26.25%	\$10.19	\$9.78	\$23.67
10/11	\$705,567,375	\$526,754,087	25.34%	\$10.35	\$9.82	\$23.64
11/12	\$715,973,743	\$533,179,597	25.53%	\$10.48	\$9.79	\$24.39
12/13	\$715,828,570	\$533,245,095	25.51%	\$10.71	\$9.88	\$24.56
13/14	\$712,437,581	\$529,981,726	25.61%	\$9.30	\$9.88	\$23.63
14/15	\$773,444,040	\$550,110,924	28.88%	\$9.14	\$10.03	\$24.33
15/16	\$773,526,842	\$550,482,792	28.83%	\$9.16	\$9.85	\$24.59
16/17	\$775,004,260	\$551,654,825	28.82%	\$9.22	\$9.85	\$23.79
17/18	\$792,502,630	\$561,163,375	29.19%	\$9.27	\$10.05	\$22.99
18/19	\$803,490,716	\$584,243,298	27.29%	\$8.96	\$10.01	\$22.98
19/20	\$806,406,068	\$586,025,665	27.33%	\$8.93	\$10.03	\$23.07

PROPERTY TAX CAP

Beginning with the City's fiscal year starting April 1, 2012, The State Legislature and the Governor enacted legislation that establishes a "property tax cap" which limits growth in the property tax levy. Under this law, the total amount to be raised through property taxes charged on the municipality's taxable assessed value of the property is capped at 2 percent or the rate of inflation, whichever is less, with some exceptions. Local communities have the ability to override the cap by passing a local law or resolution by at least 60 percent vote of the governing body in favor.

2020/2021 TAX CAP CALCULATION

	5,251,606.47	City of Batavia total tax
	20,503.24	Removed exemptions
	663.14	Omitted taxes
	<u>52,601.01</u>	Special District Taxes - BID
	5,325,373.86	Prior actual fiscal year tax levy
x	<u>1.0000</u>	City of Batavia Tax Base Growth Factor
	5,325,373.86	
+	<u>63,696.21</u>	Prior year PILOT receivable (FY2019/2020)
	5,389,070.07	
x	<u>1.0185</u>	Tax cap inflation figure
	5,488,767.87	
-	<u>41,000.00</u>	PILOT receivable-up coming fiscal year (FY 2020/2021) per budget
	5,447,767.87	= Tax Levy Limit
+	84,973.43	Available carryover
+	<u>-</u>	Net of transfer of Government Function (as determined by OSC)
	5,532,741.29	
		Exclusion for court orders/judgments arising from tort (tort only) actions for any amount in excess of 5% of the total taxes levied in the prior fiscal year
+	<u>-</u>	
	5,532,741.29	
+	<u>-</u>	Pension exclusion
	<u>5,532,741.29</u>	Tax cap levy Limit
	(58,000.00)	BID levy estimate
	(4,032.63)	Omitted taxes per May 7, 2018 letter from Kevin Andrews
	<u>(22,711.67)</u>	Removed exemptions per May 7, 2018 letter from Kevin Andrews
	<u>5,452,029.62</u>	City's allowable property tax levy

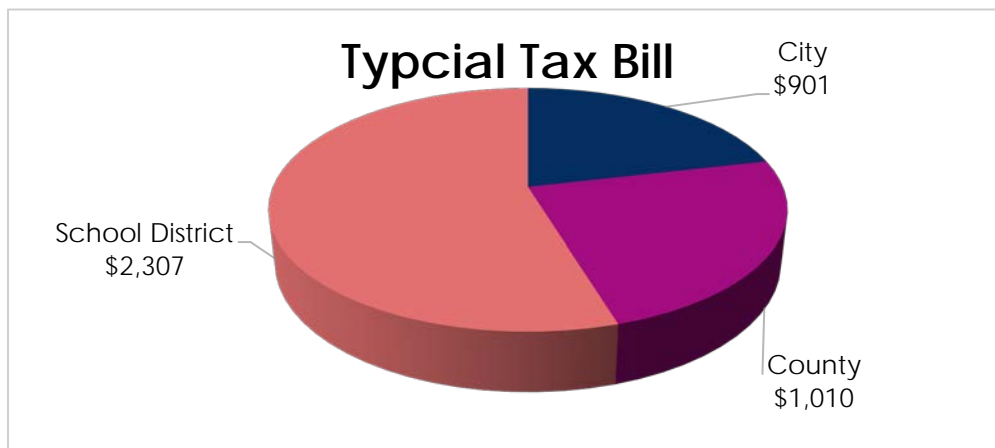
The proposed tax levy for FY 2021 is \$5,429,333, which is less than the allowable property tax levy, not requiring an override by City Council.

IMPACT ON TYPICAL HOUSEHOLD

This information can be extended to show the effect of the property tax rate on a typical household, with an assessed valuation of \$100,000. Under this scenario, the typical household would pay the City \$901 in property taxes. This pays for the following non-exhaustive list of services:

- Operation of yard waste station
- Prosecution and defense of all legal suits and proceedings
- Appraisal of real property
- Retention of vital records
- Professional fire suppression and prevention
- Hazardous material mitigation
- Traffic enforcement and control
- Animal control, code enforcement and inspection of buildings and properties
- Community policing and criminal investigation
- School crossing guards
- Street maintenance and repairs
- Sign maintenance and repairs
- Maintenance of storm and sanitary sewers
- Street cleaning, leaf collection, and snow removal
- Citywide beautification, including City tree maintenance
- Support of community wide celebrations
- Provision of safe potable water
- Youth services
- Summer youth recreation program
- Maintenance and repair of parks and playgrounds
- Community and economic development efforts
- Brownfield redevelopment
- Flood management and mitigation

The City's share of property tax compares favorably to the County and the Batavia School District. The same household with a \$100,000 taxable assessed value would pay \$1,010 in property taxes to Genesee County and \$2,307 to the school district, which are higher than the City's \$901 cost.



Top 10 Taxpayers

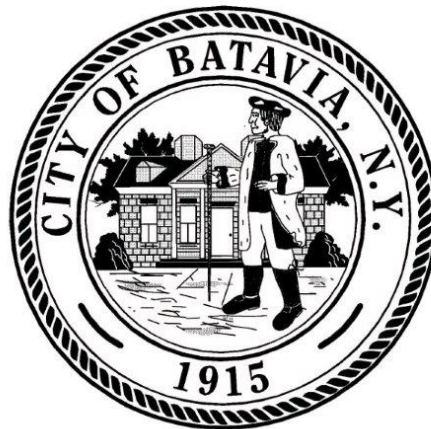
Taxpayer	Taxable Assessed Value
Niagara Mohawk dba National Grid	\$11,586,212
Batavian Realty, LLC	\$11,280,000
National Fuel Gas Dist Corp.	\$6,736,776
Graham Manufacturing Co., Inc.	\$4,555,000
Chapin International, Inc.	\$4,500,000
Woodcrest Associates	\$4,410,000
Batavia Townhouses, LTD	\$4,000,000
O-At-Ka Milk Products Corp.	\$3,981,600
West Main Associates	\$3,892,000
Seneca Powers Partners, L.P.	\$3,700,000



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SECTION 4

BUDGET REPORTS



Budget Summaries & Financial Overview

Introduction

The next several pages represent an overview of the entire City budget, with particular emphasis on the City's major funds: general, water & wastewater. This section provides the reader with all of the financial information they need in evaluating and considering the budget. As has been discussed, great effort has been put forth to not only understand the proposal for FY2019-2020, but the three "out years" as well. The concept of a four-year budget is important because the decisions made today will impact the City's budget tomorrow. Furthermore, this philosophy ties in well with the City Council's efforts at strategic planning and operational excellence.

This section presents reports which can be found in the next several pages.

Revenue & Expenditures

- Budget Summary by Fund Type

Revenues

- Summary of All Revenues- General Fund
Summary of All Revenues- Water and Wastewater and City Centre Fund

Expenditures

- Summary of Expenditures- General Fund
- Summary of Expenditures- Water, Wastewater and City Centre Fund
- Summary of Expenditures by Category- General Fund
- Summary of Expenditures by Category- Water, Wastewater and City Centre Fund

In addition, below the reader will find discussion on several key indicators which further breakdown the components of the City budget and the foundation from the "numbers" are derived. These are presented in graphical form. This section begins with the following description of the City's funds and fund type.

Description of Funds and Fund Type

For accounting purposes, a state or local government is not treated as a single, integral entity. Rather, a government is viewed instead as a collection of smaller, separate entities known as "funds." The governmental Accounting Standards Board's (GASB) Codification of Governmental Accounting and Financial Reporting Standards (Codification), Section 1300, defines a fund as:

A fiscal and accounting entity with a self-balanced set of accounts recording cash and other financial resources, together with related liabilities and residual equities or balances, and changed therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

All of the funds used by a government must be classified into one of seven “fund types”. Four of these fund types are used to account for a state or local government’s “governmental-type” activities and are known as “governmental funds.” Two of these funds types are used to account for a government’s “business-type” activities and are known as “proprietary funds.” Finally, the seventh fund type is reserved for a government’s “fiduciary activities.”

Basis of Budgeting

The City uses modified accrual as the basis of accounting in their financial reporting but does not use solely, the modified accrual basis of accounting for budgeting all funds. The major differences between the two is the City budgets its property tax revenue based on what it is going to levy, not based on what payments are going to be received. The City budgets its water and sewer rents based on the fees charged without accounting for payments that may not be received or payments made in the next fiscal year that are applicable to the current fiscal year. The City also does not budget for depreciation expense in its Proprietary Funds

Fund Types

The accounts of the City are organized within self-balancing funds and account groups. Each fund and account group is a separate fiscal and accounting entity for the purpose of the carrying out specific activities or attaining objectives. The funds of the City consist of the following:

Governmental Fund Types - Governmental Funds are those through which most governmental functions of the City are focused. They generally focus on how cash and other financial assets can readily be converted to cash flow in and out and the balances left at year-end that are available for spending. The acquisitions, use and balances of the City’s expendable financial resources and the related liabilities are accounted for through governmental funds. The measurement focus is based upon determination of financial position and changes in financial position. Four fund types are used to account for governmental-type activities. These are the general fund, special revenue funds, debt service funds, and capital projects funds. The following are the City’s Governmental Fund Types:

- **General Fund** - the principal operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is used to account for most of the day-to-day operations of the City, which are financed from property taxes and other general revenues. There can be only one general fund.
- **Capital Projects Fund** - used to account for and report financial resources to be used in the acquisition, construction, or renovation of major capital facilities or equipment.
- **Workers Compensation Fund** - houses the expenses the City experiences in providing workers compensation coverage on their employees. It is funded by contributions from the General, Water, Wastewater and City Centre Funds.
- **Health Insurance Fund** – houses the expenses the city experiences in providing a self insured health insurance product to cover their employees. It is funded by contributions from the General, Water, Wastewater and City Centre Funds.

- **Small Cities Fund** - used to account for the activity of the City's New York State Small Cities Block Grant and U.S. Department of Housing and Urban Development programs. ***This fund is not budgeted for.***
- **Special Grant Fund** – used to account for Community Development Block Grants and other federal and state grants not required to be accounted for in other funds. It also houses the business development loan fund which offers financial loans and grants to small businesses in the City of Batavia when conventional financing is unavailable. ***This fund is not budgeted for.***
- **Mall Maintenance Fund** - previously used to fund the mall concourse operations, however, as part of a settlement effective April 1, 2018, the City will have full control and maintenance responsibility of the City Centre Concourse. As a result, this fund will continue to exist only to collect prior years' accounts receivables and to pay off old liabilities. ***This fund is not budgeted for.***

Proprietary Funds – Proprietary Funds (also referred to as Enterprise Funds) are generally used to account for services for which the City charges customers (both external and internal). These funds use accrual accounting, which is the same method used by the private sector. Following are the City's Proprietary Funds:

- **Water Fund** – used to account for the operations that provide water services and are financed primarily by user charges for these services.
- **Wastewater Fund** - used to account for the operations that provide wastewater services and are financed primarily by user charges for these services.
- **City Centre Fund** – new for the FY2018/2019, and as a result of a settlement effective April 1, 2018, the City now has full control and maintenance responsibility to the City Centre concourse. This fund will be used to account for the operations that provide maintenance and improvements to the city centre concourse, silo's and skylights and will be financed primarily by user charges for these services.

Fiduciary Fund Types- Fiduciary funds are used to account for assets held by the City in trustee or custodial capacity.

- **Private Purpose Trust and Agency Funds-** used to account for and report assets in the capacity of the trustee, custodian or agent for individuals, organizations, private organizations, other governments and/or funds. These include expendable and non-expendable trusts and agency funds. Agency funds are custodial in nature (assets equal liabilities) and do not measure results of operations. ***These funds are not budgeted for.***

City Fund Balances

Fund balance is a measurement of available financial resources and represents the difference between total assets and total liabilities in each fund. The purpose of this section is to graphically display the history of the City's fund balances for its three major funds: general, water & wastewater. To maintain the City's credit rating and meet seasonal cash flow shortfalls, the budget shall provide for an anticipated unreserved fund balance between 7% and 10% for these funds, of estimated annual expenditures.

APPROPRIATED GOVERNMENT FUNDS

Fund Balance - Appropriated Government Funds

Fund balance is a measurement of available financial resources and represents the difference between total assets and total liabilities in each fund.

General Fund	3/31/2017 balance	3/31/2018 balance	3/31/2019 balance	19/20 budgeted additions	19/20 budgeted expenditures	19/20 Assigned by council	(1) 3/31/2020 estimated balance	(2) 20/21 budgeted additions	(2) 20/21 budgeted expenditures	3/31/2021 estimated balance
Non Spendable Fund Balance										
Prepaid expenses	-	-	-	-	-	-	-	-	-	-
Restricted Fund Balance										
Liability insurance reserve	370,105	360,828	362,819	-	-	-	362,819	-	-	362,819
Health insurance reserve	304,636	355,485	382,515	25,000	(75,000)	-	332,515	135,000	-	467,515
Police reserve	53,356	17,544	22,671	6,000	(16,000)	20,000	32,671	5,000	(32,000)	5,671
Fire reserve	159,090	174,395	218,680	10,000	(38,500)	35,000	225,180	20,000	-	245,180
DPW reserve	342,221	121,616	294,313	15,000	(115,300)	220,000	414,013	15,000	(205,500)	223,513
Ice rink reserve	165,007	217,548	292,760	25,000	(157,000)	-	160,760	25,000	(19,500)	166,260
Dwyer stadium reserve	247,264	168,797	115,967	-	(50,000)	-	65,967	-	(9,000)	56,967
Facilities reserve	1,746,820	1,835,491	1,881,926	20,000	(1,908,263)	175,000	168,663	20,000	(20,200)	168,463
Sidewalk reserve	401,613	211,141	237,360	-	(235,500)	50,000	51,860	-	(111,000)	(59,140)
Employee Benefit Liability reserve	85,028	50,189	5,240	13,327	-	400,000	418,567	-	-	418,567
Retirement contribution reserve	288,240	272,190	329,777	-	(19,050)	-	310,727	-	-	310,727
Parking lot reserve	80,832	93,663	46,722	-	-	100,000	146,722	-	(60,620)	86,102
Administrative equipment reserve	108,024	373,226	440,436	-	(435,000)	300,000	305,436	-	(210,500)	94,936
Debt reserve	0	0	0	1,389	-	-	1,389	-	-	-
EMS Program state restricted	0	0	0	-	-	-	-	-	-	-
Total restricted fund balance	4,352,236	4,252,113	4,631,186	115,716	(3,049,613)	1,300,000	2,997,289	220,000	(669,709)	2,547,580
Committed fund balance										
Williams Park	40,000	-	-	-	-	-	-	-	-	-
Vibrant Batavia	52,611	31,211	27,211	-	-	-	27,211	-	-	27,211
BAN issuance costs	-	20,000	-	-	-	-	-	-	-	-
Ellicott Trail	-	170,839	170,839	-	-	-	170,839	-	(170,839)	-
Habitat Architect Plans	-	17,400	17,400	-	-	-	17,400	-	-	17,400
Creek Park	-	15,000	15,000	-	(15,000)	-	-	-	-	-
Comprehensive Plan Update	100,000	100,000	100,000	-	(25,000)	-	75,000	-	(75,000)	-
Total committed fund balance	192,611	354,450	330,450	-	(40,000)	-	290,450	-	(245,839)	44,611
Assigned Fund Balance										
Encumbrances	124,554	203,915	67,110	-	-	-	67,110	-	-	67,110
Assigned for reserves	1,200,000	535,000	1,300,000	-	-	(1,300,000)	-	-	-	-
Appropriated fund balance	250,000	250,000	276,389	-	225,000	-	475,000	-	-	259,100
Total assigned fund balance	1,574,554	988,915	1,643,499	-	225,000	(1,300,000)	542,110	-	-	326,210
Unassigned Fund Balance										
	1,821,971	1,743,435	1,981,016	-	-	-	1,790,000	-	-	1,750,000
Total General Fund Balance	7,941,372	7,338,913	8,586,151	115,716	(2,864,613)	-	5,619,849	220,000	(915,548)	4,668,401

Workers Comp Fund

Restricted Fund Balance										
Workers Comp Reserves	439,533	515,386	621,346	15,000	-	-	636,346	24,900	-	661,246
Assigned Fund Balance										
Total assigned fund balance	40,775	280,385	461,081	-	-	-	461,081	-	(326,000)	135,081
Total Workers Comp Fund Balance	480,308	795,771	1,082,427	15,000	-	-	1,097,427	24,900	(326,000)	796,327

Health Insurance Fund

Assigned Fund Balance										
Total assigned fund balance	-	-	268,035	-	-	-	268,035	-	(110,000)	158,035
Total Health Insurance Fund Balance	-	-	268,035	-	-	-	268,035	-	(110,000)	158,035

(1) estimated balance does not include interest earned or expenditures below budgeted levels.

(2) proposed for approval prior to March 31, 2020.

FUND BALANCE- MAJOR/NON MAJOR FUNDS

Fund Balance - Major/Non Major Funds

Major Funds General Fund	3/31/2017 balance	3/31/2018 balance	3/31/2019 balance	19/20 budgeted additions	19/20 budgeted expenditures	19/20 Assigned by council	(1)	(2)	(2)	3/31/2021 estimated balance
							3/31/2020 estimated balance	20/21 budgeted additions	20/21 budgeted expenditures	
Non Spendable Fund Balance										
Prepaid expenses	-	-	-	-	-	-	-	-	-	-
Restricted Fund Balance										
Liability insurance reserve	370,105	360,828	362,819	-	-	-	362,819	-	-	362,819
Health insurance reserve	304,636	355,485	382,515	25,000	(75,000)	-	332,515	135,000	-	467,515
Police reserve	53,356	17,544	22,671	6,000	(16,000)	20,000	32,671	5,000	(32,000)	5,671
Fire reserve	159,090	174,395	218,680	10,000	(38,500)	35,000	225,180	20,000	-	245,180
DPW reserve	342,221	121,616	294,313	15,000	(115,300)	220,000	414,013	15,000	(205,500)	223,513
Ice rink reserve	165,007	217,548	292,760	25,000	(157,000)	-	160,760	25,000	(19,500)	166,260
Dwyer stadium reserve	247,264	168,797	115,967	-	(50,000)	-	65,967	-	(9,000)	56,967
Facilities reserve	1,746,820	1,835,491	1,881,926	20,000	(1,908,263)	175,000	168,663	20,000	(20,200)	168,463
Sidewalk reserve	401,613	211,141	237,360	-	(235,500)	50,000	51,860	-	(111,000)	(59,140)
Employee Benefit Liability reserve	85,028	50,189	5,240	13,327	-	400,000	418,567	-	-	418,567
Retirement contribution reserve	288,240	272,190	329,777	-	(19,050)	-	310,727	-	-	310,727
Parking lot reserve	80,832	93,663	46,722	-	-	100,000	146,722	-	(60,620)	86,102
Administrative equipment reserve	108,024	373,226	440,436	-	(435,000)	300,000	305,436	-	(210,500)	94,936
Debt reserve	0	0	0	1,389	-	-	1,389	-	(1,389)	-
EMS Program state restricted	0	0	0	-	-	-	-	-	-	-
Total restricted fund balance	4,352,236	4,252,113	4,631,186	115,716	(3,049,613)	1,300,000	2,997,289	220,000	(669,709)	2,547,580
Committed fund balance										
Williams Park	40,000	-	-	-	-	-	-	-	-	-
Vibrant Batavia	52,611	31,211	27,211	-	-	-	27,211	-	-	27,211
BAN issuance costs	-	20,000	-	-	-	-	-	-	-	-
Ellicott Trail	-	170,839	170,839	-	-	-	170,839	-	(170,839)	-
Habitat Architect Plans	-	17,400	17,400	-	-	-	17,400	-	-	17,400
Creek Park	-	15,000	15,000	-	(15,000)	-	-	-	-	-
Comprehensive Plan Update	100,000	100,000	100,000	-	(25,000)	-	75,000	-	(75,000)	-
Total committed fund balance	192,611	354,450	330,450	-	(40,000)	-	290,450	-	(245,839)	44,611
Assigned Fund Balance										
Encumbrances	124,554	203,915	67,110	-	-	-	67,110	-	-	67,110
Assigned for reserves	1,200,000	535,000	1,300,000	-	-	(1,300,000)	-	-	-	-
Appropriated fund balance	250,000	250,000	276,389	-	225,000	-	475,000	-	-	259,100
Total assigned fund balance	1,574,554	988,915	1,643,499	-	225,000	(1,300,000)	542,110	-	-	326,210
Unassigned Fund Balance										
	1,821,971	1,743,435	1,981,016	-	-	-	1,790,000	-	-	1,750,000
Total General Fund Balance	7,941,372	7,338,913	8,586,151	115,716	(2,864,613)	-	5,619,849	220,000	(915,548)	4,668,401
% change							-35%	(a)		-17%

Non-Major Government Funds (aggregate):

Restricted Fund Balance										
Total restricted fund balance	601,653	566,461	521,237	-	-	-	521,237	-	-	521,237
Assigned Fund Balance										
Total assigned fund balance	509,683	1,077,695	22,399	-	-	-	22,399	-	-	22,399
Total Non-Major Government Fund Balance	1,111,336	1,644,156	543,636	-	-	-	543,636	-	-	543,636
% change							0%			0%

(1) estimated balance does not include interest earned or expenditures below budgeted levels.

(2) proposed for approval prior to March 31, 2020.

Discussion of 10% variances in fund balance totals

- (a) 3/31/2020 Factors that contribute to the City having a decrease in fund balance at 3/31/2020 are primarily due to the use of reserves for improvements to facilities. Specifically, council has approved the use of facility reserves in the amount of \$1,100,000 for improvements to the City's Fire Department and Bureau of Maintenance. In addition to this, as part of the City's settlement with the Mall Operating Committee, the City will replace the City Centre (Mall) roof and council has authorized the use of \$650,000 of facilities reserves for that purpose. Both of these items were approved in the previous year but had yet expended money as of 3/31/19. In addition, the City approved to update the City's Information Systems Infrastructure and Phase 1 and Phase 2 were approved by council in the amount of \$190,000 and \$200,000, respectively.

- (b) 3/31/2021 Factors that contribute to the City having a decrease in fund balance at 3/31/2021 are primarily due to the use of reserves for the first BAN (Bond Anticipation Note) on the City's ERP system in the amount of \$185,500 and the release of committed Fund Balance for Ellicott Trail and the Comprehensive Plan update in the amount of \$170,839 and \$75,000, respectively. In addition, \$111,000 in sidewalk work is planned for the 20/21 fiscal year along with the purchase of a single axel dump and plow for \$183,500.



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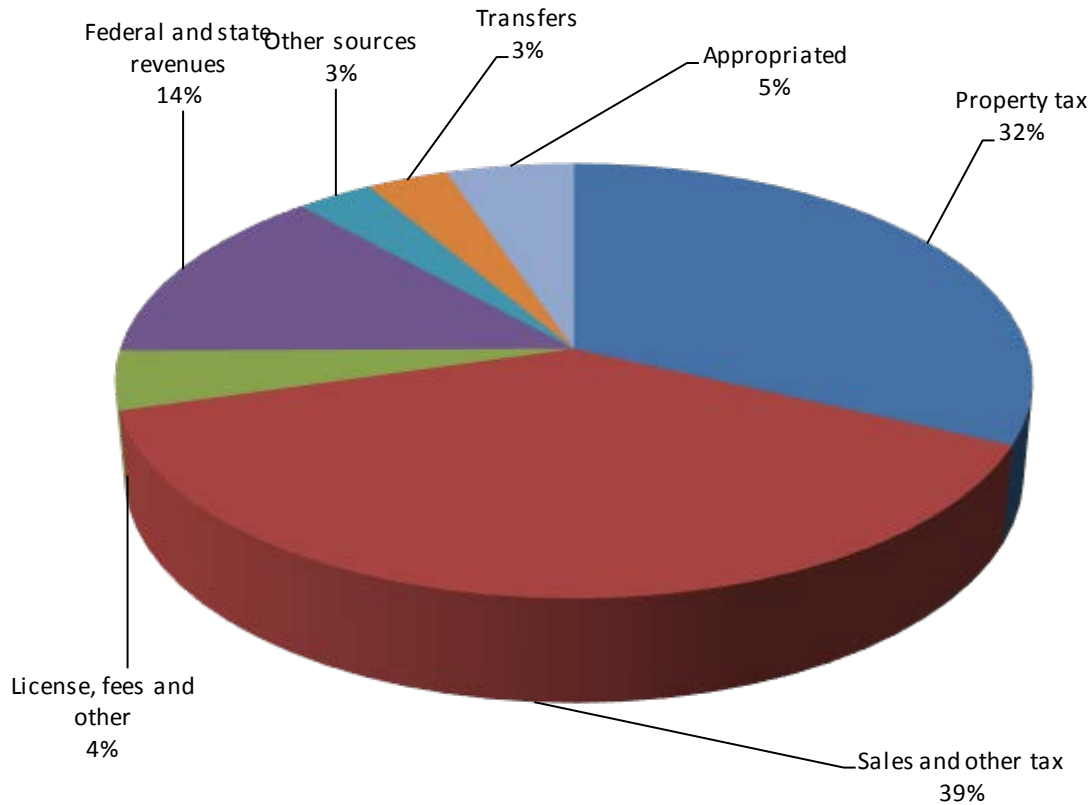
GENERAL FUND BUDGET SUMMARY

	Actual 18/19	Budget 19/20	YTD Actual * 19/20	Projected 19/20	Proposed 20/21	Projected 21/22	Projected 22/23	Projected 23/24
REVENUES:								
Real property tax	(5,268,392.26)	(5,272,107.00)	(5,272,772.85)	(5,389,947.00)	(5,456,078.00)	(5,620,181.66)	(6,238,789.79)	(6,394,641.71)
Real property tax items	(342,984.14)	(263,696.00)	(182,431.56)	(315,230.00)	(263,000.00)	(269,025.00)	(275,200.63)	(281,530.64)
Sales and other taxes	(7,122,299.20)	(6,705,000.00)	(3,892,776.17)	(6,540,000.00)	(6,880,000.00)	(6,981,300.00)	(7,084,100.50)	(7,188,423.82)
Departmental income	(260,325.24)	(261,248.00)	(125,343.96)	(252,460.00)	(406,858.00)	(487,612.45)	(493,510.34)	(499,555.26)
Use of money and property	(80,087.38)	(48,980.00)	(56,767.22)	(99,784.00)	(124,584.00)	(150,823.60)	(154,594.19)	(158,459.04)
Licenses and permits	(80,155.04)	(74,650.00)	(52,611.96)	(72,201.00)	(69,850.00)	(71,596.25)	(73,386.16)	(75,220.81)
Fines and forfeitures	(110,114.67)	(155,700.00)	(66,313.36)	(131,045.00)	(129,000.00)	(130,305.00)	(131,623.43)	(132,955.42)
Sales of poperty and compensation for loss	(105,425.47)	(4,500.00)	(72,386.38)	(72,386.00)	(47,500.00)	(48,687.50)	(49,904.69)	(51,152.30)
Miscellaneous local sources	(578,899.47)	(535,909.00)	(493,009.66)	(548,107.00)	(558,649.00)	(561,595.50)	(564,615.66)	(567,711.33)
Federal and state sources	(3,075,322.97)	(2,424,067.00)	(2,254,381.08)	(2,706,868.00)	(2,413,947.00)	(2,305,535.25)	(2,307,140.71)	(2,308,763.57)
Transfers in and debt	(176,389.04)	(250,000.00)	-	(175,000.00)	(592,540.00)	(225,000.00)	(200,000.00)	(175,000.00)
Appropriated reserves	(726,195.83)	(673,340.00)	(1,415,716.04)	(1,415,716.00)	(669,709.00)	(59,200.00)	(59,200.00)	(59,200.00)
Appropriated fund balance	-	(275,000.00)	-	-	(259,100.00)	(225,000.00)	(200,000.00)	(175,000.00)
TOTAL GENERAL FUND REVENUES	(17,926,590.71)	(16,944,197.00)	(13,884,510.24)	(17,718,744.00)	(17,870,815.00)	(17,135,862.21)	(17,832,066.08)	(18,067,613.90)
EXPENDITURES:								
General Government Services								
Reserves	-	114,327.00	-	961,000.00	220,000.00	115,000.00	120,000.00	125,000.00
Council	47,428.35	49,910.00	27,453.39	48,866.00	46,867.00	50,494.00	50,622.27	50,751.82
City manager	152,002.82	177,320.00	119,826.64	175,444.00	182,126.00	186,493.99	190,969.94	195,556.53
Legal services	264,877.42	220,419.00	195,346.65	270,369.00	234,917.00	239,613.34	244,403.61	249,289.68
Property Loss	-	-	-	-	-	-	-	-
Contingency	-	264,500.00	-	254,500.00	240,000.00	125,000.00	125,000.00	125,000.00
Community development	44,705.29	20,157.00	41,400.90	62,593.82	25,157.00	20,000.00	20,000.00	20,000.00
Economic development	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Council on arts	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00
Community celebrations	11,753.15	15,470.00	9,026.84	14,759.00	15,850.00	16,188.55	16,534.70	16,888.62
Debt service - Bonds	466,665.03	481,360.00	479,484.91	481,360.00	459,022.00	243,955.00	243,860.00	239,108.00
Debt service - BAN	50,173.61	102,215.00	39,888.89	54,900.00	14,843.00	30,000.00	70,000.00	70,000.00
Install. purchase debt - municipal lease	35,842.74	32,215.00	32,214.37	32,215.00	28,487.00	33,000.00	33,000.00	33,000.00
Debt service - energy lease	80,117.29	82,543.00	82,543.29	82,543.00	85,043.00	84,000.00	84,000.00	84,000.00
Other government debt	-	-	-	-	-	-	-	-
Transfers out	732,075.00	-	1,697,216.04	1,697,216.00	-	-	-	-
Transfers for capital projects	-	209,500.00	79,736.68	405,500.00	185,500.00	-	350,000.00	150,000.00
Transfers to other funds	2,217,286.00	2,145,890.00	2,145,890.00	2,145,890.00	2,391,710.00	2,454,087.20	2,522,022.05	2,583,170.19
Total General Government Services	4,219,176.70	4,032,076.00	5,066,278.60	6,803,405.82	4,245,772.00	3,714,082.08	4,186,662.57	4,058,014.84
Administrative Services								
Finance	115,575.35	132,775.00	94,136.40	120,673.00	134,410.00	137,097.65	139,843.60	142,649.18
Administrative services	263,609.17	343,050.00	262,448.77	322,522.74	369,045.00	379,517.05	390,290.51	401,374.12
Clerk/Treasurer	122,081.17	144,170.00	119,219.80	158,024.00	181,000.00	184,640.70	188,360.84	192,162.23
Assessment	148,223.41	144,300.00	99,036.20	143,704.00	146,130.00	148,119.00	150,913.61	153,765.01
Personnel	111,847.31	151,030.00	95,683.97	151,004.00	157,860.00	161,499.10	165,224.94	169,039.63
Elections	24,830.00	14,130.00	14,130.00	14,130.00	21,230.00	20,000.00	20,000.00	20,000.00
Information systems	93,239.09	72,500.00	73,007.60	110,171.98	129,300.00	114,929.00	118,376.87	121,928.18
Control of dogs	1,057.30	1,450.00	1,133.63	1,450.00	1,450.00	1,476.25	1,503.16	1,530.74
Vital statistics	17,875.47	19,155.00	13,895.26	18,967.00	19,615.00	20,079.13	20,554.83	21,042.42
Summer recreation	72,563.83	80,505.00	61,895.58	69,507.45	84,925.00	86,900.05	88,923.33	90,996.04
Youth service	167,490.40	176,631.00	97,261.47	165,700.49	187,021.00	190,823.32	194,715.88	198,700.87
Medical insurance	-	-	4,837.76	-	-	-	-	-
Total Administrative Services	1,138,392.50	1,279,696.00	936,686.44	1,275,854.66	1,431,986.00	1,445,081.24	1,478,707.57	1,513,188.41
Police	3,785,223.88	3,835,160.00	2,939,228.53	3,984,785.00	3,996,070.00	4,028,360.60	4,125,341.64	4,224,700.45
Fire	3,983,095.60	3,696,425.00	2,995,173.22	3,930,896.00	3,893,745.00	3,965,604.20	4,060,857.30	4,158,466.83
Public Works								
Engineering	23,120.54	27,000.00	1,515.16	27,000.00	27,000.00	27,540.00	28,090.80	28,652.62
Public works administration	86,968.77	102,450.00	68,804.60	99,663.00	106,080.00	106,592.00	109,166.13	111,803.92
City facilities	327,717.56	472,980.00	284,019.74	545,983.00	323,190.00	341,842.45	347,096.75	410,756.05
Inspection	304,267.86	326,590.00	235,200.83	321,196.00	363,190.00	349,354.25	357,718.44	366,287.49
Maintenance administration	190,297.54	191,880.00	136,537.91	192,494.84	204,090.00	205,683.45	210,389.68	215,211.47
Street maintenance	601,196.98	525,600.00	574,294.61	592,076.15	841,290.00	556,043.15	564,226.63	572,605.06
Public works garage	432,038.55	454,610.00	273,465.80	451,909.00	480,720.00	490,697.80	500,899.88	511,331.47
Snow removal	420,975.87	569,890.00	174,989.13	567,081.00	524,495.00	536,553.47	547,327.24	558,338.17
Street lighting & traffic signals	277,140.29	278,990.00	151,984.08	281,601.00	278,440.00	279,461.00	280,502.99	281,566.42
Sidewalk repairs	282,943.17	135,000.00	-	256,000.00	111,000.00	75,000.00	-	-
Parking lots	80,612.32	6,000.00	5,268.82	6,000.00	60,620.00	10,000.00	10,000.00	10,000.00
Parks	482,858.39	622,070.00	432,391.41	619,001.17	581,590.00	594,082.30	606,656.76	619,535.14
Historic preservation	3,226.09	1,200.00	252.87	1,050.00	2,177.00	2,188.93	2,201.00	2,213.22
Planning & zoning boards	1,033.91	2,600.00	817.23	2,600.00	2,300.00	2,305.50	2,311.03	2,316.58
Storm sewer	174,366.20	178,560.00	110,698.10	185,104.00	184,890.00	189,016.75	193,243.44	197,572.51
Refuse & recycling	74,913.84	86,810.00	43,205.75	87,320.00	87,290.00	88,613.55	89,956.49	91,320.75
Street cleaning	86,709.34	118,610.00	86,261.54	121,064.56	124,880.00	127,759.50	130,709.75	133,732.50
Total Public Works	3,850,387.22	4,100,840.00	2,579,707.58	4,357,143.72	4,303,242.00	3,982,734.09	3,980,497.00	4,113,243.37
TOTAL GENERAL FUND EXPENDITURES	16,976,275.90	16,944,197.00	14,517,074.37	20,352,085.20	17,870,815.00	17,135,862.21	17,832,066.08	18,067,613.90

* as of 12/18/2019

GENERAL FUND REVENUES

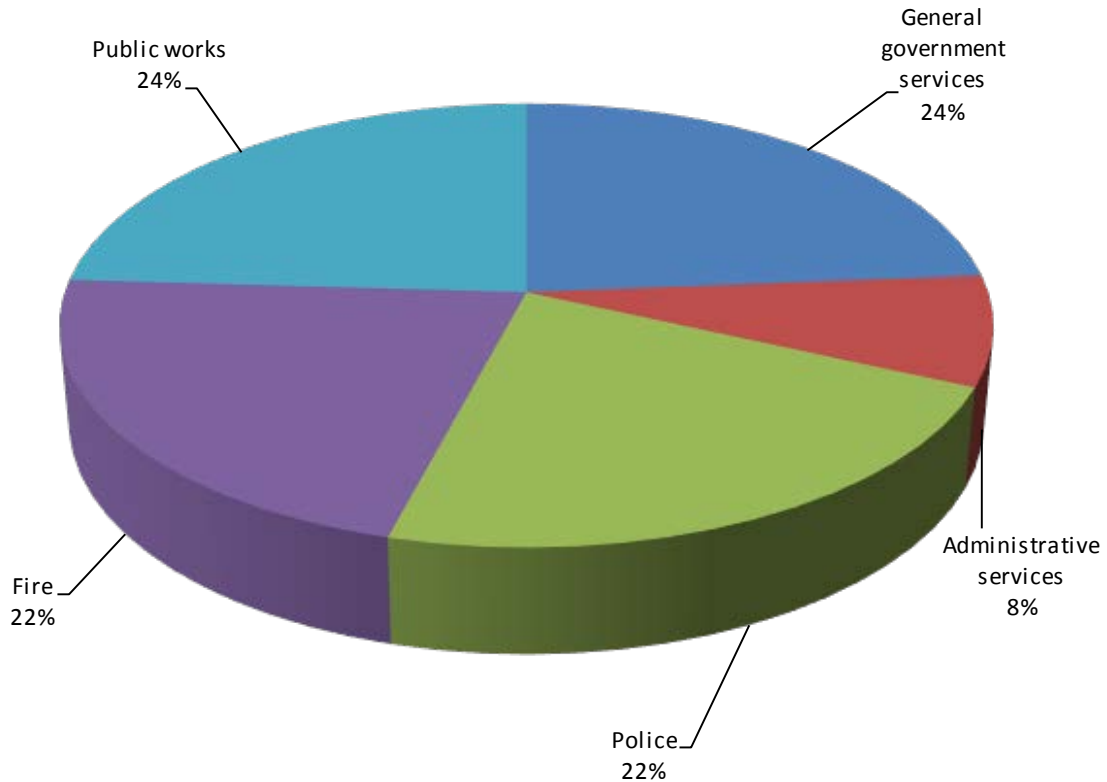
2020/2021



	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
Property tax	\$ (5,705,177.00)	32%	\$ (5,719,078.00)	32%
Sales and other tax	(6,540,000.00)	37%	(6,880,000.00)	38%
License, fees and other	(627,876.00)	4%	(777,792.00)	4%
Federal and state revenues	(2,706,868.00)	15%	(2,413,947.00)	14%
Other sources	(548,107.00)	3%	(558,649.00)	3%
Transfers	(175,000.00)	1%	(592,540.00)	3%
Appropriated	(1,415,716.00)	8%	(928,809.00)	5%
TOTAL REVENUES	\$ (17,718,744.00)	100%	\$ (17,870,815.00)	100%

GENERAL FUND EXPENSE SUMMARY

2020/2021



	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
General government services	\$ 6,803,405.82	33%	\$ 4,245,772.00	24%
Administrative services	1,275,854.66	6%	1,431,986.00	8%
Police	3,984,785.00	20%	3,996,070.00	22%
Fire	3,930,896.00	19%	3,893,745.00	22%
Public works	4,357,143.72	21%	4,303,242.00	24%
TOTAL REVENUES	\$ 20,352,085.20	100%	\$ 17,870,815.00	100%

GENERAL FUND EXPENSES BY FUNCTION

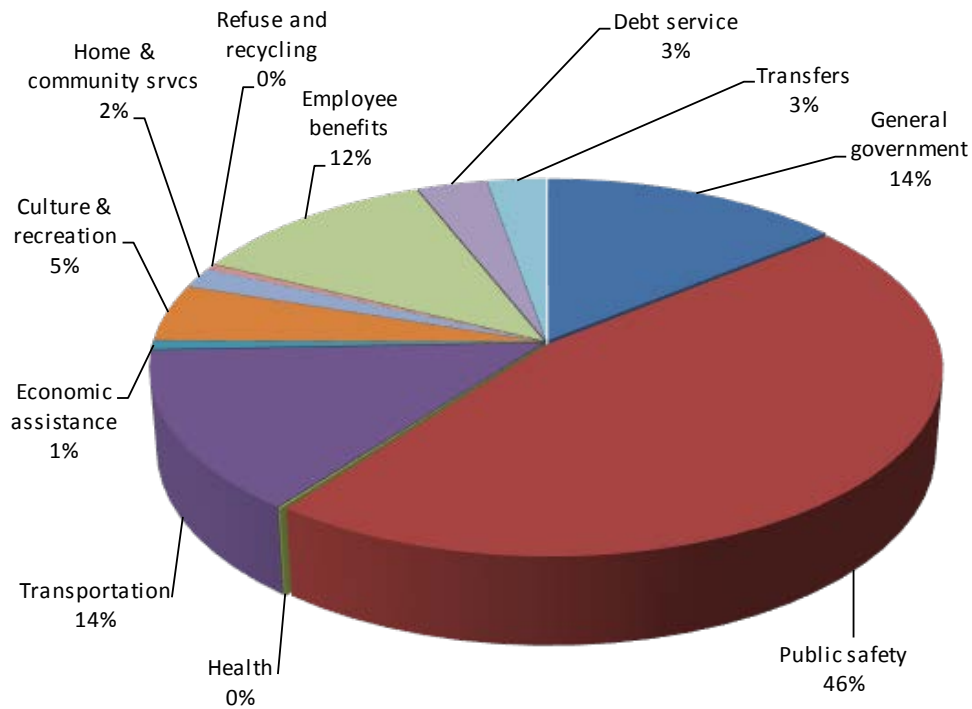
	Actual 18/19	Budget 19/20	Projected 19/20	Proposed 20/21	21/22	Projected 22/23	23/24
General Government							
Reserves	-	114,327.00	961,000.00	220,000.00	115,000.00	120,000.00	125,000.00
Council	47,428.35	49,910.00	48,866.00	46,867.00	50,494.00	50,622.27	50,751.82
City manager	152,002.82	177,320.00	175,444.00	182,126.00	186,493.99	190,969.94	195,556.53
Finance	115,575.35	132,775.00	120,673.00	134,410.00	137,097.65	139,843.60	142,649.18
Administrative services	263,609.17	343,050.00	322,522.74	369,045.00	379,517.05	390,290.51	401,374.12
Clerk/Treasurer	122,081.17	144,170.00	158,024.00	181,000.00	184,640.70	188,360.84	192,162.23
Assessment	148,223.41	144,300.00	143,704.00	146,130.00	148,119.00	150,913.61	153,765.01
Legal services	264,877.42	220,419.00	270,369.00	234,917.00	239,613.34	244,403.61	249,289.68
Personnel	111,847.31	151,030.00	151,004.00	157,860.00	161,499.10	165,224.94	169,039.63
Engineering	23,120.54	27,000.00	27,000.00	27,000.00	27,540.00	28,090.80	28,652.62
Elections	24,830.00	14,130.00	14,130.00	21,230.00	20,000.00	20,000.00	20,000.00
Public works administration	86,968.77	102,450.00	99,663.00	106,080.00	106,592.00	109,166.13	111,803.92
City facilities	327,717.56	472,980.00	545,983.00	323,190.00	341,842.45	347,096.75	410,756.05
Information systems	93,239.09	72,500.00	110,171.98	129,300.00	114,929.00	118,376.87	121,928.18
Property loss	-	-	-	-	-	-	-
Contingency	-	264,500.00	254,500.00	240,000.00	125,000.00	125,000.00	125,000.00
Total General Government	1,781,520.96	2,430,861.00	3,403,054.72	2,519,155.00	2,338,378.28	2,388,359.86	2,497,728.96
Public Safety							
Police	3,785,223.88	3,835,160.00	3,984,785.00	3,996,070.00	4,028,360.60	4,125,341.64	4,224,700.45
Fire	3,983,095.60	3,696,425.00	3,930,896.00	3,893,745.00	3,965,604.20	4,060,857.30	4,158,466.83
Control of dogs	1,057.30	1,450.00	1,450.00	1,450.00	1,476.25	1,503.16	1,530.74
Inspection	304,267.86	326,590.00	321,196.00	363,190.00	349,354.25	357,718.44	366,287.49
Total Public Safety	8,073,644.64	7,859,625.00	8,238,327.00	8,254,455.00	8,344,795.30	8,545,420.54	8,750,985.51
Health							
Vital statistics	17,875.47	19,155.00	18,967.00	19,615.00	20,079.13	20,554.83	21,042.42
Total Health	17,875.47	19,155.00	18,967.00	19,615.00	20,079.13	20,554.83	21,042.42
Transportation							
Maintenance administration	190,297.54	191,880.00	192,494.84	204,090.00	205,683.45	210,389.68	215,211.47
Street maintenance	601,196.98	525,600.00	592,076.15	841,290.00	556,043.15	564,226.63	572,605.06
Public works garage	432,038.55	454,610.00	451,909.00	480,720.00	490,697.80	500,899.88	511,331.47
Snow removal	420,975.87	569,890.00	567,081.00	524,495.00	536,553.47	547,327.24	558,338.17
Street lighting & traffic signals	277,140.29	278,990.00	281,601.00	278,440.00	279,461.00	280,502.99	281,566.42
Sidewalk repairs	282,943.17	135,000.00	256,000.00	111,000.00	75,000.00	-	-
Parking lots	80,612.32	6,000.00	6,000.00	60,620.00	10,000.00	10,000.00	10,000.00
Total Transportation	2,285,204.72	2,161,970.00	2,347,161.99	2,500,655.00	2,153,438.87	2,113,346.42	2,149,052.59
Economic Assistance							
Community development	44,705.29	20,157.00	62,593.82	25,157.00	20,000.00	20,000.00	20,000.00
Economic development	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Total Economic Assistance	154,705.29	130,157.00	172,593.82	135,157.00	130,000.00	130,000.00	130,000.00
Culture and Recreation							
Council on arts	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00
Parks	482,858.39	622,070.00	619,001.17	581,590.00	594,082.30	606,656.76	619,535.14
Summer recreation	72,563.83	80,505.00	69,507.45	84,925.00	86,900.05	88,923.33	90,996.04
Youth service	167,490.40	176,631.00	165,700.49	187,021.00	190,823.32	194,715.88	198,700.87
Historic preservation	3,226.09	1,200.00	1,050.00	2,177.00	2,188.93	2,201.00	2,213.22
Community celebrations	11,753.15	15,470.00	14,759.00	15,850.00	16,188.55	16,534.70	16,888.62
Total Culture and Recreation	744,141.86	902,126.00	876,268.11	877,813.00	896,433.14	915,281.67	934,583.89
Home and Community Services							
Planning & zoning boards	1,033.91	2,600.00	2,600.00	2,300.00	2,305.50	2,311.03	2,316.58
Storm sewer	174,366.20	178,560.00	185,104.00	184,890.00	189,016.75	193,243.44	197,572.51
Street cleaning	86,709.34	118,610.00	121,064.56	124,880.00	127,759.50	130,709.75	133,732.50
Total Home and Community Services	262,109.45	299,770.00	308,768.56	312,070.00	319,081.75	326,264.21	333,621.59
Refuse and Recycling	74,913.84	86,810.00	87,320.00	87,290.00	88,613.55	89,956.49	91,320.75
Employee Benefits							
Medical insurance	1,959,720.00	1,859,840.00	1,859,840.00	2,085,050.00	2,126,751.00	2,172,586.02	2,210,111.74
Total Employee Benefits	1,959,720.00	1,859,840.00	1,859,840.00	2,085,050.00	2,126,751.00	2,172,586.02	2,210,111.74

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GENERAL FUND EXPENSES BY FUNCTION CONTINUED

	Actual 18/19	Budget 19/20	Projected 19/20	Proposed 20/21	Projected		
					21/22	22/23	23/24
Debt Service:							
Principal							
Bonds	363,000.00	382,500.00	382,500.00	373,000.00	170,000.00	174,000.00	174,000.00
BAN	-	-	-	-	-	-	-
Install. purchase debt - municipal lease	32,810.52	29,892.00	29,892.00	26,888.00	30,000.00	30,000.00	30,000.00
Energy lease	74,291.05	78,091.00	78,091.00	82,035.00	80,000.00	80,000.00	80,000.00
Other government debt	-	-	-	-	-	-	-
Total Principal	470,101.57	490,483.00	490,483.00	481,923.00	280,000.00	284,000.00	284,000.00
Interest							
Bonds	103,665.03	98,860.00	98,860.00	86,022.00	73,955.00	69,860.00	65,108.00
BAN	50,173.61	102,215.00	54,900.00	14,843.00	30,000.00	70,000.00	70,000.00
Install. purchase debt - municipal lease	3,032.22	2,323.00	2,323.00	1,599.00	3,000.00	3,000.00	3,000.00
Energy lease	5,826.24	4,452.00	4,452.00	3,008.00	4,000.00	4,000.00	4,000.00
Other government debt	-	-	-	-	-	-	-
Total Interest	162,697.10	207,850.00	160,535.00	105,472.00	110,955.00	146,860.00	142,108.00
Total Debt Service	632,798.67	698,333.00	651,018.00	587,395.00	390,955.00	430,860.00	426,108.00
Transfers							
Out	732,075.00	-	1,697,216.00	-	-	-	-
For capital projects	-	209,500.00	405,500.00	185,500.00	-	350,000.00	150,000.00
To other funds	257,566.00	286,050.00	286,050.00	306,660.00	327,336.20	349,436.03	373,058.45
Total Transfers	989,641.00	495,550.00	2,388,766.00	492,160.00	327,336.20	699,436.03	523,058.45
TOTAL GENERAL FUND EXPENDITURES	16,976,275.90	16,944,197.00	20,352,085.20	17,870,815.00	17,135,862.21	17,832,066.08	18,067,613.90

GENERAL FUND EXPENSES BY FUNCTION 2020/2021



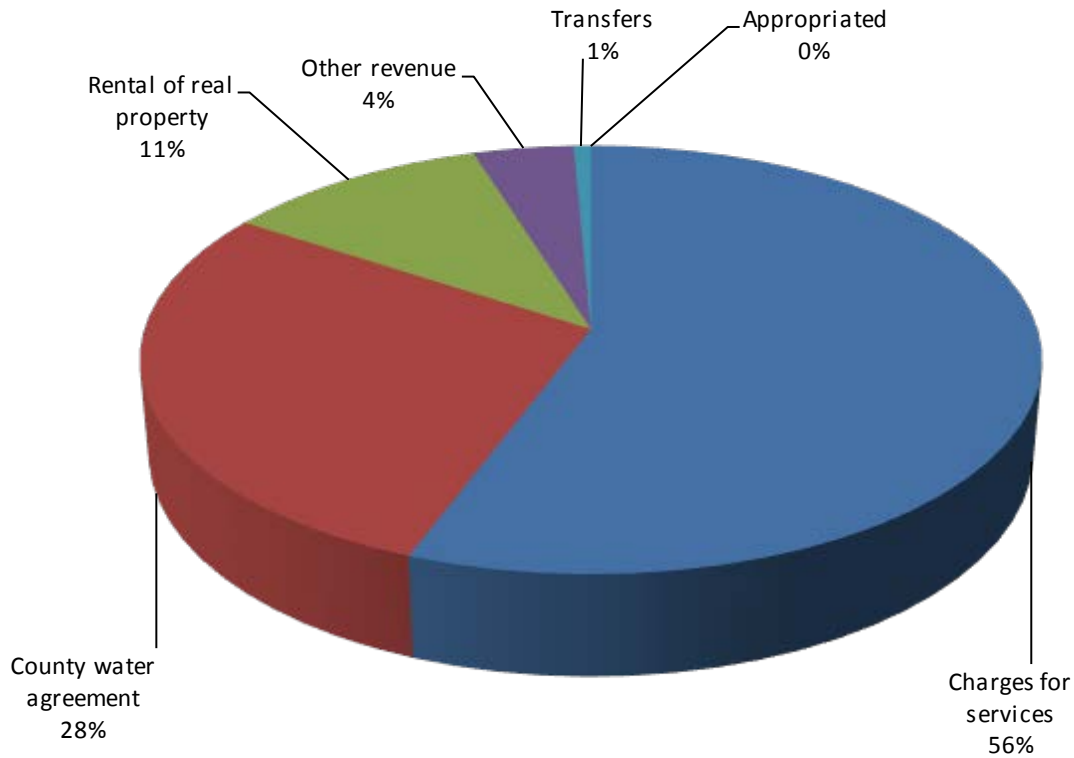
	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
General government	\$ 3,403,054.72	17%	\$ 2,519,155.00	14%
Public safety	8,238,327.00	40%	8,254,455.00	46%
Health	18,967.00	0.1%	19,615.00	0.1%
Transportation	2,347,161.99	12%	2,500,655.00	14%
Economic assistance	172,593.82	0.8%	135,157.00	0.8%
Culture and recreation	876,268.11	4%	877,813.00	5%
Home & community svcs	308,768.56	2%	312,070.00	2%
Refuse and recycling	87,320.00	0.4%	87,290.00	0.5%
Employee benefits	1,859,840.00	9%	2,085,050.00	11.7%
Debt service	651,018.00	3%	587,395.00	3%
Transfers	2,388,766.00	12%	492,160.00	3%
TOTAL REVENUES	<u>\$ 20,352,085.20</u>	<u>100%</u>	<u>\$ 17,870,815.00</u>	<u>100%</u>

WATER FUND BUDGET SUMMARY

	Actual	Budget	Projected	Proposed	Projected		
	18/19	19/20	19/20	20/21	21/22	22/23	23/24
REVENUES:							
Charges for services	(2,811,733.49)	(2,798,800.00)	(2,798,500.00)	(2,805,780.00)	(2,734,964.87)	(2,733,113.20)	(2,728,061.52)
County water agreement charges	(1,426,215.49)	(1,301,760.00)	(1,301,760.00)	(1,433,010.00)	(1,353,921.75)	(1,386,323.79)	(1,419,535.89)
Rental of real property	(550,000.00)	(550,000.00)	(550,000.00)	(550,000.00)	(550,000.00)	(550,000.00)	(550,000.00)
Other operating revenue	(225,936.31)	(190,480.00)	(472,895.00)	(198,004.00)	(157,257.43)	(171,884.42)	(187,949.18)
Interest income	(19,601.59)	(4,000.00)	(18,781.00)	(10,000.00)	(1,000.00)	(1,000.00)	(1,000.00)
Transfers in	(323,749.63)	-	(93,863.00)	(35,860.00)	-	-	-
Appropriated reserves	-	-	-	-	(150,969.11)	(155,421.95)	(134,888.15)
TOTAL WATER FUND REVENUES	(5,357,236.51)	(4,845,040.00)	(5,235,799.00)	(5,032,654.00)	(4,948,113.16)	(4,997,743.37)	(5,021,434.74)
EXPENDITURES:							
Reserves	-	13,863.00	13,863.00	105,106.00	886.58	2,880.42	2,342.42
Contingency	-	30,000.00	30,000.00	20,000.00	15,000.00	15,000.00	15,000.00
Depreciation	194,773.56	-	-	-	-	-	-
Administration - water	2,219,460.49	2,586,077.00	2,594,520.68	2,650,738.00	2,669,369.67	2,688,229.01	2,707,320.52
Pump station & filtration	1,177,773.30	1,226,030.00	1,222,902.00	1,264,470.00	1,296,081.75	1,328,483.79	1,361,695.89
Water distribution	384,024.23	373,030.00	473,456.00	378,610.00	388,075.25	397,777.13	407,721.56
Medical insurance	-	-	-	-	-	-	-
Debt service - Bonds	34,086.60	90,817.00	90,817.00	89,025.00	89,023.00	94,200.75	93,175.75
Debt service - BAN	-	-	-	37,621.00	37,621.00	37,621.00	37,621.00
Install. purchase debt - municipal lease	90.19	2,016.00	2,016.00	-	4,031.59	4,031.59	4,091.40
Debt service - energy lease	1,390.32	19,697.00	19,697.00	16,294.00	20,293.52	19,568.61	-
Transfers for capital projects	323,749.63	-	93,863.00	-	-	-	-
Transfers to other funds	430,100.00	503,510.00	496,910.00	470,790.00	427,730.80	409,951.07	392,466.20
TOTAL WATER FUND EXPENDITURES	4,765,448.32	4,845,040.00	5,038,044.68	5,032,654.00	4,948,113.16	4,997,743.37	5,021,434.74

WATER FUND REVENUES

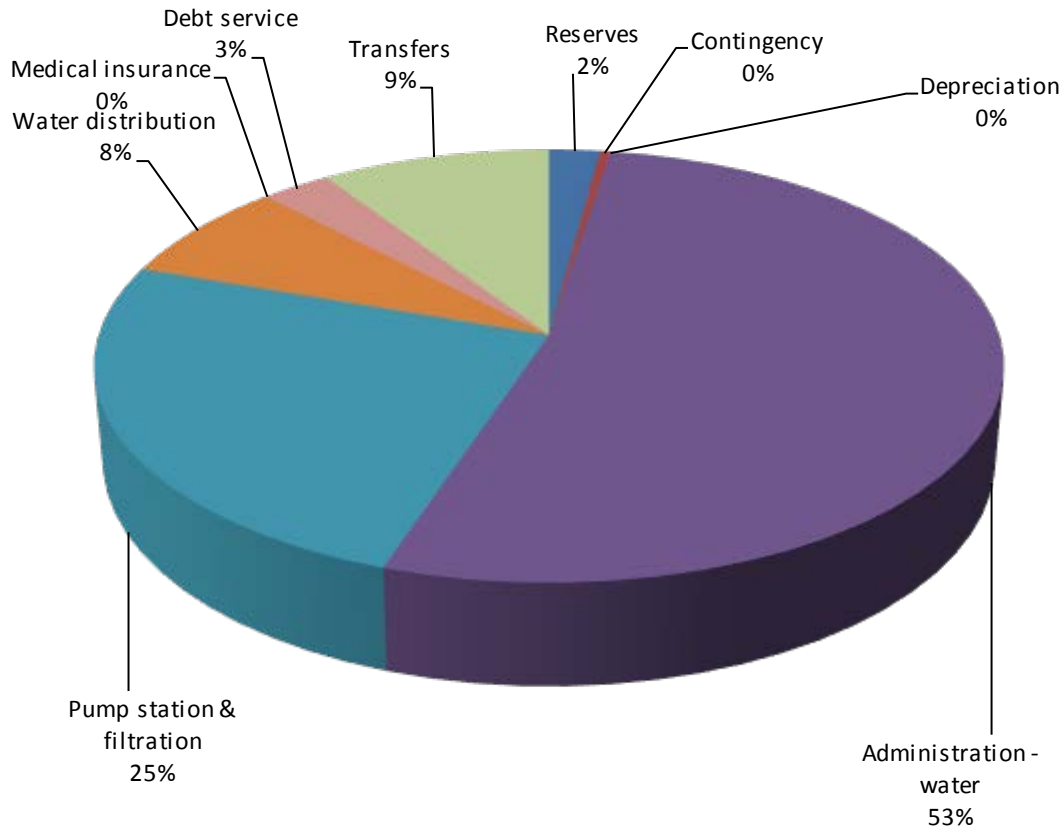
2020/2021



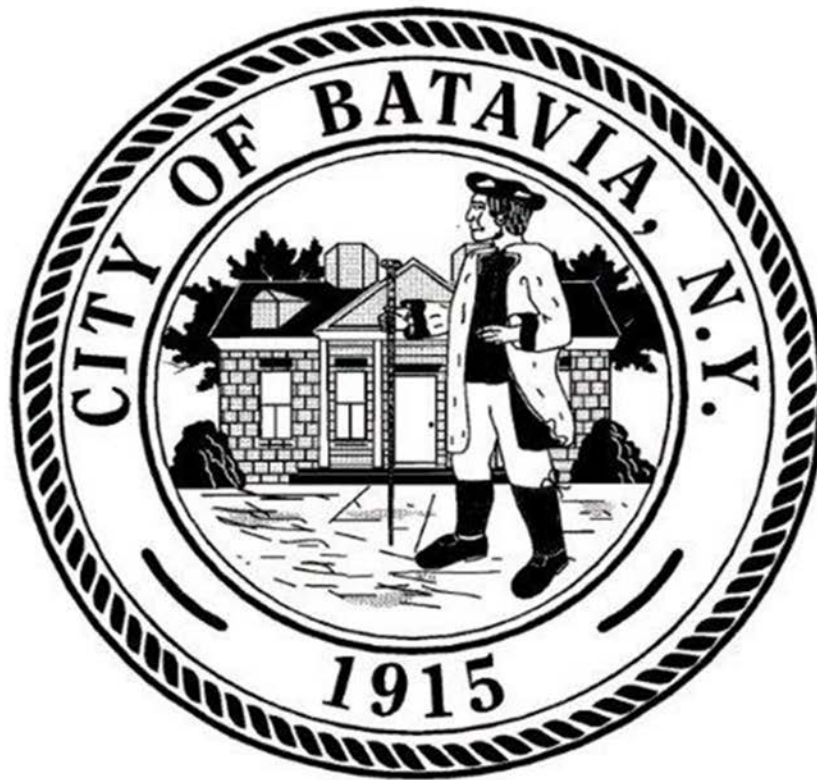
	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
Charges for services	\$ (2,798,500.00)	53%	\$ (2,805,780.00)	56%
County water agreement	(1,301,760.00)	25%	(1,433,010.00)	28%
Rental of real property	(550,000.00)	11%	(550,000.00)	11%
Other revenue	(491,676.00)	9%	(208,004.00)	4%
Transfers	(93,863.00)	2%	(35,860.00)	1%
Appropriated	-	0%	-	0%
TOTAL REVENUES	\$ (5,235,799.00)	100%	\$ (5,032,654.00)	100%

WATER FUND EXPENSE SUMMARY

2020/2021



	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
Reserves	\$ 13,863.00	0%	\$ 105,106.00	2%
Contingency	30,000.00	0.6%	20,000.00	0.4%
Depreciation	-	0%	-	0%
Administration - water	2,594,520.68	51%	2,650,738.00	53%
Pump station & filtration	1,222,902.00	24%	1,264,470.00	25%
Water distribution	473,456.00	9%	378,610.00	8%
Medical insurance	-	0%	-	0%
Debt service	112,530.00	2%	142,940.00	3%
Transfers	590,773.00	12%	470,790.00	9%
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TOTAL REVENUES	\$ 5,038,044.68	100%	\$ 5,032,654.00	100%

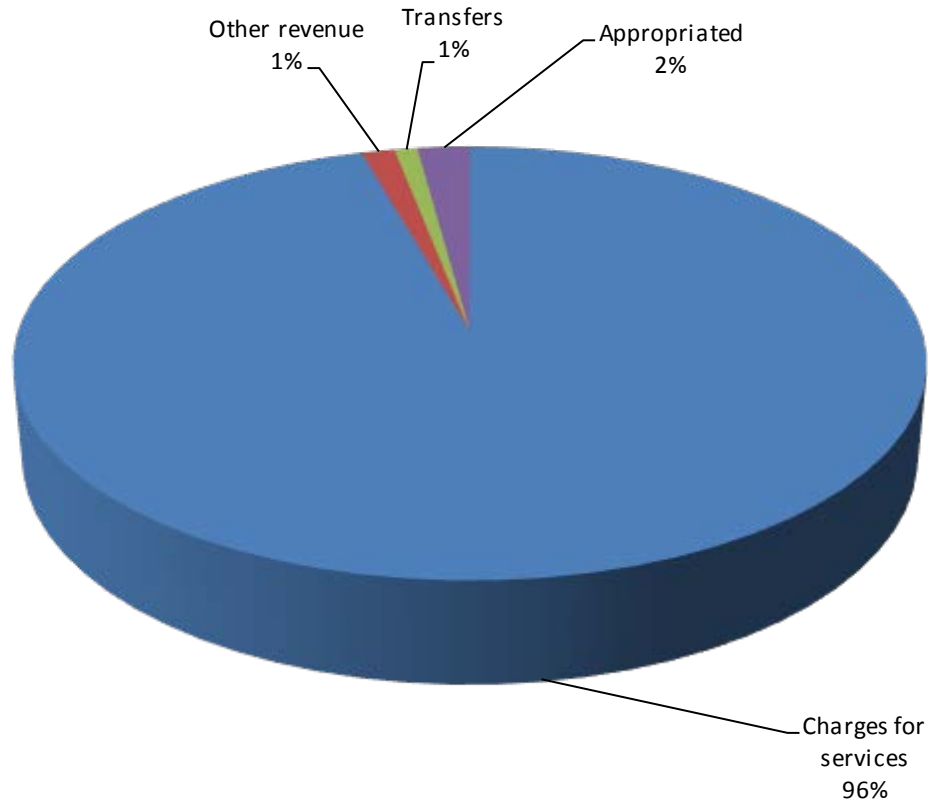


WASTEWATER FUND SUMMARY

	Actual 18/19	Budget 19/20	Projected 19/20	Proposed 20/21	Projected		
					21/22	22/23	23/24
REVENUES:							
Charges for services	(3,007,688.54)	(2,615,285.00)	(2,737,514.00)	(2,675,155.00)	(2,547,622.02)	(2,546,643.51)	(2,566,284.75)
Other operating revenue	(56,212.50)	(24,080.00)	(45,929.00)	(25,266.00)	(71,600.00)	(71,600.00)	(71,600.00)
Interest income	(28,344.05)	(6,000.00)	(27,670.00)	(12,500.00)	(1,280.00)	(1,280.00)	(1,280.00)
Transfers in	(737,802.84)	-	(491,980.00)	(26,080.00)	-	-	-
Appropriated reserves	-	(253,000.00)	(253,000.00)	(60,000.00)	(208,959.00)	-	-
TOTAL WASTEWATER REVENUES	(3,830,047.93)	(2,898,365.00)	(3,556,093.00)	(2,799,001.00)	(2,829,461.02)	(2,619,523.51)	(2,639,164.75)
EXPENDITURES:							
Reserves	-	491,980.00	491,980.00	636,345.00	454,243.63	397,142.13	383,119.04
Contingency	-	15,000.00	15,000.00	15,000.00	25,000.00	25,000.00	25,000.00
Depreciation	1,481,061.56	-	-	-	-	-	-
Loss on sale of assets	-	-	-	-	-	-	-
Administration - wastewater	267,384.06	318,797.00	316,139.00	331,528.00	339,070.24	346,790.68	354,693.69
Sanitary sewers	439,616.92	594,390.00	603,075.35	459,190.00	408,132.80	417,283.23	426,646.29
Wastewater treatment	681,333.18	821,430.00	923,215.00	836,490.00	1,062,288.00	870,561.06	888,196.25
Medical insurance	-	-	-	-	-	-	-
Debt service - Bonds	96,049.24	444,703.00	444,703.00	297,269.00	297,267.01	299,116.38	299,782.00
Debt service - BAN	-	-	-	-	-	-	-
Install. purchase debt - municipal lease	649.37	14,514.00	14,514.00	-	14,513.93	29,000.00	29,000.00
Debt service - energy lease	576.70	8,171.00	8,171.00	8,419.00	8,417.71	8,117.01	-
Transfers for capital projects	501,692.87	-	491,980.00	-	-	-	-
Transfers to other funds	442,229.97	189,380.00	189,380.00	214,760.00	220,527.70	226,513.03	232,727.47
TOTAL WASTEWATER EXPENDITURES	3,910,593.87	2,898,365.00	3,498,157.35	2,799,001.00	2,829,461.02	2,619,523.51	2,639,164.75

WASTEWATER FUND REVENUE

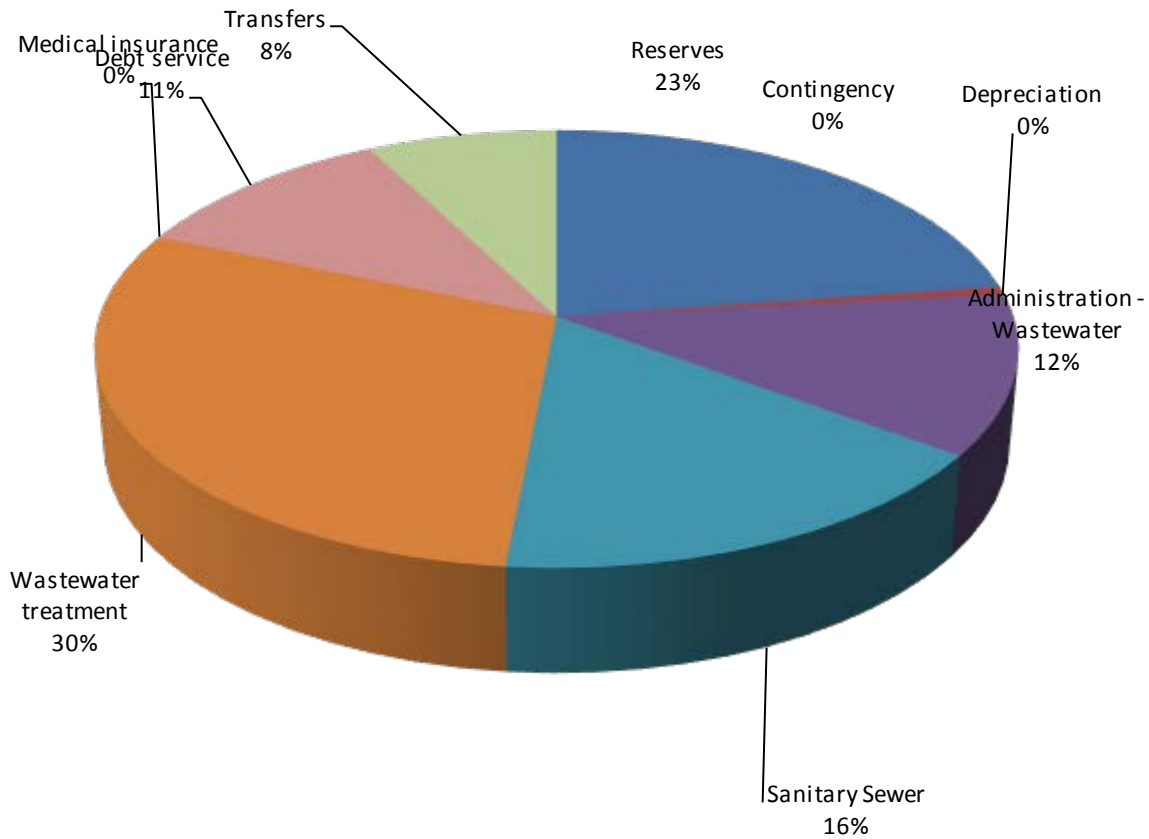
2020/2021



	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
Charges for services	\$ (2,737,514.00)	77%	\$ (2,675,155.00)	96%
Other revenue	(73,599.00)	2%	(37,766.00)	1%
Transfers	(491,980.00)	14%	(26,080.00)	1%
Appropriated	(253,000.00)	7%	(60,000.00)	2%
TOTAL REVENUES	\$ (3,556,093.00)	100%	\$ (2,799,001.00)	100%

WASTEWATER FUND EXPENSES

2020/2021



	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
Reserves	\$ 491,980.00	14%	\$ 636,345.00	23%
Contingency	15,000.00	0%	15,000.00	1%
Depreciation	-	0%	-	0%
Administration - Wastewater	316,139.00	9%	331,528.00	12%
Sanitary Sewer	603,075.35	17%	459,190.00	16%
Wastewater treatment	923,215.00	26%	836,490.00	30%
Medical insurance	-	0%	-	0%
Debt service	467,388.00	13%	305,688.00	11%
Transfers	681,360.00	19%	214,760.00	8%
TOTAL REVENUES	\$ 3,498,157.35	100%	\$ 2,799,001.00	100%



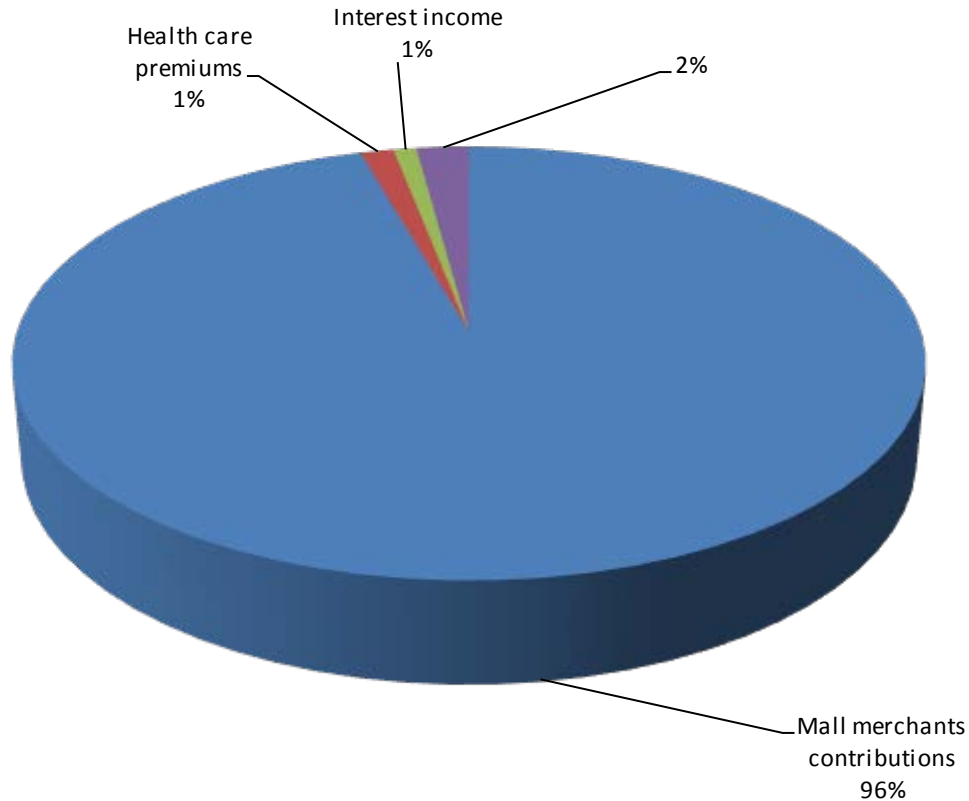
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CITY CENTRE FUND SUMMARY

	Actual <u>18/19</u>	Budget <u>19/20</u>	Projected <u>19/20</u>	Proposed <u>20/21</u>	Projected		
					<u>21/22</u>	<u>22/23</u>	<u>23/24</u>
REVENUES:							
Mall merchants contributions	(202,832.20)	(202,830.00)	(206,650.00)	(202,830.00)	(202,830.00)	(206,648.20)	(211,162.20)
Health care premiums	(739.19)	(520.00)	(764.00)	(2,817.00)	(2,845.17)	(2,873.64)	(2,902.36)
Interest income	(60.06)	-	(67.00)	(300.00)	(300.00)	-	-
Other revenue	(1,943.79)	(1,030.00)	(1,566.00)	(500.00)	(1,000.00)	(1,000.00)	(1,000.00)
Transfers in	-	-	(79,737.00)	(6,520.00)	(6,520.00)	-	-
TOTAL CITY CENTRE REVENUES	(205,575.24)	(204,380.00)	(288,784.00)	(212,967.00)	(213,495.17)	(210,521.84)	(215,064.56)
EXPENDITURES:							
Administration - city centre	144,859.95	168,740.00	169,083.00	173,872.00	175,309.44	177,062.53	178,833.16
Contingency	-	7,270.00	7,270.00	9,185.00	9,323.33	2,772.28	5,067.50
Medical insurance	-	-	-	-	-	-	-
Transfers to other funds	22,903.00	28,370.00	28,370.00	29,910.00	28,862.40	30,687.02	31,163.90
TOTAL CITY CENTRE EXPENDITURES	167,762.95	204,380.00	204,723.00	212,967.00	213,495.17	210,521.84	215,064.56

CITY CENTRE FUND REVENUES

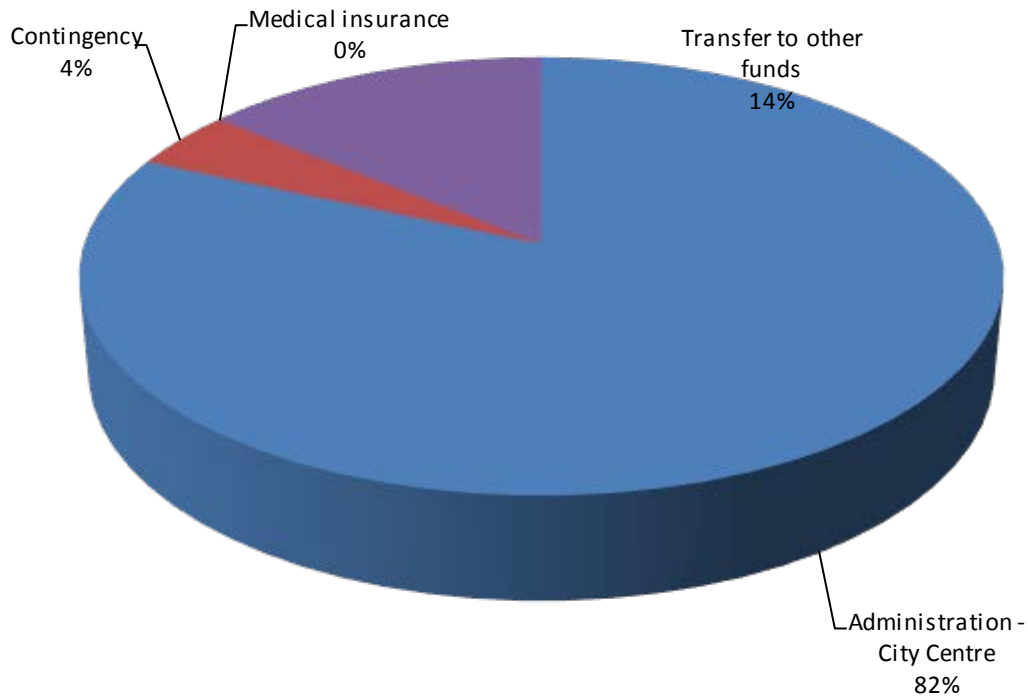
2020/2021



	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
Mall merchants contributions	\$ (206,650.00)	72%	\$ (202,830.00)	95%
Health care premiums	(764.00)	0%	(2,817.00)	1%
Interest income	(67.00)	0%	(300.00)	0%
Other revenue	(1,566.00)	1%	(500.00)	0%
Transfers in	(79,737.00)	28%	(6,520.00)	3%
TOTAL REVENUES	\$ (288,784.00)	100%	\$ (212,967.00)	100%

CITY CENTRE FUND EXPENSES

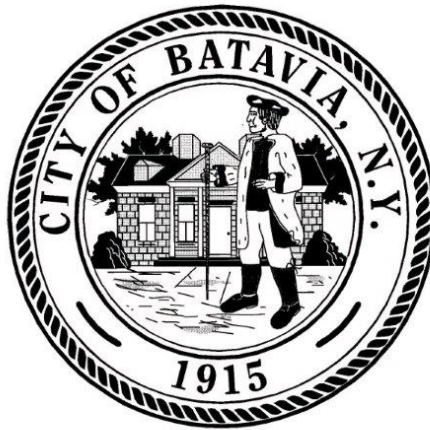
2020/2021



	19/20 Projected		20/21 Budget	
	Amount	Percent	Amount	Percent
Administration - City Centre	\$ 169,083.00	83%	\$ 173,872.00	82%
Contingency	7,270.00	4%	9,185.00	4%
Medical Insurance	-	0%	-	0%
Transfer to other funds	28,370.00	14%	29,910.00	14%
TOTAL REVENUES	\$ 204,723.00	100%	\$ 212,967.00	100%

SECTION 5

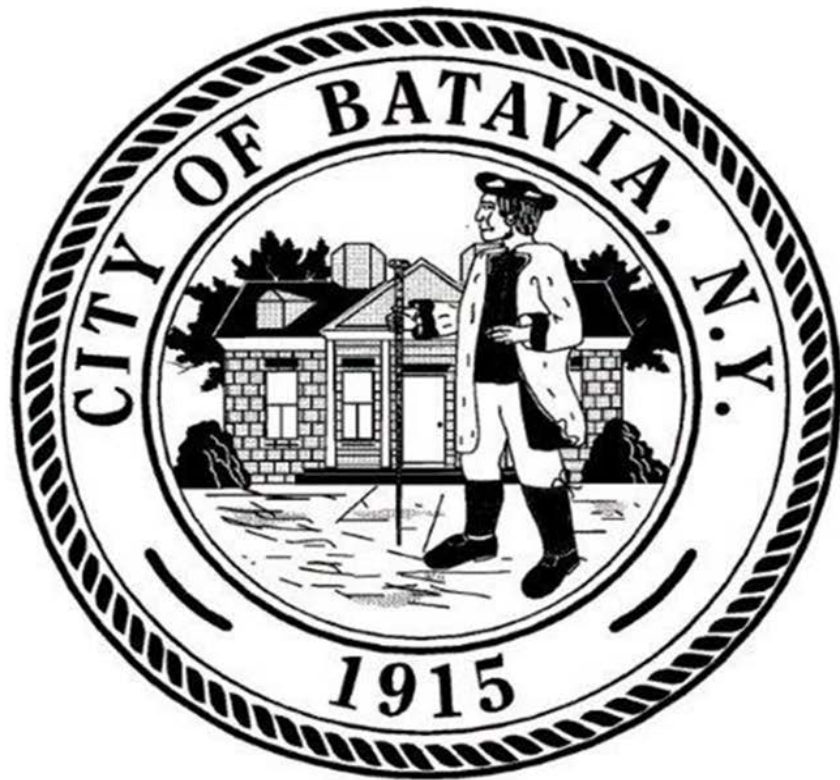
FUNDS & DEPARTMENT DETAIL



FUND DESCRIPTIONS AND STRUCTURE

General Fund - the General Fund is the principal operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is used to account for most of the day-to-day operations of the City, which are financed from property taxes and other general revenues. There can be only one general fund. This fund uses modified accrual accounting.

Enterprise Fund - Enterprise funds (also known as Proprietary Funds) are generally used to account for services for which the City charges customers (both external and internal). These funds use accrual accounting, which is the same method used by the private sector. The City of Batavia has three enterprise funds: water, wastewater and city centre fund.



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GENERAL GOVERNMENT SERVICES

CITY COUNCIL

The City Council is responsible for providing effective and responsive leadership to meet public and organizational requirements. The City's mission statement serves as a beacon for this leadership, and is exercised by direct establishment, or through governing formulation of strategic initiatives. Council leadership is also demonstrated through establishing policy decisions and adopting the City's annual budget.

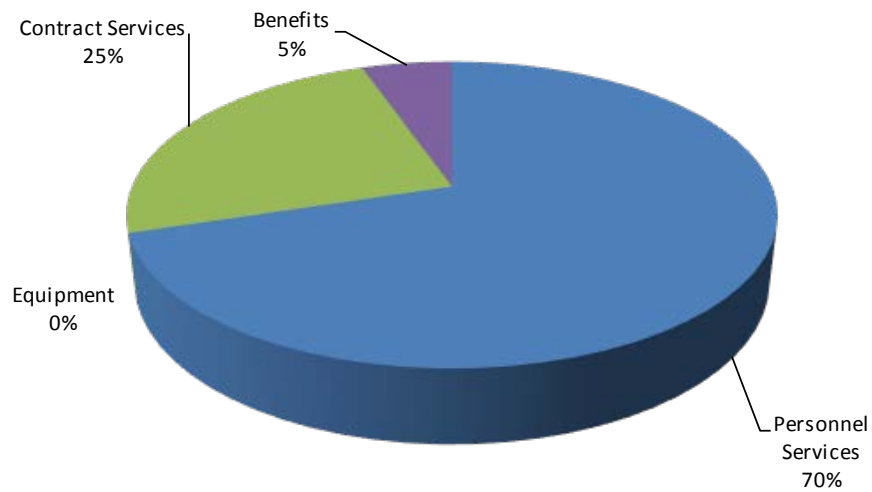
Major Service Activities

- Establishes policy decisions, including the enactment of Ordinances, Local Laws and Resolutions.
- Approves contracts, designed to promote a standard quality of living for the community.
- Deliberates and establishes appropriate services and operations.
- Maintains all properties, public improvements, projects or enterprises for the City.
- Appoints necessary committee and task force members and acts as the official representative for the City.

GENERAL GOVERNMENT SERVICES

CITY COUNCIL

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	33,019.28	32,900.00	32,900.00	32,900.00	32,900.00	32,900.00	32,900.00
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,343.47	1,500.00	1,500.00	1,500.00	5,050.00	5,100.50	5,151.51
Utilities	-	-	-	-	-	-	-
Contract Services	125.00	-	-	-	-	-	-
Other Expenses	9,529.21	12,450.00	11,450.00	9,950.00	10,027.00	10,104.77	10,183.32
State Retirement	1,013.75	540.00	496.00	-	-	-	-
Social Security	2,397.64	2,520.00	2,520.00	2,517.00	2,517.00	2,517.00	2,517.00
Health Insurance	-	-	-	-	-	-	-
Total Expense	47,428.35	49,910.00	48,866.00	46,867.00	50,494.00	50,622.27	50,751.82



GENERAL GOVERNMENT SERVICES

OFFICE OF THE CITY MANAGER

MISSION STATEMENT

The City Manager's Office should promote an atmosphere of operational excellence in order to:

- Assist the Council in creating a vision for the community;
- Assist the City Council in placing the City's mission within the larger perspective of other municipalities, the county, the state, and the federal government;
- Show the Council that the organization is running properly.
- Assist the employees in performing at their highest levels;
- Create an environment that will encourage employees to dream, take risks, and know they are an important part of the whole;
- Become the best provider of quality public services in New York State; and
- Be highly respected by the citizens in the community.

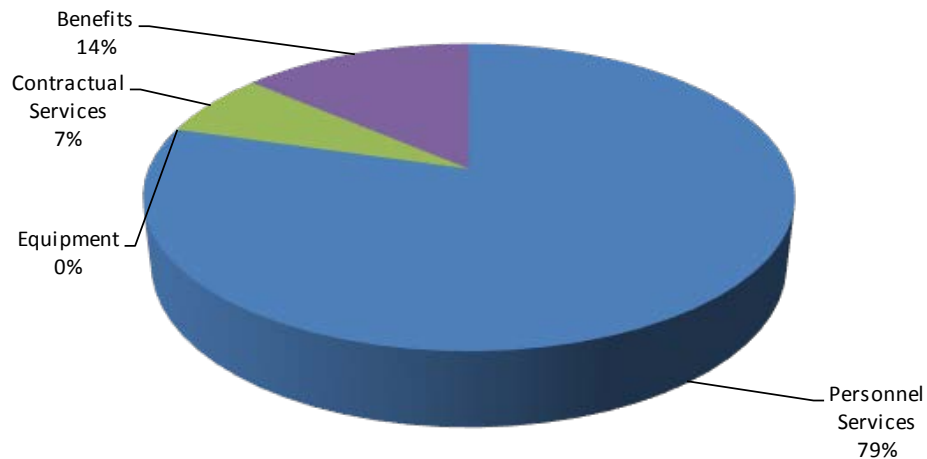
Purpose

Promote a vibrant and affordable community for our citizens and businesses by ensuring a safe environment and by providing high quality, cost effective services. The City Manager's Office is responsible for the implementation of policies established by the City Council and the general administration, coordination and supervision of City operations. The City Manager's Office is also responsible for monitoring and managing City funds and resources.

GENERAL GOVERNMENT SERVICES

OFFICE OF THE CITY MANAGER

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	107,478.05	140,810.00	140,810.00	144,280.00	147,887.00	151,584.18	155,373.78
Overtime	118.81	500.00	562.00	500.00	512.50	525.31	538.45
Equipment	-	-	-	-	-	-	-
Professional Fees	457.10	-	-	-	-	-	-
Travel & Training	3,777.44	4,000.00	4,000.00	4,000.00	4,060.00	4,120.90	4,182.71
Utilities	901.69	1,200.00	1,200.00	1,266.00	1,284.99	1,304.26	1,323.83
Contract Services	10,000.00	-	-	1,500.00	1,522.50	1,545.34	1,568.52
Other Expenses	5,335.93	7,000.00	6,117.00	5,600.00	5,622.50	5,645.34	5,668.52
State Retirement	15,343.28	13,000.00	11,945.00	13,900.00	14,247.50	14,603.69	14,968.78
Social Security	8,590.52	10,810.00	10,810.00	11,080.00	11,357.00	11,640.93	11,931.95
Health Insurance	-	-	-	-	-	-	-
Total Expense	152,002.82	177,320.00	175,444.00	182,126.00	186,493.99	190,969.94	195,556.53



GENERAL GOVERNMENT SERVICES

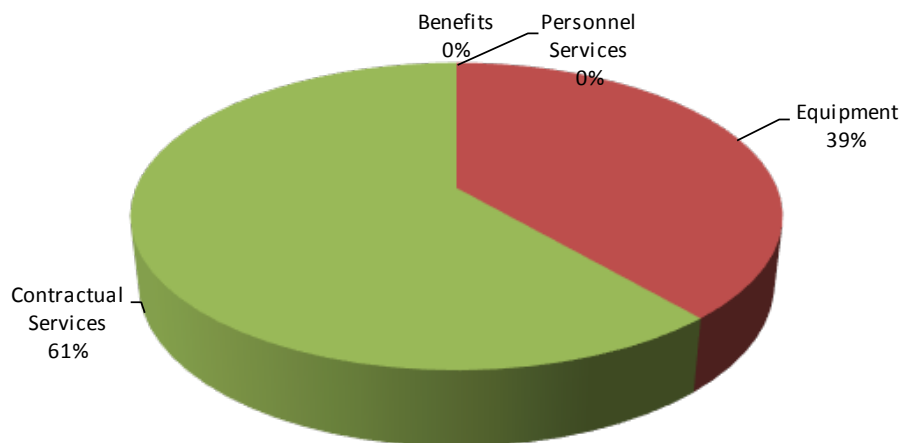
RESERVES

These are budgetary accounts set up for the purpose of funding various reserve fund accounts established pursuant to General Municipal Law, §6-c, §6-d, §6-j, §6-n, §6-r and §6-p. They include several Capital (type) reserve funds, Dwyer Stadium repair reserve fund, Workers Compensation reserve fund, Insurance reserve fund, Retirement Contribution reserve fund and Employee Benefits Accrued Liability reserve fund.

GENERAL GOVERNMENT SERVICES

RESERVES

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22 Projected	22/23 Projected	23/24 Projected
Salaries	-	13,327.00	10,000.00	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	70,000.00	826,000.00	85,000.00	90,000.00	95,000.00	100,000.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	25,000.00	125,000.00	135,000.00	25,000.00	25,000.00	25,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	108,327.00	961,000.00	220,000.00	115,000.00	120,000.00	125,000.00



GENERAL GOVERNMENT SERVICES

LEGAL SERVICES

Legal services includes duties are performed by the City's legal counsel. The City Attorney is the primary legal counselor of the City. The City Attorney acts as legal advisor for the City, the Council, the City Manager, and all City departments, bureaus, boards, committees and commissions.

In addition, legal services include other specialized legal counselors. These other counselors include the City's labor and prosecutorial attorneys.

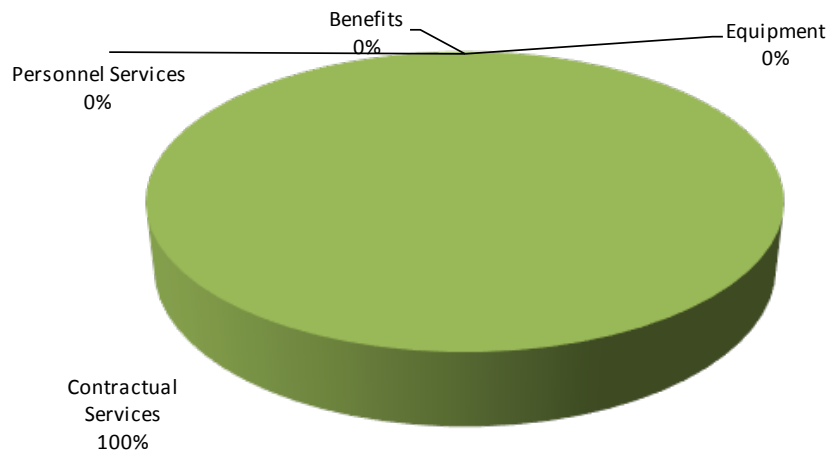
Major Service Activities

- Prosecutes or defends all actions, suits, and proceedings for, and on behalf of, the City
- Prepares all contracts, bonds, and other legal instruments for the City.
- Reviews and approves all bills tendered by special counsel.
- Prepares subpoenas, notices of claim, and initial pleadings related to claims against the City.
- Handles residential certiorari challenges and litigation.
- Attends closings for real property acquisitions and sales.
- Conducts in-rem tax foreclosure proceedings.
- Conducts condemnation proceedings

GENERAL GOVERNMENT SERVICES

LEGAL SERVICES

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	185,161.48	125,000.00	175,000.00	125,000.00	127,500.00	130,050.00	132,651.00
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	79,715.94	95,419.00	95,369.00	109,917.00	112,113.34	114,353.61	116,638.68
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	264,877.42	220,419.00	270,369.00	234,917.00	239,613.34	244,403.61	249,289.68



GENERAL GOVERNMENT SERVICES

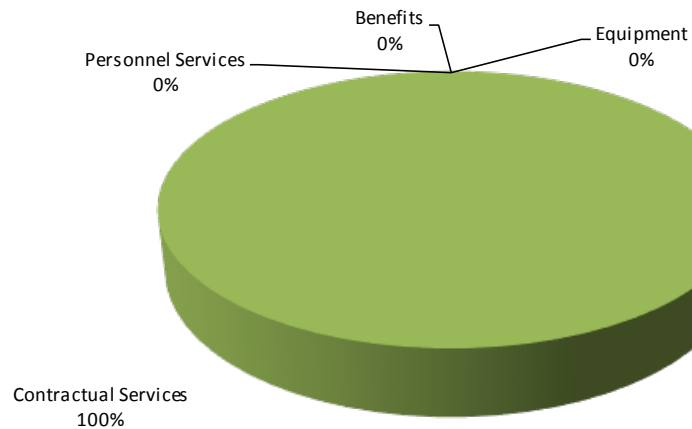
COUNCIL ON ARTS

The Council on Arts includes the City's contribution to the Genesee-Orleans Regional Arts Council (GO ART!) to provide funding to help support cultural opportunities in the City of Batavia.

GENERAL GOVERNMENT SERVICES

COUNCIL ON ARTS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00	6,250.00



GENERAL GOVERNMENT SERVICES

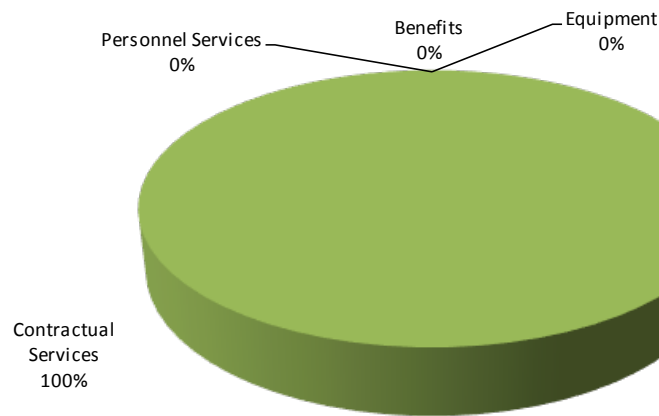
COMMUNITY DEVELOPMENT

The Community Development budget includes expenses associated with grant writing, planning, housing rehabilitation and community and economic redevelopment.

GENERAL GOVERNMENT SERVICES

COMMUNITY DEVELOPMENT

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	10,505.29	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	32,200.00	20,000.00	62,437.00	25,000.00	20,000.00	20,000.00	20,000.00
Other Expenses	2,000.00	157.00	156.82	157.00	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	44,705.29	20,157.00	62,593.82	25,157.00	20,000.00	20,000.00	20,000.00



GENERAL GOVERNMENT SERVICES

ECONOMIC DEVELOPMENT

The Economic Development budget includes expenses associated with economic development initiatives in the City of Batavia, specifically the economic development services relationship with the Batavia Development Corporation (BDC). The BDC works to promote, encourage, attract, and develop job opportunities and economically sound commerce and industry in the City of Batavia.

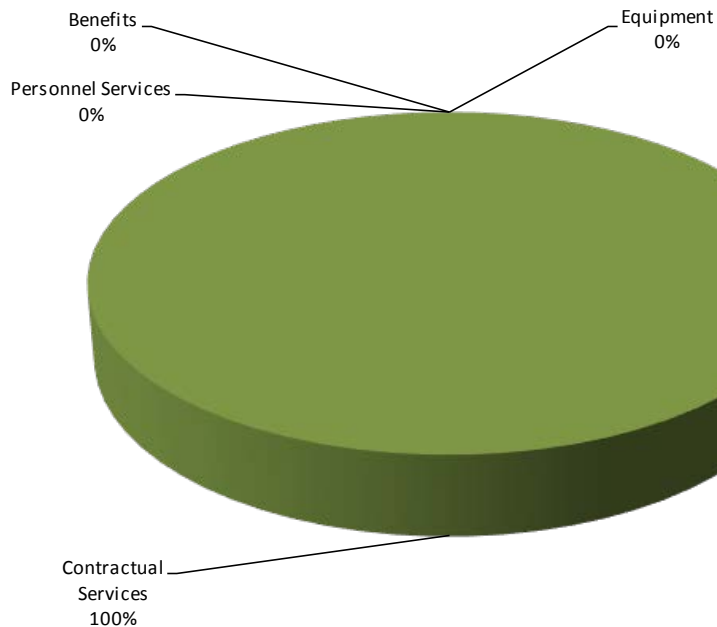
Major Service Activities

- Connecting directly with existing businesses--small and large-- to understand their needs and the ability to identify activities and programs that best respond.
- Lead City efforts to pursue future Brownfield redevelopment opportunities.
- Identify key infill or major redevelopment projects that can serve as major drivers for new economic activity; work to facilitate their development.
- Carry out activities to secure and implement grant funding in support of community and economic development.

GENERAL GOVERNMENT SERVICES

ECONOMIC DEVELOPMENT

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00



GENERAL GOVERNMENT SERVICES

COMMUNITY CELEBRATIONS

This cost center accounts for monies provided for various celebrations and festivals conducted within the City of Batavia. These celebrations provide recreational opportunities for City residents and thus, higher quality of living. In addition, the celebrations attract business to the downtown area.

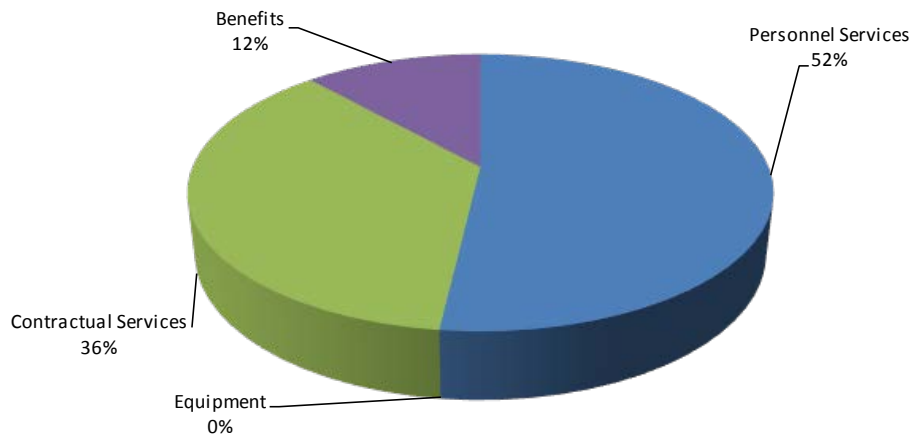
Major Service Activities

- Provide funds for various celebrations and festivals which promote the City.
- Contributes to the financing of such community events as Christmas in the City and Memorial Day.

GENERAL GOVERNMENT SERVICES

COMMUNITY CELEBRATIONS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	4,418.11	4,930.00	4,922.00	5,220.00	5,350.50	5,484.26	5,621.37
Overtime	1,728.45	3,000.00	3,000.00	3,000.00	3,075.00	3,151.88	3,230.67
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	4,080.72	5,770.00	5,161.00	5,770.00	5,856.55	5,944.40	6,033.56
State Retirement	1,068.55	1,160.00	1,066.00	1,230.00	1,260.75	1,292.27	1,324.58
Social Security	457.32	610.00	610.00	630.00	645.75	661.89	678.44
Health Insurance	-	-	-	-	-	-	-
Total Expense	11,753.15	15,470.00	14,759.00	15,850.00	16,188.55	16,534.70	16,888.62



GENERAL GOVERNMENT SERVICES

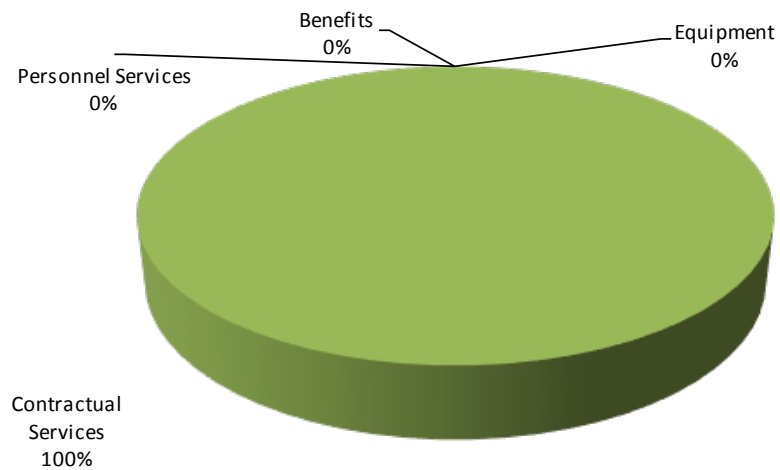
CONTINGENCY

The contingency line item is included in the budget to provide funding for unexpected budget shortfalls or emergencies. Expenditures may not be charged directly to the contingency appropriation. The City Council must first modify the budget by transferring from the contingency appropriation to the appropriation account needing funding. Using the contingency appropriation reallocates funding within the budget, but does not increase it.

GENERAL GOVERNMENT SERVICES

CONTINGENCY

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	264,500.00	254,500.00	240,000.00	125,000.00	125,000.00	125,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	264,500.00	254,500.00	240,000.00	125,000.00	125,000.00	125,000.00



GENERAL GOVERNMENT SERVICES

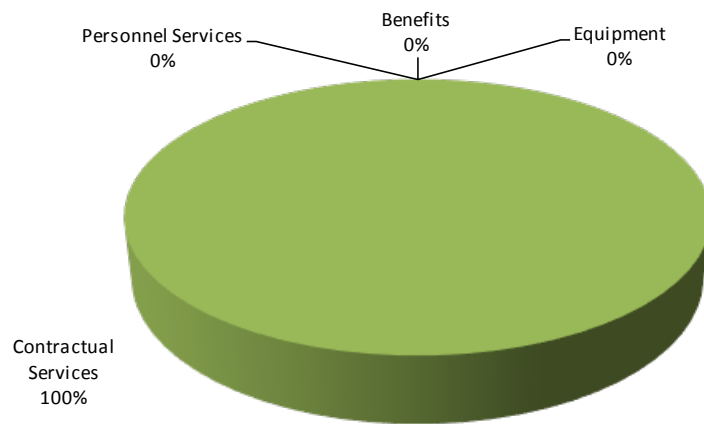
DEBT SERVICE-BONDS

These are expenditures for long-term debt principal and interest payments for Serial Bonds. These bonds are used for larger capital projects such as the current bond, which was used to build the current City Hall.

GENERAL GOVERNMENT SERVICES

DEBT SERVICE-BONDS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	466,665.03	481,360.00	481,360.00	459,022.00	243,955.00	243,860.00	239,108.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	466,665.03	481,360.00	481,360.00	459,022.00	243,955.00	243,860.00	239,108.00



GENERAL GOVERNMENT SERVICES

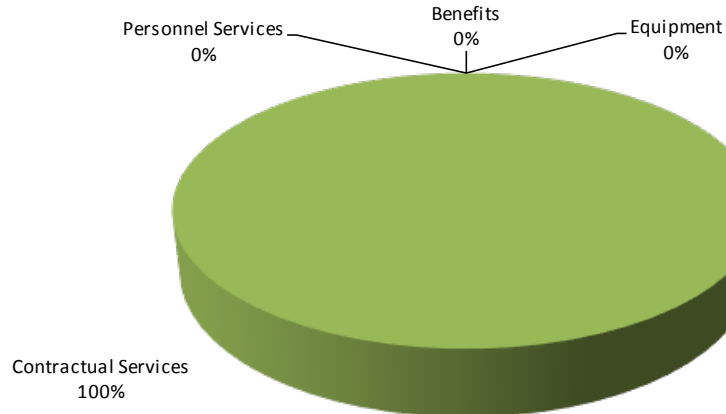
DEBT SERVICE-BAN

These are expenditures for long (or short)-term debt principal and interest payments for bond anticipation notes (BANs). A BAN is typically used for grant reimbursement projects such as water line or sidewalk replacements.

GENERAL GOVERNMENT SERVICES

DEBT SERVICE-BAN

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	50,173.61	102,215.00	54,900.00	14,843.00	30,000.00	70,000.00	70,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	50,173.61	102,215.00	54,900.00	14,843.00	30,000.00	70,000.00	70,000.00



GENERAL GOVERNMENT SERVICES

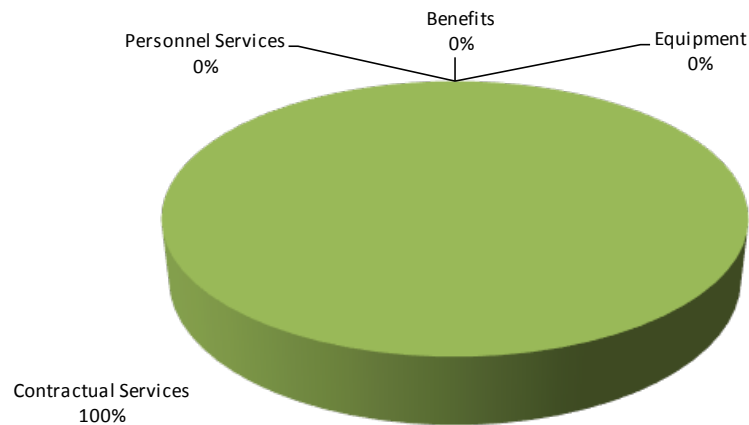
INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

These are expenditures for long-term debt principal and interest payments of Installment Purchase Debt, otherwise called a Municipal Lease. The next municipal lease is scheduled to begin FY2021/22 for the purchase of a new Vacuum Jetter truck.

GENERAL GOVERNMENT SERVICES

INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	35,842.74	32,215.00	32,215.00	28,487.00	33,000.00	33,000.00	33,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	35,842.74	32,215.00	32,215.00	28,487.00	33,000.00	33,000.00	33,000.00



GENERAL GOVERNMENT SERVICES

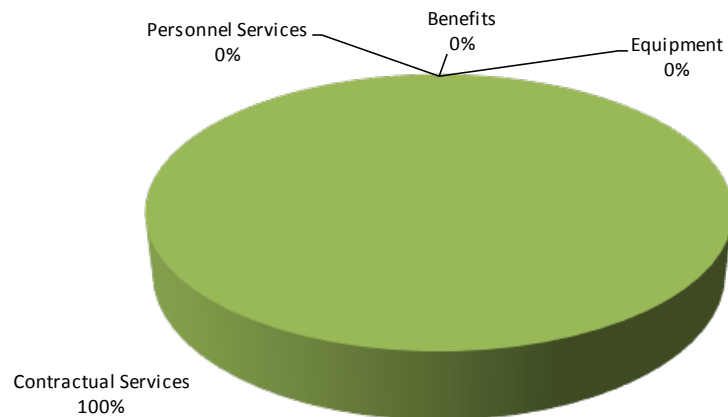
DEBT SERVICE-ENERGY LEASE

These are expenditures for long-term principal and interest payments of other long-term debt. Debt under this category was used to complete an energy performance construction project for all City facilities.

GENERAL GOVERNMENT SERVICES

DEBT SERVICE-ENERGY LEASE

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	80,117.29	82,543.00	82,543.00	85,043.00	84,000.00	84,000.00	84,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	80,117.29	82,543.00	82,543.00	85,043.00	84,000.00	84,000.00	84,000.00



GENERAL GOVERNMENT SERVICES

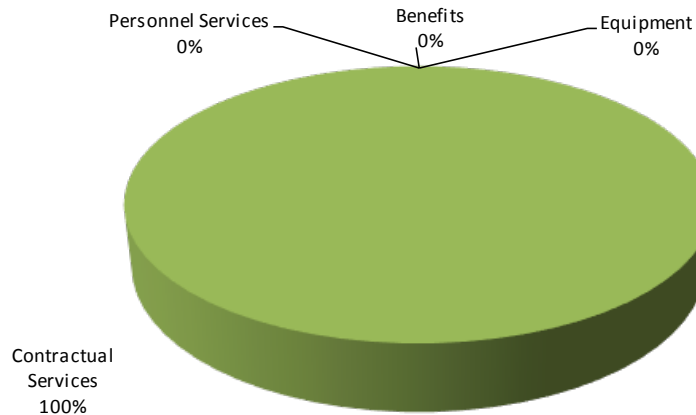
TRANSFERS

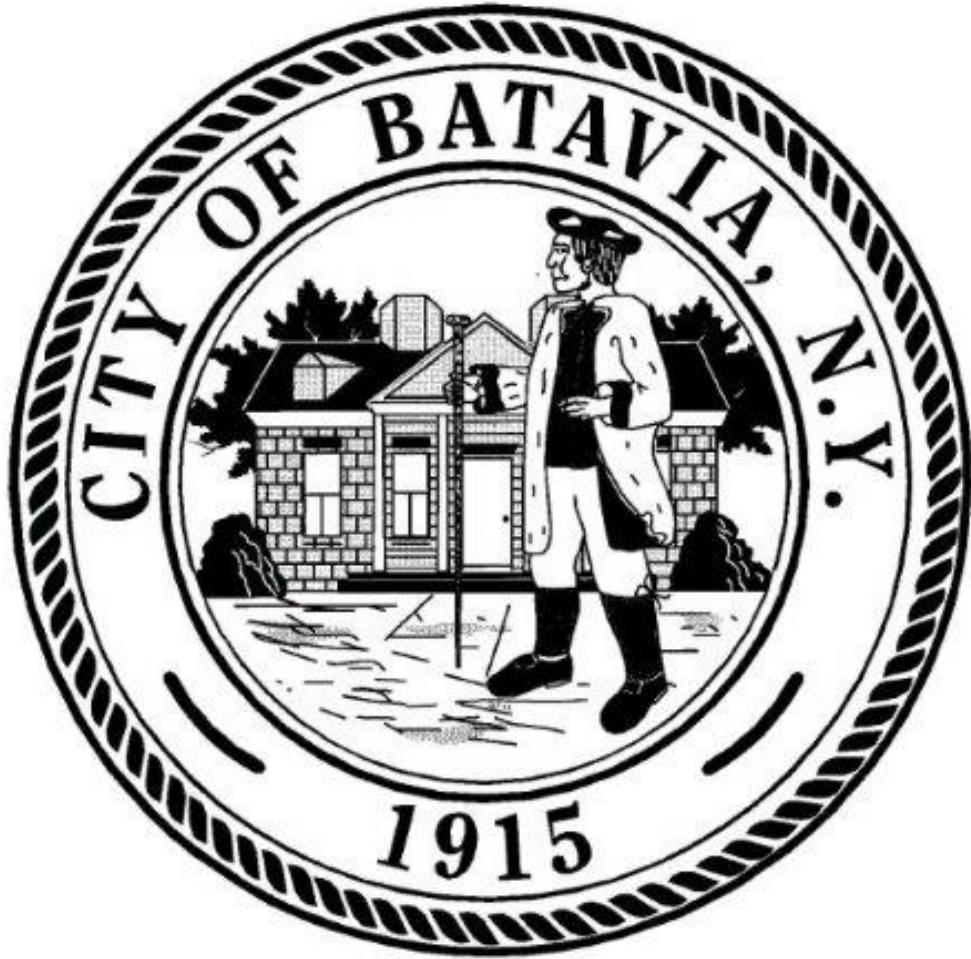
Legally authorized transfers to the capital fund or other funds through which the resources are to be expended. These include transfers from the General Fund to the Worker's Compensation Fund and Health Insurance Fund, as well as transfers to the Capital Fund for capital projects.

GENERAL GOVERNMENT SERVICES

TRANSFERS TO OTHER FUNDS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,217,286.00	2,145,890.00	2,145,890.00	2,391,710.00	2,454,087.20	2,522,022.05	2,583,170.19
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	2,217,286.00	2,145,890.00	2,145,890.00	2,391,710.00	2,454,087.20	2,522,022.05	2,583,170.19





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DEPARTMENT OF ADMINISTRATIVE SERVICES

Purpose

Preserve and enhance the quality of life of present and future Batavia residents and serve other City departments in a manner which will improve their effectiveness and efficiency.

Mission

The Department of Administrative Services will provide the necessary information through thorough analysis in order to...

- Provide for procedural controls over city resources
- Provide information to support decisions which affect the City
- Provide for excellent customer service to both our internal and external customers
- Provide an internal control system which will provide reasonable assurance that objectives of the systems will be accomplished.

In order to accomplish our mission we must...

1. Treat all people with dignity and respect;
2. Recruit, train, develop, and competitively compensate employees;
3. Understand, plan for, and use technology for daily operations;
4. Emphasize teamwork, empowerment and cross-training;
5. Foster fairness in the distribution of the real property tax system;
6. Be effective and efficient stewards of the public's money;
7. Be committed to excellence;
8. Continually assess our operational system and search for areas of both personal and operational improvement;
9. Be sensitive and responsive to the rights of the public and its changing needs;
10. Exercise prudence and integrity in the management of City-funds and in all financial transactions;
11. Actively avoid the appearance of or the fact of conflicting interests;
12. Support or maintain the highest ethical standards;
13. Utilize the opportunities presented in audit findings to enhance the department's operations.

ADMINISTRATIVE SERVICES

The Department of Administrative Services is responsible for providing support information and assisting in the control of City resources. This includes the collection of funds, auditing financial activity, providing direction in finance and information systems related areas, assessment of City-owned property, personnel and human resources administration, risk management and insurance administration, flood mitigation and management of the City's membership in the National Flood Insurance Program and providing direct support to the City Manager's Office. This department also oversees Youth Services and the Summer Recreation Program.

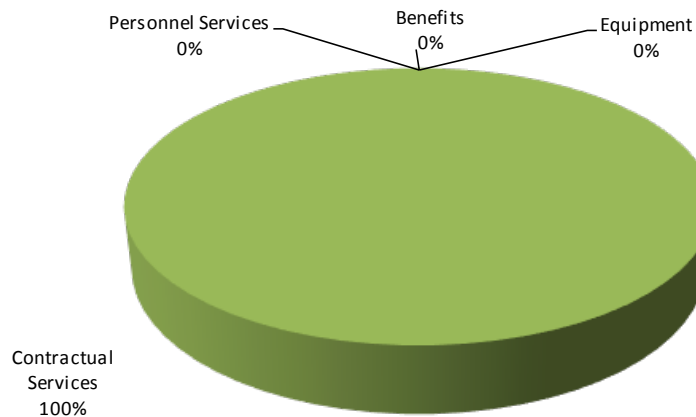
Major Service Activities

- Maintain all accounting records, invest funds and invoice and collect all accounts receivable
- Consolidate the purchase of individual hardware/software systems and lead teams that recommend/purchase technological systems citywide
- Manage City's information technology vendor and budget
- Administer all personnel activities
- Establish City property taxes and assessments
- Manage insurance broker and programs and serve as the City's risk assessor
- Manage flood mitigation activities and ensure adherence to the National Flood Insurance Program and Community Rating System
- Support and oversees Youth Services and Summer Recreation Program

DEPARTMENT OF ADMINISTRATIVE SERVICES

ADMINISTRATIVE SERVICES

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,217,286.00	2,145,890.00	2,145,890.00	2,391,710.00	2,454,087.20	2,522,022.05	2,583,170.19
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	2,217,286.00	2,145,890.00	2,145,890.00	2,391,710.00	2,454,087.20	2,522,022.05	2,583,170.19



DEPARTMENT OF ADMINISTRATIVE SERVICES

FINANCE

The Bureau of Finance is responsible for maintaining the City's financial accounts. This bureau maintains computerized receipts, disbursements, subsidiary accounts and all financial statements for the City's general, water, wastewater, workers comp, trust, agency, small cities, City Centre, health insurance funds, special grant and capital funds. The payroll process and all payroll related functions such as the issuance of bi-weekly checks, the processing of quarterly and annual Internal Revenue and Social Security Administration reports and the issuance of employee W-2 reports are performed by this bureau. This bureau is responsible for facilitating the annual financial audit and works closely with the City Manager to facilitate the budget process.

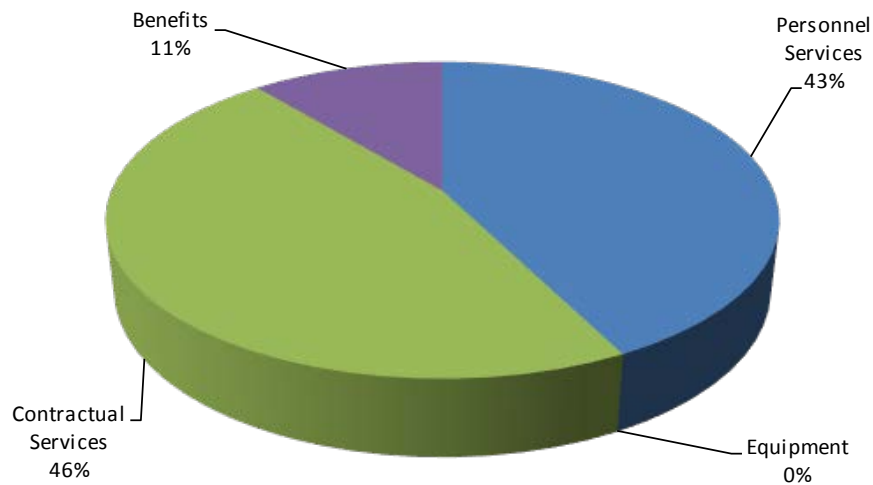
Major Service Activities

- Maintain all financial accounting records of the City
- Maintain all payroll processing and reporting related activities
- Authorize and prepare purchase orders in order to pay for City goods and services
- Financial audit facilitation
- Actively involved in the budget process

DEPARTMENT OF ADMINISTRATIVE SERVICES

FINANCE

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	51,779.95	54,910.00	54,910.00	57,120.00	58,548.00	60,011.70	61,511.99
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	28,951.85	31,080.00	31,080.00	33,405.00	33,906.08	34,414.67	34,930.89
Travel & Training	4,045.76	4,675.00	4,675.00	4,855.00	4,927.83	5,001.74	5,076.77
Utilities	140.74	150.00	150.00	150.00	152.25	154.53	156.85
Contract Services	14,296.95	25,000.00	13,694.00	20,850.00	21,162.75	21,480.19	21,802.39
Other Expenses	3,421.94	3,000.00	3,000.00	3,200.00	3,200.00	3,200.00	3,200.00
State Retirement	9,178.57	9,800.00	9,004.00	10,500.00	10,762.50	11,031.56	11,307.35
Social Security	3,759.59	4,160.00	4,160.00	4,330.00	4,438.25	4,549.21	4,662.94
Health Insurance	-	-	-	-	-	-	-
Total Expense	115,575.35	132,775.00	120,673.00	134,410.00	137,097.65	139,843.60	142,649.18



DEPARTMENT OF ADMINISTRATIVE SERVICES

CLERK-TREASURER

The Bureau of the Clerk-Treasurer is located within the Department of Administrative Services. In pursuing its treasury functions, this bureau is responsible for the collection, recordings, and reporting of all City revenue. In undertaking its Clerk responsibilities, this bureau issues various licenses, maintains and manages City records, and acts as the custodian of the City Seal.

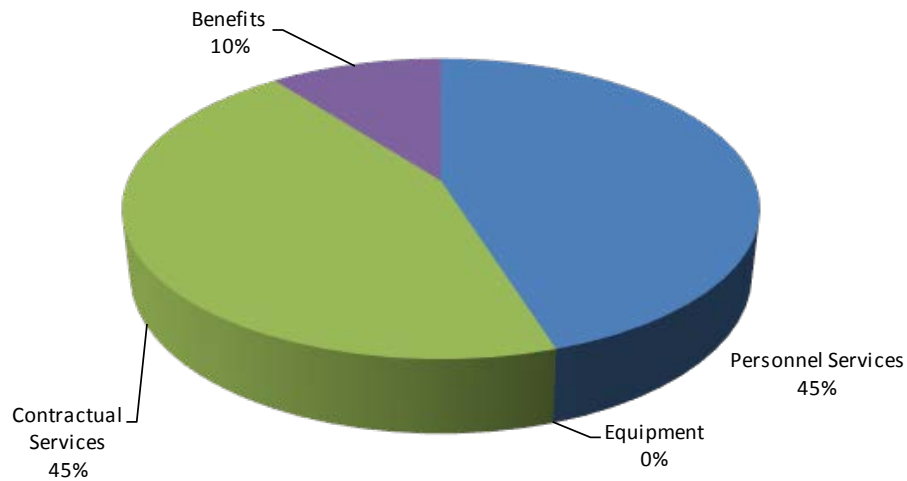
Major Service Activities

- Collects, records and deposits all City revenue
- Invests idle funds to maximize interest earnings
- Issues various licenses and certificates
- Serves as the Clerk of the Council and undertakes duties relating to such
- Maintains City records and documents and conforms to state reporting requirements

DEPARTMENT OF ADMINISTRATIVE SERVICES

CLERK-TREASURER

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	66,363.63	78,100.00	78,100.00	81,660.00	83,689.60	85,769.76	87,901.75
Overtime	19.75	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	2,294.63	2,290.00	2,444.00	2,510.00	2,547.65	2,585.86	2,624.65
Utilities	491.56	1,200.00	1,200.00	1,000.00	1,015.00	1,030.23	1,045.68
Contract Services	5,931.38	5,940.00	20,446.00	37,480.00	38,042.20	38,612.83	39,192.03
Other Expenses	32,185.81	39,500.00	39,600.00	39,500.00	40,025.00	40,557.88	41,098.74
State Retirement	9,881.80	11,160.00	10,254.00	12,600.00	12,915.00	13,237.88	13,568.82
Social Security	4,912.61	5,980.00	5,980.00	6,250.00	6,406.25	6,566.41	6,730.57
Health Insurance	-	-	-	-	-	-	-
Total Expense	122,081.17	144,170.00	158,024.00	181,000.00	184,640.70	188,360.84	192,162.23



DEPARTMENT OF ADMINISTRATIVE SERVICES

CITY ASSESSMENT

The Bureau of Assessment is located within the Department of Administrative Services. This bureau is responsible for the administration and valuation of real property assessments, administration of property tax exemptions and maintenance of a City-wide property information data base which includes ownership, land and physical building data.

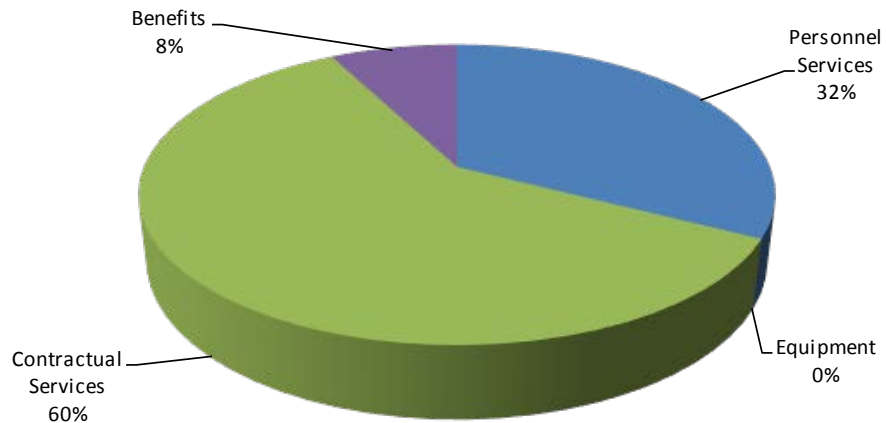
Major Service Activities

- Records property ownership and appraises all real property for assessment purposes
- Collects and records physical building information
- Administers property tax exemption programs
- Prepares and files quarterly and annual assessment reports as prescribed by the State

DEPARTMENT OF ADMINISTRATIVE SERVICES

CITY ASSESSMENT

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	44,023.55	45,710.00	45,710.00	46,830.00	47,232.00	48,412.80	49,623.12
Overtime	341.12	700.00	700.00	700.00	717.50	735.44	753.82
Equipment	-	-	-	-	-	-	-
Professional Fees	5,567.25	3,000.00	3,000.00	3,000.00	3,045.00	3,090.68	3,137.04
Travel & Training	173.37	250.00	250.00	250.00	253.75	257.56	261.42
Utilities	353.32	400.00	400.00	400.00	406.00	412.09	418.27
Contract Services	85,422.89	81,600.00	81,600.00	81,850.00	83,077.75	84,323.92	85,588.77
Other Expenses	2,445.52	1,750.00	1,750.00	1,800.00	1,804.50	1,809.07	1,813.70
State Retirement	6,502.63	7,340.00	6,744.00	7,660.00	7,851.50	8,047.79	8,248.98
Social Security	3,393.76	3,550.00	3,550.00	3,640.00	3,731.00	3,824.28	3,919.88
Health Insurance	-	-	-	-	-	-	-
Total Expense	148,223.41	144,300.00	143,704.00	146,130.00	148,119.00	150,913.61	153,765.01



DEPARTMENT OF ADMINISTRATIVE SERVICES

PERSONNEL

The Bureau of Personnel is responsible for the administration of all personnel or human resources related activities. This includes administration of employee benefits, health care maintenance, employee wellness, maintenance and promulgation of personnel policies, and labor relations.

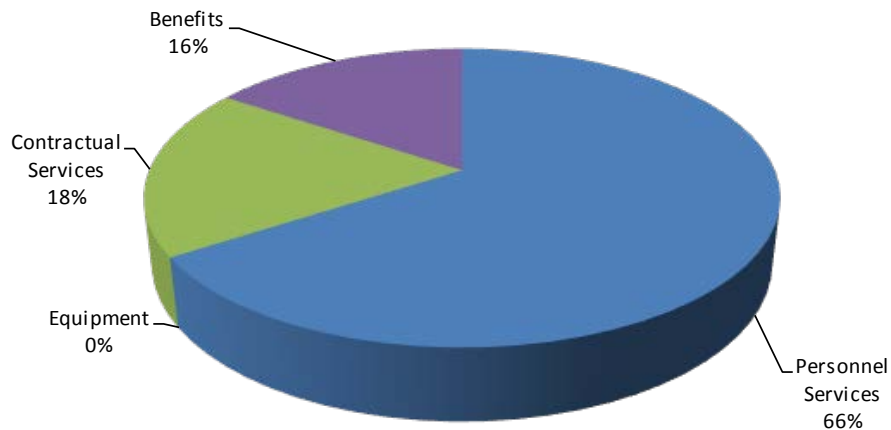
Major Service Activities

- Administration of employee benefits
- Development and maintenance of personnel policies and procedures
- Maintain employee health care and wellness programs
- Maintain positive employee relations through advocating employee concerns
- Secure and administer employment agreements with the City's four labor unions

DEPARTMENT OF ADMINISTRATIVE SERVICES

PERSONNEL

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	80,324.11	99,490.00	99,490.00	103,930.00	106,528.25	109,191.46	111,921.24
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	2,500.00	10,000.00	11,250.00	-	-	-	-
Travel & Training	2,410.69	4,300.00	4,300.00	4,350.00	4,415.25	4,481.48	4,548.70
Utilities	349.27	500.00	500.00	500.00	507.50	515.11	522.84
Contract Services	-	-	-	10,390.00	10,545.85	10,704.04	10,864.60
Other Expenses	7,231.31	13,400.00	13,400.00	14,000.00	14,195.00	14,392.93	14,593.82
State Retirement	12,923.06	15,720.00	14,444.00	16,740.00	17,158.50	17,587.46	18,027.15
Social Security	6,108.87	7,620.00	7,620.00	7,950.00	8,148.75	8,352.47	8,561.28
Health Insurance	-	-	-	-	-	-	-
Total Expense	111,847.31	151,030.00	151,004.00	157,860.00	161,499.10	165,224.94	169,039.63



DEPARTMENT OF ADMINISTRATIVE SERVICES

ELECTIONS

Elections are handled through the Bureau of the Clerk-Treasurer, which is located within the Department of Administrative Services. Charged to this cost center are inspector fees which are charged back to the City by Genesee County.

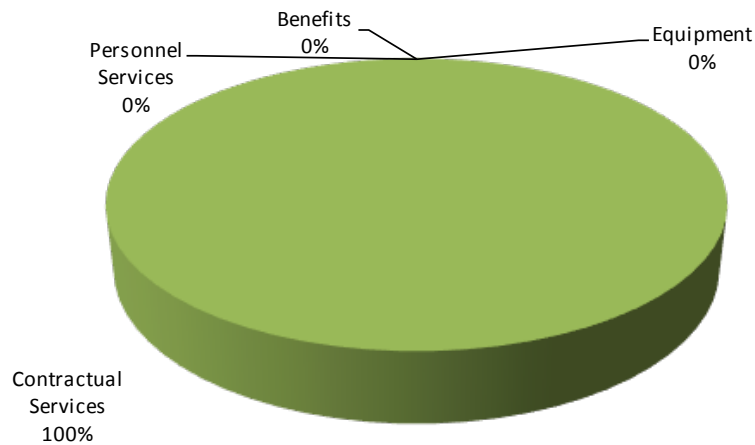
Major Service Activities

- Assist the County Board of Elections as needed

DEPARTMENT OF ADMINISTRATIVE SERVICES

ELECTIONS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	24,830.00	14,130.00	14,130.00	21,230.00	20,000.00	20,000.00	20,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	24,830.00	14,130.00	14,130.00	21,230.00	20,000.00	20,000.00	20,000.00



DEPARTMENT OF ADMINISTRATIVE SERVICES

INFORMATION SYSTEMS

The Bureau of Information Systems is located in the Department of Administrative Services and functions under the direction of the Assistant City Manager. In addition, all troubleshooting and problem solving on application software and hardware is funneled through this Bureau.

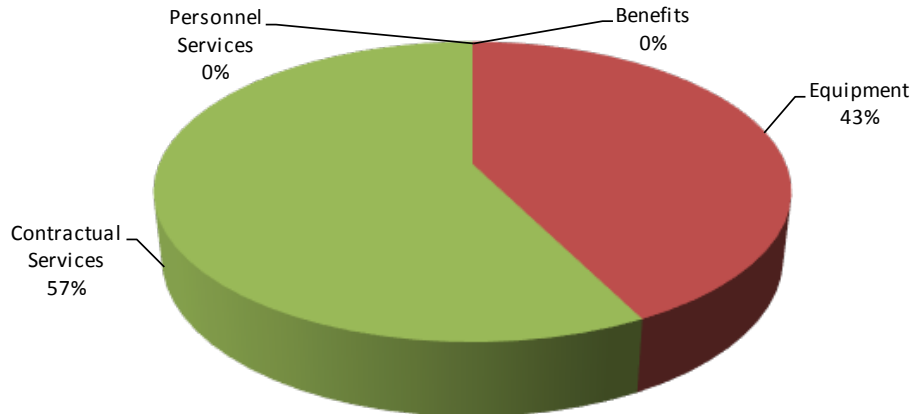
Major Service Activities

- Maintain the computer network and all application software and hardware utilized by staff.
- Purchase data processing equipment and software.
- Maintain the local area network and information systems.
- Evaluate the City's information system needs and explore opportunities for expansion.

DEPARTMENT OF ADMINISTRATIVE SERVICES

INFORMATION SYSTEMS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	48,239.09	30,000.00	30,171.98	55,000.00	38,400.00	39,552.00	40,738.56
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	45,000.00	42,500.00	80,000.00	74,300.00	76,529.00	78,824.87	81,189.62
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	93,239.09	72,500.00	110,171.98	129,300.00	114,929.00	118,376.87	121,928.18



CONTROL OF DOGS

Dog control is handled through the Bureau of the Clerk-Treasurer, which is located within the Department of Administrative Services. This cost center provides for the issuance of dog licenses to dogs harbored in the City limits and their annual renewals. The cost center is new as of 2011 when New York State turned over dog licensing responsibilities to municipalities within the state.

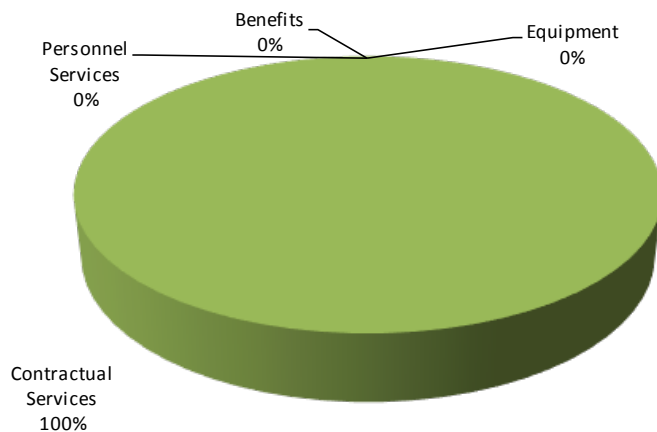
Major Service Activities

- Issue original dog licenses and annual renewals

DEPARTMENT OF ADMINISTRATIVE SERVICES

CONTROL OF DOGS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	970.00	1,050.00	1,050.00	1,050.00	1,076.25	1,103.16	1,130.74
Other Expenses	87.30	400.00	400.00	400.00	400.00	400.00	400.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	1,057.30	1,450.00	1,450.00	1,450.00	1,476.25	1,503.16	1,530.74



DEPARTMENT OF ADMINISTRATIVE SERVICES

VITAL STATISTICS

Vital Statistics relates to documenting births, deaths and marriages. This information must be compiled and processed in order to meet New York State requirements. The Bureau of the Clerk-Treasurer is responsible for recording all births and deaths that occur within the corporate boundaries of the City of Batavia. This function is performed by the Deputy Clerk/Treasurer.

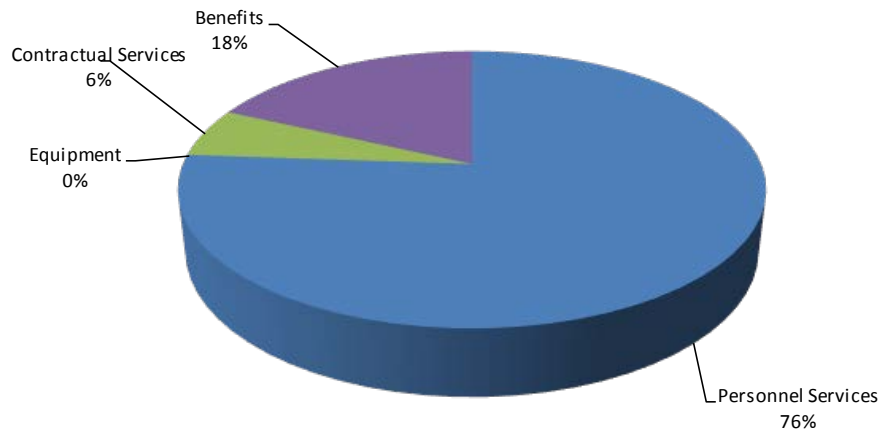
Major Service Activities

- Issue and record marriage licenses
- File birth certificates and send acknowledgement of such to parents
- File and record burial permits and death certificates

DEPARTMENT OF ADMINISTRATIVE SERVICES

VITAL STATISTICS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	13,876.57	14,600.00	14,600.00	14,930.00	15,303.25	15,685.83	16,077.98
Overtime	14.11	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	70.34	125.00	125.00	125.00	126.88	128.78	130.71
Contract Services	-	-	-	-	-	-	-
Other Expenses	837.06	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
State Retirement	2,064.04	2,310.00	2,122.00	2,410.00	2,470.25	2,532.01	2,595.31
Social Security	1,013.35	1,120.00	1,120.00	1,150.00	1,178.75	1,208.22	1,238.42
Health Insurance	-	-	-	-	-	-	-
Total Expense	17,875.47	19,155.00	18,967.00	19,615.00	20,079.13	20,554.83	21,042.42



SUMMER RECREATION

This six week summer program provides recreational, cultural, education and social opportunities for young people in five outdoor City parks. In addition, this program facilitates tennis instruction to the children enrolled in the Summer Recreation Program as well as providing games and instruction to children with special needs through the Challenger Tennis Program. The City of Batavia Summer Recreation Program also partners with USTA and the Community Tennis Program to provide financial scholarships to children in need in the City of Batavia.

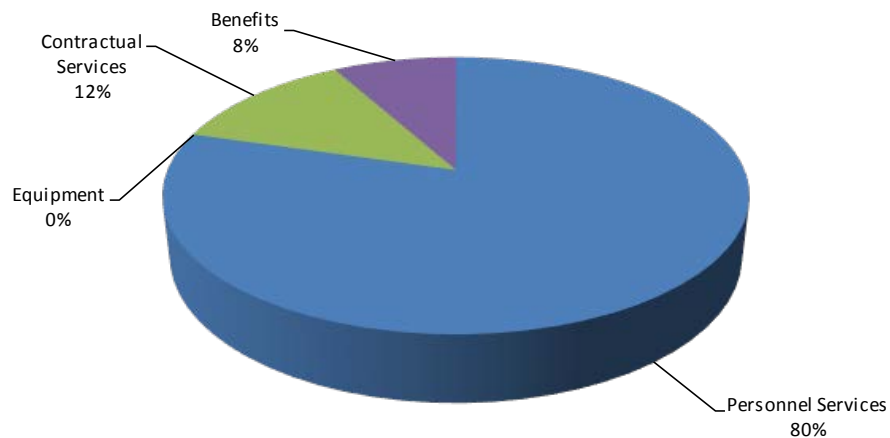
Major Service Activities

- Administers a six week summer program to children ages 6-14
- Provides structured tennis and swimming programs and activities

DEPARTMENT OF ADMINISTRATIVE SERVICES

SUMMER RECREATION

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22 Projected	22/23 Projected	23/24 Projected
Salaries	56,495.22	63,300.00	54,000.00	67,280.00	68,962.00	70,686.05	72,453.20
Overtime	347.45	250.00	347.45	250.00	256.25	262.66	269.22
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	2,011.72	1,775.00	1,650.00	1,775.00	1,775.00	1,775.00	1,775.00
Utilities	413.42	450.00	524.00	450.00	456.75	463.60	470.56
Contract Services	1,330.00	1,450.00	600.00	1,450.00	1,471.75	1,493.83	1,516.23
Other Expenses	5,557.48	6,820.00	6,055.00	6,820.00	6,905.80	6,992.89	7,081.28
State Retirement	2,091.44	1,590.00	1,461.00	1,730.00	1,773.25	1,817.58	1,863.02
Social Security	4,317.10	4,870.00	4,870.00	5,170.00	5,299.25	5,431.73	5,567.52
Health Insurance	-	-	-	-	-	-	-
Total Expense	72,563.83	80,505.00	69,507.45	84,925.00	86,900.05	88,923.33	90,996.04



DEPARTMENT OF ADMINISTRATIVE SERVICES

YOUTH SERVICES

The Youth Services Program is responsible for the operation of the Youth Center and Youth Bureau. This Bureau administers the State funding for City youth programs, services and activities.

Major Service Activities

- Provide leadership development programs for youth.
- Provide various activities and programs for youth.

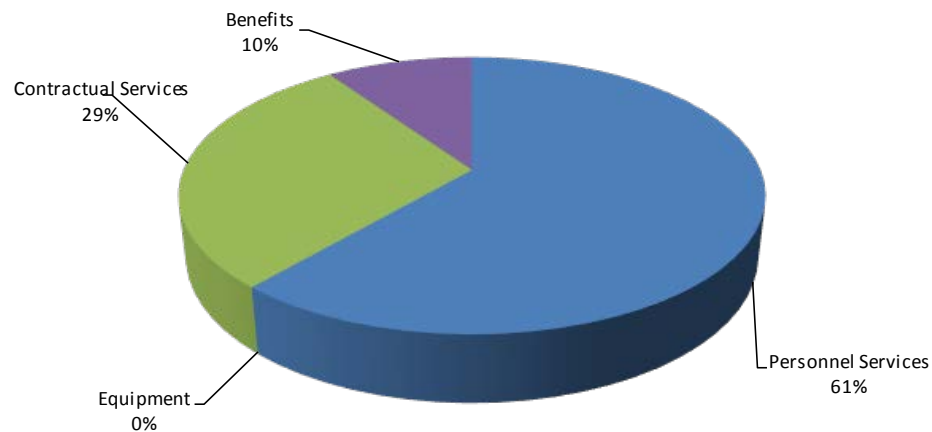
Strategic Initiatives-Program Analysis

The focus of the Youth Services program is to support programs that provide opportunities for youth to gain important life skills and core competencies, and that allow youth to have meaningful roles in their communities. Youth development initiatives benefit young people in their homes and neighborhoods, in schools, as well as in foster care and residential treatment. The goal is for all youth to reach their full potential and become healthy, productive adults.

DEPARTMENT OF ADMINISTRATIVE SERVICES

YOUTH SERVICES

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22 Projected	22/23 Projected	23/24
Salaries	109,499.85	108,950.00	90,000.00	114,730.00	117,598.25	120,538.21	123,551.66
Overtime	-	100.00	333.46	100.00	102.50	105.06	107.69
Equipment	-	-	2,975.03	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	436.36	900.00	750.00	900.00	900.00	900.00	900.00
Utilities	3,701.78	280.00	2,486.00	1,728.00	1,753.92	1,780.23	1,806.93
Contract Services	24,604.16	27,111.00	35,035.00	27,843.00	28,260.65	28,684.55	29,114.82
Other Expenses	9,480.61	22,500.00	19,521.00	23,700.00	23,737.50	23,775.56	23,814.20
State Retirement	11,516.59	9,360.00	8,600.00	10,260.00	10,516.50	10,779.41	11,048.90
Social Security	8,251.05	7,430.00	6,000.00	7,760.00	7,954.00	8,152.85	8,356.67
Health Insurance	-	-	-	-	-	-	-
Total Expense	167,490.40	176,631.00	165,700.49	187,021.00	190,823.32	194,715.88	198,700.87





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CITY OF BATAVIA POLICE DEPARTMENT



POLICE DEPARTMENT

Mission Statement

It is the mission of the Batavia Police Department to provide comprehensive, effective police services that exceed the expectations of the citizens in a timely and responsive manner.

Purpose

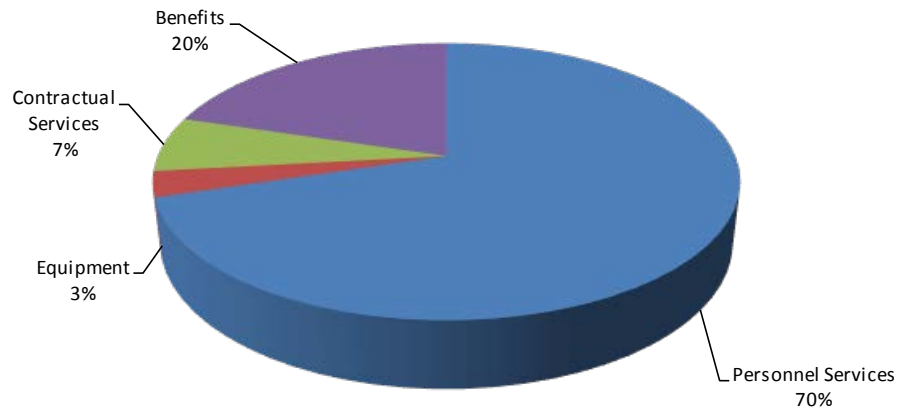
The Police Department provides crime suppression, traffic control, event management and community policing activities within the City. The department is tasked with establishing and implementing processes and procedures that provide the most effective possible policing for our citizens and visitors.

Major Service Activities

- Preventative patrols, traffic control and enforcement
- Criminal investigation
- Enforcement and crime suppression
- Community policing activities
- Interagency collaboration and work activities
- Community education

POLICE DEPARTMENT

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	2,245,024.57	2,443,860.00	2,444,170.00	2,571,740.00	2,636,033.50	2,701,934.34	2,769,482.70
Overtime	418,428.65	266,960.00	418,579.00	236,000.00	225,500.00	231,137.50	236,915.94
Equipment	143,093.10	98,340.00	111,203.00	119,230.00	88,538.45	89,866.53	91,214.52
Professional Fees	2,250.00	-	-	-	-	-	-
Travel & Training	37,761.21	53,700.00	53,700.00	46,200.00	46,893.00	47,596.40	48,310.34
Utilities	31,760.67	36,940.00	36,770.00	36,340.00	36,885.10	37,438.38	37,999.95
Contract Services	7,130.50	11,220.00	11,220.00	13,220.00	-	-	-
Other Expenses	162,544.37	144,540.00	149,305.00	161,790.00	163,850.55	165,942.01	168,064.84
State Retirement	537,580.96	567,360.00	546,231.00	593,180.00	608,009.50	623,209.74	638,789.98
Social Security	199,649.85	212,240.00	213,607.00	218,370.00	222,650.50	228,216.76	233,922.18
Health Insurance	-	-	-	-	-	-	-
Total Expense	3,785,223.88	3,835,160.00	3,984,785.00	3,996,070.00	4,028,360.60	4,125,341.64	4,224,700.45





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CITY OF BATAVIA FIRE DEPARTMENT



FIRE DEPARTMENT

Mission Statement

Our mission is to professionally protect and preserve life, property and the environment and to minimize the loss, suffering and damage in our community through community partnerships, proactive prevention and education efforts, and high quality timely response.

Purpose

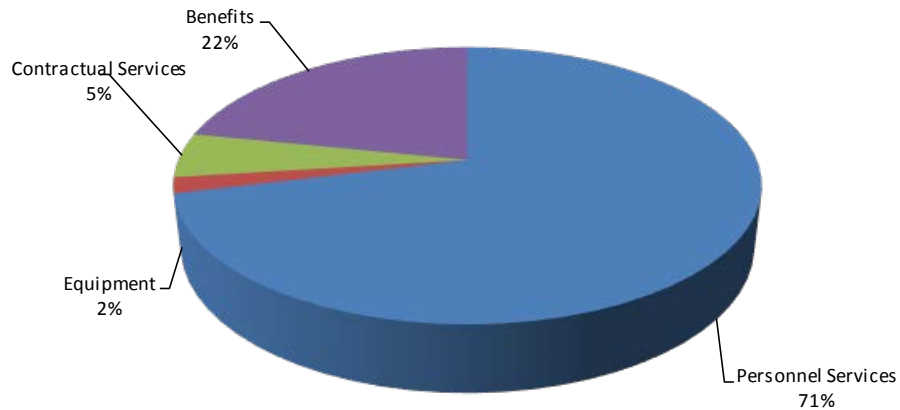
The City of Batavia's Fire Department is ready to respond to emergency calls 24 hours per day, 365 days per year. In addition to fire suppression, the department also provides first responder EMT-Defibrillator services, hazardous materials response, several technical rescue services, conducting public education classes, commercial fire safety inspections and multi-dwelling inspections.

Major Service Activities

- Provide all operations for the control of fire both within the City and provide assistance to fire companies outside the City.
- Provide response and mitigation for hazardous material type incidents with specialized equipment.
- Perform fire safety inspections for commercial structures and multi-family dwellings.
- Serve as the lead agency for City emergency management activities and training.
- Provide rescue response for all type of emergencies.
- Conduct child safety seat training and inspections.

FIRE DEPARTMENT

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	2,593,505.10	2,488,530.00	2,488,530.00	2,624,710.00	2,690,327.75	2,757,585.94	2,826,525.59
Overtime	135,374.70	140,750.00	150,750.00	146,250.00	149,906.25	153,653.91	157,495.25
Equipment	326,500.48	87,435.00	99,689.00	71,310.00	50,000.00	50,000.00	50,000.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	13,872.79	36,300.00	37,333.00	37,550.00	38,113.25	38,684.95	39,265.22
Utilities	20,491.52	27,460.00	27,460.00	25,860.00	26,247.90	26,641.62	27,041.24
Contract Services	14,500.57	25,595.00	25,595.00	31,620.00	32,094.30	32,575.71	33,064.35
Other Expenses	120,959.67	111,115.00	343,465.00	107,425.00	108,669.25	109,713.53	110,773.49
State Retirement	553,889.04	569,530.00	548,321.00	628,250.00	643,956.25	660,055.16	676,556.54
Social Security	204,001.73	209,710.00	209,753.00	220,770.00	226,289.25	231,946.48	237,745.14
Health Insurance	-	-	-	-	-	-	-
Total Expense	3,983,095.60	3,696,425.00	3,930,896.00	3,893,745.00	3,965,604.20	4,060,857.30	4,158,466.83





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DEPARTMENT OF PUBLIC WORKS

MISSION STATEMENT

The Department of Public Works will utilize City staff, equipment, available data, and any applicable technology to:

- Provide adequate, safe, and environmentally sound water supply, water distribution, wastewater collection, and wastewater treatment processes.
- Provide for a safe and efficient vehicular and pedestrian transportation system of streets and sidewalks.
- Provide for the proper conveyance of rainfall runoff from all City right-of-ways.
- Provide sufficient, safe parks and facilities for all citizens and visitors to the community.
- Provide basic building maintenance services to all City owned facilities.
- Provide for the administration of the NYS Building Code, Zoning Laws, Building Permits, Planning, Zoning, Historic Preservation and Property Maintenance Ordinances.

Purpose

Maintain the City's water, wastewater, drainage, and transportation infrastructure to support a vibrant and affordable community, provide recreational facilities and programs in a safe environment where citizens can live and play, and ensure the quality of residential and business structures and neighborhoods.

In order to accomplish our mission we must...

1. Treat all people with dignity and respect;
2. Maintain a working environment that promotes cooperation and understanding within the workforce;
3. Maintain all equipment in top working condition;
4. Insure that all properties and work areas are safe and sanitary for efficient utilization;
5. Provide an environment that will allow for a free exchange of ideas;
6. Understand, plan for, and use technology for daily operations.

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION

The Department of Public Works Administration is responsible for providing coordination to all bureaus of the Department of Public Works through leadership and support in order to ensure that all duties and functions are carried out effectively and efficiently. Public Works Administration also prepares and monitors the operating budgets, oversees the development and updating of the department's long term capital plan, provides project management for Federal, State and City infrastructure projects, serves as liaison to State and Federal agencies, and manages tasks and duties not specifically assigned to a bureau.

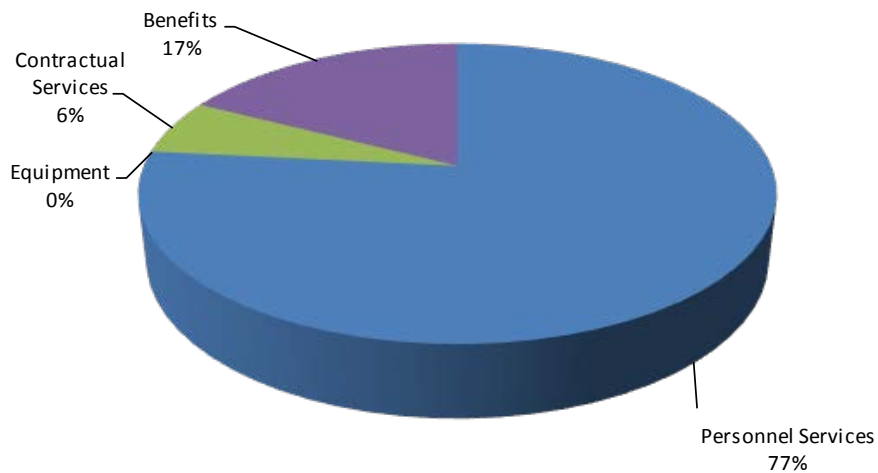
Major Service Activities

- Provide planning, coordination and oversight of all Public Works activities.

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	66,868.20	77,200.00	77,000.00	80,770.00	81,251.75	83,283.04	85,365.12
Overtime	-	500.00	500.00	500.00	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	2,000.00	1,000.00	1,000.00	1,015.00	1,030.23	1,045.68
Travel & Training	1,456.80	1,800.00	1,200.00	1,800.00	1,827.00	1,854.41	1,882.22
Utilities	1,192.40	1,250.00	1,200.00	1,250.00	1,268.75	1,287.78	1,307.10
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,065.43	2,250.00	2,250.00	2,250.00	2,256.75	2,263.60	2,270.56
State Retirement	10,155.79	11,540.00	10,603.00	12,330.00	12,638.25	12,954.21	13,278.06
Social Security	5,230.15	5,910.00	5,910.00	6,180.00	6,334.50	6,492.86	6,655.18
Health Insurance	-	-	-	-	-	-	-
Total Expense	86,968.77	102,450.00	99,663.00	106,080.00	106,592.00	109,166.13	111,803.92



DEPARTMENT OF PUBLIC WORKS

ENGINEERING

The Bureau of Engineering coordinates the design and construction of the larger infrastructure projects that cannot be completed with City manpower and requires the consulting services of an outside engineering firm. Projects include water and sewer line replacement, street reconstruction and paving, sidewalk replacement, feasibility studies and major repairs to facilities.

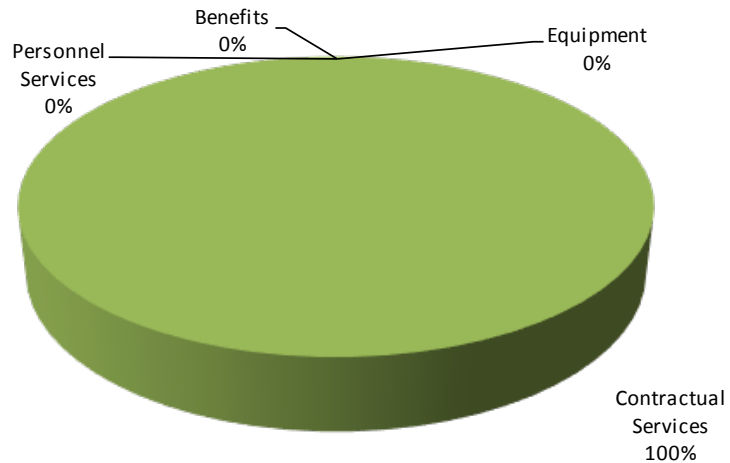
Major Service Activities

- Develop and maintain maps and other records of the City's infrastructure.
- Perform capital planning and analysis of the City's infrastructure.
- Develop construction plans and specifications.
- Administer and inspect City construction contracts.

DEPARTMENT OF PUBLIC WORKS

ENGINEERING

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	23,120.54	27,000.00	27,000.00	27,000.00	27,540.00	28,090.80	28,652.62
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	23,120.54	27,000.00	27,000.00	27,000.00	27,540.00	28,090.80	28,652.62



DEPARTMENT OF PUBLIC WORKS

CITY FACILITIES

This cost center provides for the maintenance of City Hall and the City buildings. There are a number of accounts charged to City Facilities. These include supplies and materials, contract services, travel and training, repair and maintenance, electricity, heat and custodial services.

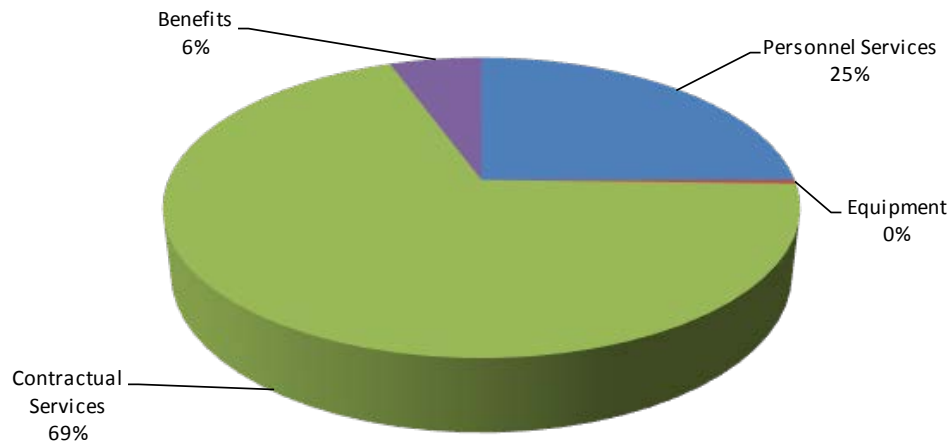
Major Service Activities

- Provide for labor and maintenance costs associated with the upkeep of City Hall.
- Provide for other costs necessary in maintaining City facilities.

DEPARTMENT OF PUBLIC WORKS

CITY FACILITIES

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	66,267.76	79,130.00	90,551.00	80,230.00	82,230.45	84,280.83	86,382.39
Overtime	548.16	500.00	500.00	500.00	512.50	525.31	538.45
Equipment	-	126,500.00	128,188.00	1,400.00	9,421.00	9,442.32	67,764.95
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	28,230.47	29,000.00	29,000.00	29,400.00	29,841.00	30,288.62	30,742.94
Contract Services	104,266.98	108,500.00	108,500.00	105,900.00	107,488.50	109,100.83	110,737.34
Other Expenses	112,826.29	111,400.00	171,352.00	87,700.00	93,837.50	94,484.56	95,141.33
State Retirement	10,502.84	11,850.00	10,888.00	11,950.00	12,248.75	12,554.97	12,868.84
Social Security	5,075.06	6,100.00	7,004.00	6,110.00	6,262.75	6,419.32	6,579.80
Health Insurance	-	-	-	-	-	-	-
Total Expense	327,717.56	472,980.00	545,983.00	323,190.00	341,842.45	347,096.75	410,756.05



DEPARTMENT OF PUBLIC WORKS

INSPECTION

The Bureau of Inspection is responsible for enforcing all Federal, State, and local regulations intended to control and preserve the safe construction, alteration, use, and occupancy of all buildings and other structures in the City. The bureau administers the building code, zoning laws, and property maintenance ordinances that enhance the quality and attractiveness of the community.

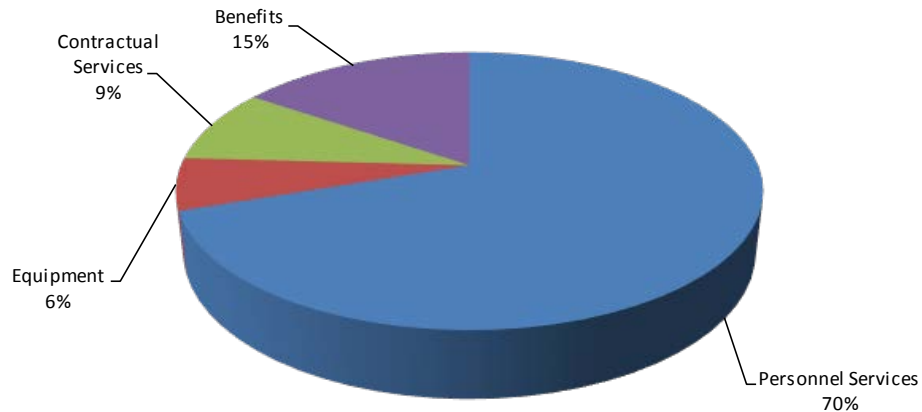
Major Service Activities

- Review and process building permits.
- Review and process zoning issues.
- Enforce Batavia Municipal Code sections dealing with the maintenance of property.
- Serve as main point of contact for residents needing information regarding the National Flood Insurance Community Rating System.
- Oversee the activities of the Zoning Board of Appeals Planning and Development Committee, and Historic Preservation Commission.

DEPARTMENT OF PUBLIC WORKS

INSPECTION

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	230,387.20	240,340.00	239,500.00	252,240.00	258,546.00	265,009.65	271,634.89
Overtime	59.91	1,300.00	1,000.00	1,300.00	1,332.50	1,365.81	1,399.96
Equipment	-	-	-	22,000.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,421.39	1,900.00	1,500.00	1,900.00	1,928.50	1,957.43	1,986.79
Utilities	1,275.06	1,500.00	1,400.00	1,500.00	1,522.50	1,545.34	1,568.52
Contract Services	14,625.60	19,700.00	19,700.00	19,700.00	19,995.50	20,295.43	20,599.86
Other Expenses	7,169.77	8,300.00	7,387.00	8,200.00	8,270.50	8,342.06	8,414.69
State Retirement	32,038.23	35,000.00	32,159.00	36,890.00	37,812.25	38,757.56	39,726.50
Social Security	17,290.70	18,550.00	18,550.00	19,460.00	19,946.50	20,445.16	20,956.29
Health Insurance	-	-	-	-	-	-	-
Total Expense	304,267.86	326,590.00	321,196.00	363,190.00	349,354.25	357,718.44	366,287.49



DEPARTMENT OF PUBLIC WORKS

BUREAU OF MAINTENANCE ADMINISTRATION

The Superintendent of the Bureau of Maintenance plans and directs the activities of the Bureau of Maintenance. The specific work details are covered through the separate cost center. This cost center serves as a clearinghouse for all activities.

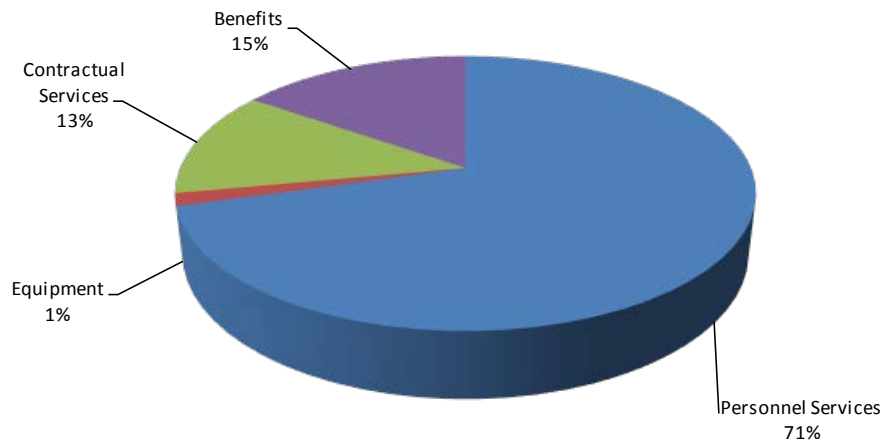
Major Service Activities

- Provide planning, coordination and oversight of all Bureau of Maintenance activities.

DEPARTMENT OF PUBLIC WORKS

BUREAU OF MAINTENANCE ADMINISTRATION

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	138,018.13	137,590.00	137,590.00	143,490.00	147,077.25	150,754.18	154,523.04
Overtime	57.22	600.00	600.00	600.00	615.00	630.38	646.13
Equipment	3,581.42	-	-	3,000.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	2,659.45	4,590.00	4,590.00	4,590.00	4,658.85	4,728.73	4,799.66
Utilities	2,726.63	3,800.00	3,800.00	5,200.00	5,278.00	5,357.17	5,437.53
Contract Services	-	-	-	-	-	-	-
Other Expenses	16,236.91	15,630.00	17,794.84	15,800.00	15,859.10	15,919.09	15,979.97
State Retirement	16,813.68	19,090.00	17,540.00	20,380.00	20,889.50	21,411.74	21,947.03
Social Security	10,204.10	10,580.00	10,580.00	11,030.00	11,305.75	11,588.39	11,878.10
Health Insurance	-	-	-	-	-	-	-
Total Expense	190,297.54	191,880.00	192,494.84	204,090.00	205,683.45	210,389.68	215,211.47



STREET MAINTENANCE

The Bureau of Maintenance is responsible for the safe and productive repair and maintenance of all City streets, and parking lots.

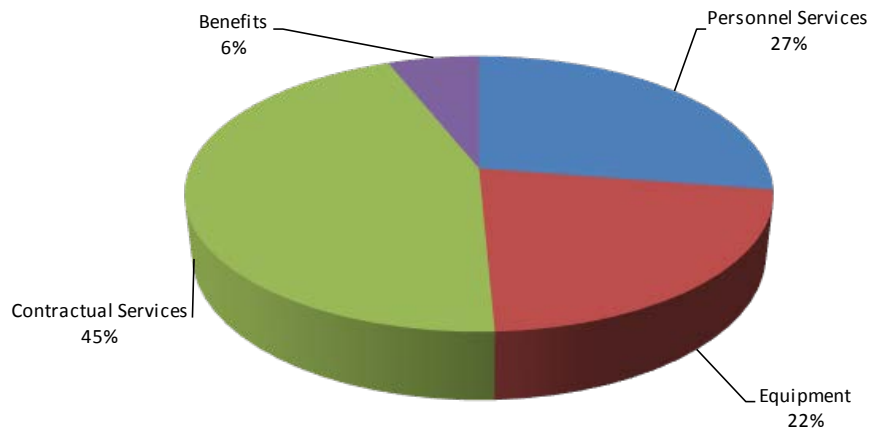
Major Service Activities

- Maintenance of 50 miles of City roads and 7 miles of State roads
- Maintain pavement markings and traffic signs
- Maintenance of 12 municipal parking lots

DEPARTMENT OF PUBLIC WORKS

STREET MAINTENANCE

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	312,530.61	216,600.00	216,600.00	229,370.00	235,104.25	240,981.86	247,006.40
Overtime	4,791.37	1,800.00	1,876.00	1,800.00	1,845.00	1,891.13	1,938.40
Equipment	5,647.11	-	-	183,500.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	226,418.91	260,080.00	328,949.15	376,050.00	267,259.65	268,223.54	269,201.90
State Retirement	28,220.68	30,410.00	27,941.00	32,880.00	33,702.00	34,544.55	35,408.16
Social Security	23,588.30	16,710.00	16,710.00	17,690.00	18,132.25	18,585.56	19,050.20
Health Insurance	-	-	-	-	-	-	-
Total Expense	601,196.98	525,600.00	592,076.15	841,290.00	556,043.15	564,226.63	572,605.06



DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS GARAGE

The Public Works Garage is responsible for the repair and maintenance of all City owned motorized vehicles; including police cars, fire apparatus, light duty vehicles and heavy equipment.

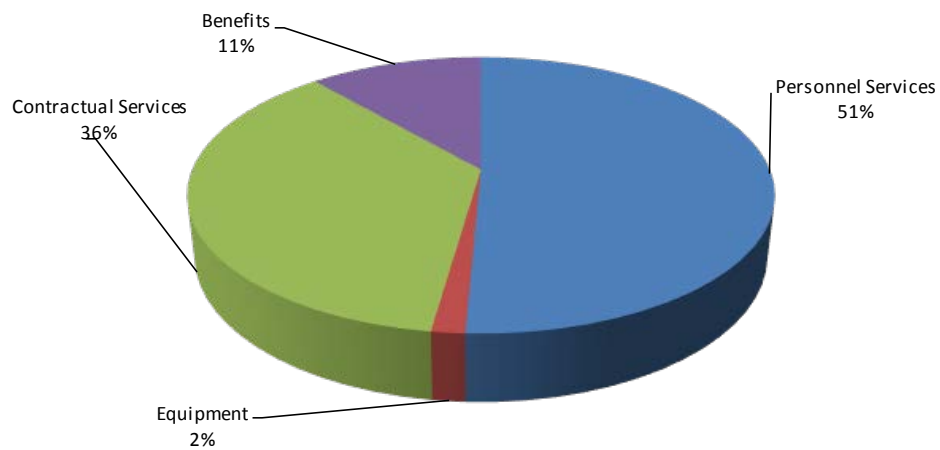
Major Service Activities

- Maintenance and repair of the entire fleet of city vehicles, heavy and small equipment

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS GARAGE

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	214,751.35	229,570.00	229,570.00	242,750.00	248,818.75	255,039.22	261,415.20
Overtime	514.36	1,000.00	1,000.00	1,000.00	1,025.00	1,050.63	1,076.89
Equipment	11,597.62	3,800.00	3,800.00	7,500.00	7,500.00	7,500.00	7,500.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	102,878.64	114,180.00	114,180.00	114,180.00	115,892.70	117,631.09	119,395.56
Contract Services	9,561.69	12,590.00	12,590.00	13,190.00	13,387.85	13,588.67	13,792.50
Other Expenses	46,753.15	42,400.00	42,400.00	47,400.00	48,006.00	48,621.09	49,245.41
State Retirement	29,791.54	33,270.00	30,569.00	35,900.00	36,797.50	37,717.44	38,660.37
Social Security	16,190.20	17,800.00	17,800.00	18,800.00	19,270.00	19,751.75	20,245.54
Health Insurance	-	-	-	-	-	-	-
Total Expense	432,038.55	454,610.00	451,909.00	480,720.00	490,697.80	500,899.88	511,331.47



DEPARTMENT OF PUBLIC WORKS

SNOW REMOVAL

The Bureau of Maintenance is responsible for snow and ice removal from all City streets and parking lots. A priority snow plowing plan is employed to ensure that all City streets and parking lots are easily passable and safe for all vehicular traffic.

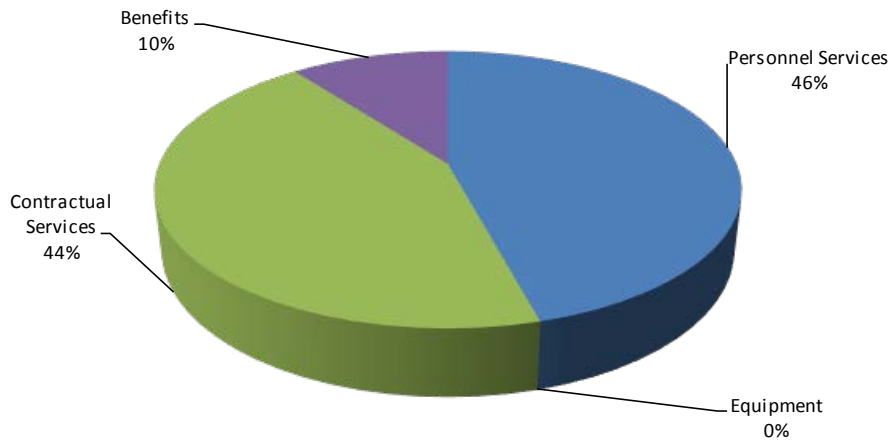
Major Service Activities

- Snow plowing of City streets and parking lots
- Treat City streets and parking lots with de-icing agents
- Plow/ shovel city property sidewalks
- Removal of snow from parking lots
- Plow sidewalks after a 4 inch event if time and manpower permits

DEPARTMENT OF PUBLIC WORKS

SNOW REMOVAL

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	69,890.22	118,150.00	118,150.00	125,120.00	128,248.00	131,454.20	134,740.56
Overtime	76,278.93	115,000.00	115,000.00	115,000.00	117,875.00	120,821.88	123,842.42
Equipment	44,554.00	62,100.00	62,100.00	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	187,597.12	222,200.00	222,200.00	229,715.00	234,403.97	237,624.01	240,892.35
State Retirement	31,782.51	34,600.00	31,791.00	36,290.00	37,197.25	38,127.18	39,080.36
Social Security	10,873.09	17,840.00	17,840.00	18,370.00	18,829.25	19,299.98	19,782.48
Health Insurance	-	-	-	-	-	-	-
Total Expense	420,975.87	569,890.00	567,081.00	524,495.00	536,553.47	547,327.24	558,338.17



DEPARTMENT OF PUBLIC WORKS

STREET LIGHTING AND TRAFFIC SIGNALS

This cost center provides funding for the operation and maintenance of street lights and traffic signals within the City. Electrical costs to operate lights and signals are charged to this account.

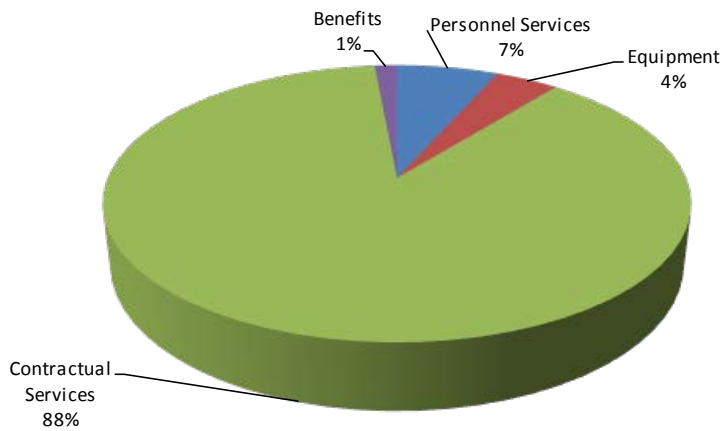
Major Service Activities

- Repair and maintenance of all City owned street lights
- Repair and maintenance of all City owned traffic signals, and NYSDOT traffic signals within the City limits

DEPARTMENT OF PUBLIC WORKS

STREET LIGHTING AND TRAFFIC SIGNALS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	16,675.42	18,100.00	18,100.00	17,860.00	18,306.50	18,764.16	19,233.27
Overtime	799.55	750.00	750.00	750.00	768.75	787.97	807.67
Equipment	22,934.09	10,700.00	13,533.00	11,500.00	11,672.50	11,847.59	12,025.30
Professional Fees	-	-	-	-	-	-	-
Travel & Training	459.38	750.00	750.00	750.00	761.25	772.67	784.26
Utilities	221,133.82	231,500.00	231,500.00	230,500.00	230,672.50	230,847.59	231,025.30
Contract Services	850.00	3,500.00	3,500.00	3,500.00	3,552.50	3,605.79	3,659.87
Other Expenses	10,492.35	9,500.00	9,500.00	9,500.00	9,545.00	9,590.68	9,637.04
State Retirement	2,475.02	2,740.00	2,518.00	2,650.00	2,716.25	2,784.16	2,853.76
Social Security	1,320.66	1,450.00	1,450.00	1,430.00	1,465.75	1,502.39	1,539.95
Health Insurance	-	-	-	-	-	-	-
Total Expense	277,140.29	278,990.00	281,601.00	278,440.00	279,461.00	280,502.99	281,566.42



DEPARTMENT OF PUBLIC WORKS

SIDEWALK REPAIRS

This cost center is used for sidewalk replacement.

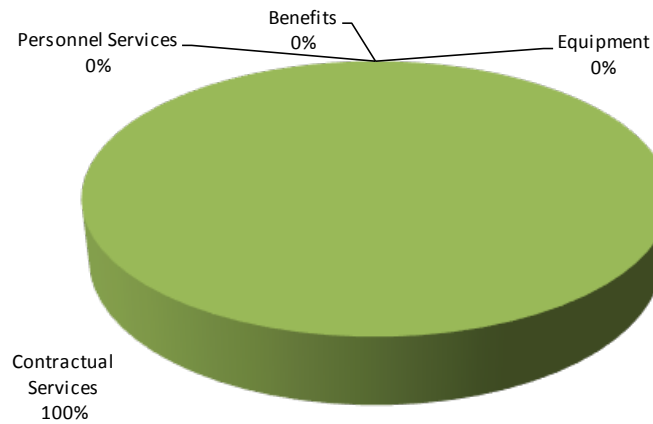
Major Service Activity

- Contract replacement of sidewalks

DEPARTMENT OF PUBLIC WORKS

SIDEWALK REPAIRS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	282,943.17	135,000.00	256,000.00	111,000.00	75,000.00	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	282,943.17	135,000.00	256,000.00	111,000.00	75,000.00	-	-



DEPARTMENT OF PUBLIC WORKS

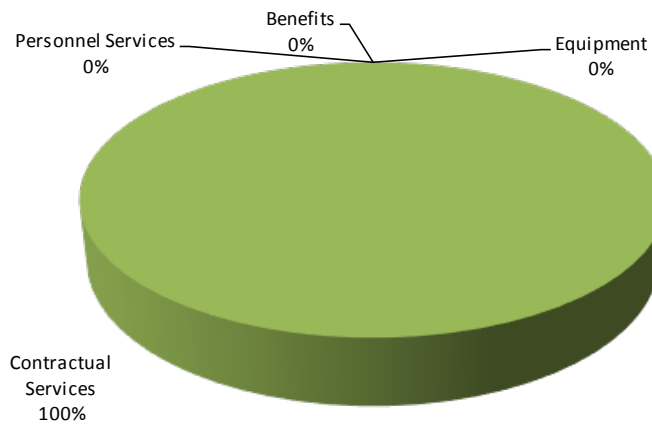
PARKING LOTS

The Bureau of Maintenance is responsible for maintaining 12 municipal parking lots. This program identifies capital improvements to municipal parking lots consistent with the City's Parking Lot and Sports Surface Management Plan.

DEPARTMENT OF PUBLIC WORKS

PARKING LOTS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	80,612.32	6,000.00	6,000.00	60,620.00	10,000.00	10,000.00	10,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	80,612.32	6,000.00	6,000.00	60,620.00	10,000.00	10,000.00	10,000.00



DEPARTMENT OF PUBLIC WORKS

PARKS

The Bureau of Maintenance is responsible for the maintenance and operations of all City parks, athletic fields, tennis courts, Spray Park, City Hall grounds, and other City owned green spans. This account also provides funding for tree trimming and removal of trees on City properties and efforts to beautify the City.

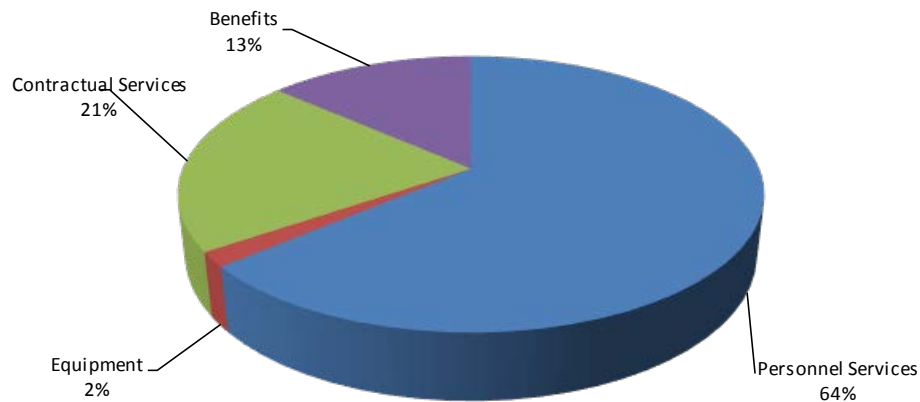
Major Service Activities

- Maintenance of 95 acres of City parklands
- Maintain the grounds of the Police Department, Youth Bureau, Public Works Garage, City Hall and the downtown corridor
- Operates the City's yard waste station
- Install and maintain hanging flower baskets, and banners
- Provide for tree trimming, removal and planting of new trees on City owned property
- Set-up/Breakdown for special events such as Jackson Square concerts, Summer in City, Picnic in the Park, City Market, the Ramble and more

DEPARTMENT OF PUBLIC WORKS

PARKS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	293,828.13	341,360.00	341,856.00	361,040.00	370,066.00	379,317.65	388,800.59
Overtime	10,872.14	10,000.00	10,000.00	10,000.00	10,250.00	10,506.25	10,768.91
Equipment	1,107.34	75,200.00	75,791.17	10,000.00	10,000.00	10,000.00	10,000.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	8,500.00	8,500.00	14,500.00	14,500.00	14,500.00	14,500.00
Other Expenses	110,885.43	113,370.00	113,010.00	107,170.00	108,414.30	109,459.56	110,520.51
State Retirement	43,472.63	46,760.00	42,964.00	50,490.00	51,752.25	53,046.06	54,372.21
Social Security	22,692.72	26,880.00	26,880.00	28,390.00	29,099.75	29,827.24	30,572.92
Health Insurance	-	-	-	-	-	-	-
Total Expense	482,858.39	622,070.00	619,001.17	581,590.00	594,082.30	606,656.76	619,535.14



HISTORIC PRESERVATION

This program supports the Historic Preservation Commission whose responsibility is to protect and enhance the landmarks and historic districts within the City of Batavia

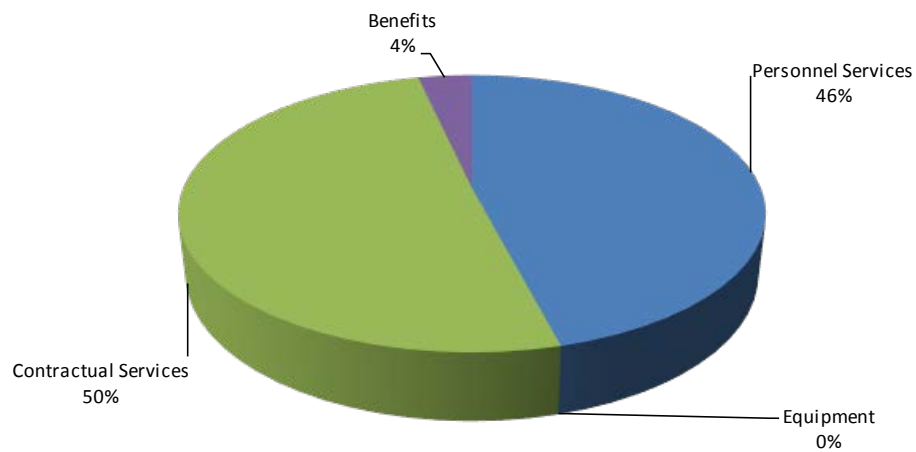
Major Service Activities

- Protect and enhance the landmarks and historic districts which represent distinctive elements of the City of Batavia's historic, architectural and cultural heritage
- Foster civic pride in the accomplishments of the past
- Protect and enhance the City of Batavia's attractiveness to visitors and the support and stimulus to the economy thereby provided
- Ensure the harmonious, orderly and efficient growth and development of the City

DEPARTMENT OF PUBLIC WORKS

HISTORIC PRESERVATION

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	1,000.00	1,000.00	1,000.00	1,000.00
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	300.00	300.00	300.00	303.00	306.03	309.09
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	3,226.09	900.00	750.00	800.00	807.00	814.07	821.21
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	77.00	78.93	80.90	82.92
Health Insurance	-	-	-	-	-	-	-
Total Expense	3,226.09	1,200.00	1,050.00	2,177.00	2,188.93	2,201.00	2,213.22



PLANNING AND ZONING BOARDS

This program supports the Planning and Development Committee and Zoning Board of Appeals.

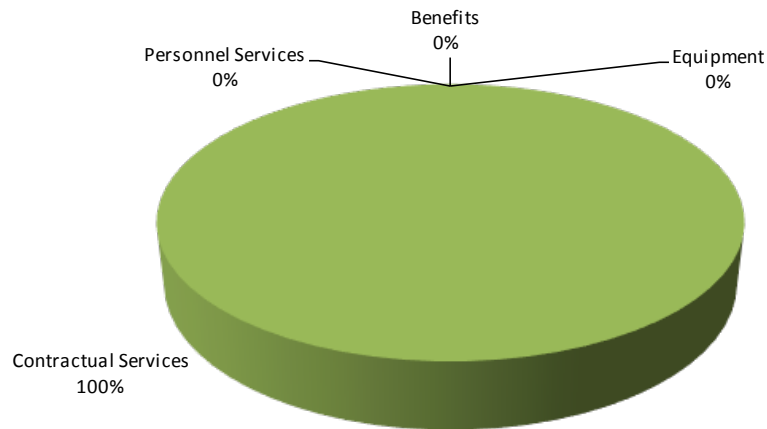
Major Service Activities

- Developing a plan to maximize the proper use of public and private lands as outlined in the Comprehensive Plan of the City
- Provide such advice as to assist the City Council in developing a strategy that interprets, plans and leads in the implementation of the land use components of the Comprehensive Plan of the City
- Review and approve or disapprove the aesthetics and architectural design on all new construction plans and/or extensive renovations to the exterior of any building within the City of Batavia, excluding industrial buildings
- With authorization of Council, the power to review and approve or disapprove site plans and plats
- Hear and decide appeals and requests for variances from the requirements of Zoning Code
- Hear and decide appeals when it is alleged that there is an error in any requirement, decision or determination made by the local administrator in the enforcement or administration of the Zoning Code

DEPARTMENT OF PUBLIC WORKS

PLANNING AND ZONING BOARDS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	310.00	800.00	800.00	500.00	502.50	505.01	507.54
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	723.91	1,800.00	1,800.00	1,800.00	1,803.00	1,806.02	1,809.05
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	1,033.91	2,600.00	2,600.00	2,300.00	2,305.50	2,311.03	2,316.58



STORM SEWER

Under the direction of the Public Works, the Bureau of Maintenance is responsible for repair of City owned storm sewer lines and catch basins. The Bureau of Maintenance also provides storm sewer maintenance and inspection programs that include flushing, cleaning and televising storm sewer lines. The Bureau of Water and Wastewater operates and maintains storm sewer pumping stations where gravity sewers are collect and pump directly to an open waterway or an adjacent gravity sewer which is not as deep.

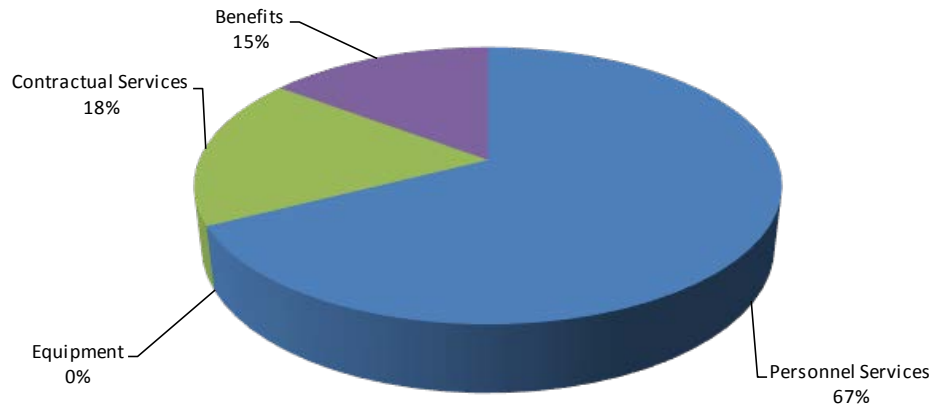
Major Service Activities

- Clean and inspect all storm sewer lines
- Repair catch basins and manholes
- Maintenance of electrical, control and pumping systems at pump stations

DEPARTMENT OF PUBLIC WORKS

STORM SEWER

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	70,036.27	117,360.00	117,360.00	123,620.00	126,710.50	129,878.26	133,125.22
Overtime	690.64	1,200.00	1,200.00	1,200.00	1,230.00	1,260.75	1,292.27
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	14,594.38	12,600.00	12,600.00	12,600.00	12,789.00	12,980.84	13,175.55
Contract Services	55,541.13	-	-	-	-	-	-
Other Expenses	12,918.13	21,770.00	24,770.00	20,150.00	20,284.25	20,420.51	20,558.82
State Retirement	15,388.95	16,560.00	15,216.00	17,760.00	18,204.00	18,659.10	19,125.58
Social Security	5,196.70	9,070.00	13,958.00	9,560.00	9,799.00	10,043.98	10,295.07
Health Insurance	-	-	-	-	-	-	-
Total Expense	174,366.20	178,560.00	185,104.00	184,890.00	189,016.75	193,243.44	197,572.51



REFUSE AND RECYCLING

The Bureau of Maintenance maintains the Yard Waste Station where City residents and other City departments can drop off yard waste; such as leaves, limbs, grass clippings and brush for disposal.

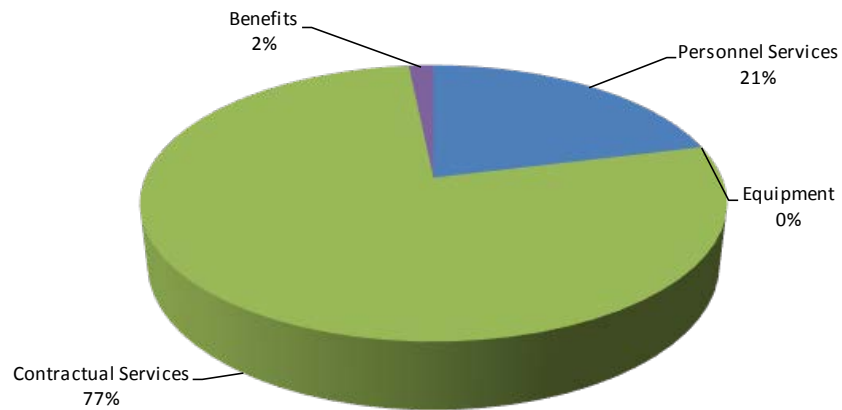
Major Service Activities

- Regulate the types of materials dropped off at the station
- Dispose of yard waste materials by grinding it into compost material

DEPARTMENT OF PUBLIC WORKS

REFUSE AND RECYCLING

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	15,464.97	17,190.00	17,000.00	18,470.00	18,747.05	19,028.26	19,313.68
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	58,266.01	68,300.00	69,000.00	67,400.00	68,411.00	69,436.35	70,477.89
State Retirement	-	-	-	-	-	-	-
Social Security	1,182.86	1,320.00	1,320.00	1,420.00	1,455.50	1,491.89	1,529.18
Health Insurance	-	-	-	-	-	-	-
Total Expense	74,913.84	86,810.00	87,320.00	87,290.00	88,613.55	89,956.49	91,320.75



DEPARTMENT OF PUBLIC WORKS

STREET CLEANING

The Bureau of Maintenance is responsible for sweeping and cleaning City streets and parking lots. Costs associated with street cleaning are included in this cost center.

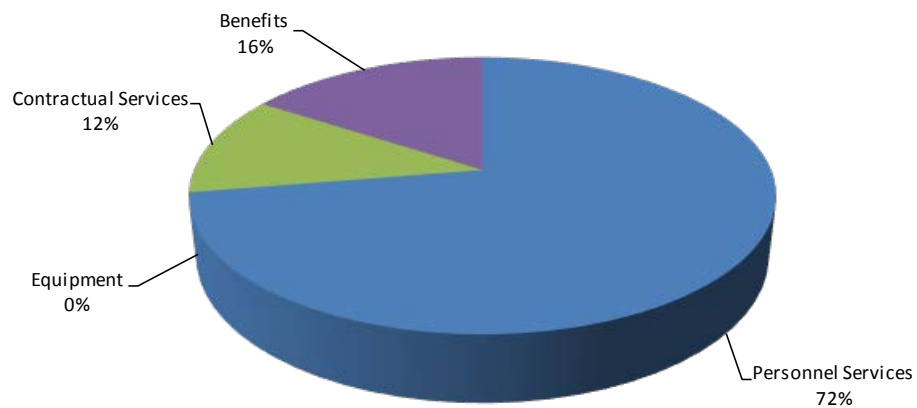
Major Service Activities

- Utilize street sweeping machinery
- Utilize other equipment for leaf pickup

DEPARTMENT OF PUBLIC WORKS

STREET CLEANING

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	57,445.83	83,690.00	83,690.00	88,630.00	90,845.75	93,116.89	95,444.82
Overtime	2,994.70	1,800.00	1,800.00	1,800.00	1,845.00	1,891.13	1,938.40
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	10,775.14	14,650.00	18,073.56	14,650.00	14,773.75	14,899.36	15,026.85
State Retirement	10,977.75	11,930.00	10,961.00	12,880.00	13,202.00	13,532.05	13,870.35
Social Security	4,515.92	6,540.00	6,540.00	6,920.00	7,093.00	7,270.33	7,452.08
Health Insurance	-	-	-	-	-	-	-
Total Expense	86,709.34	118,610.00	121,064.56	124,880.00	127,759.50	130,709.75	133,732.50





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WATER FUND

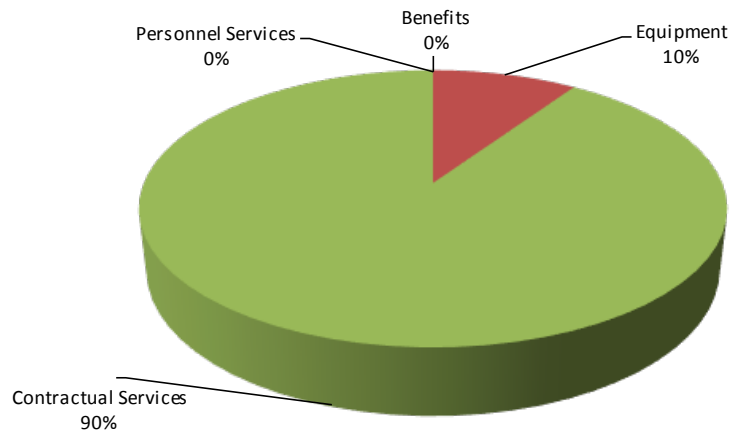
RESERVES

These are budgetary accounts set up for the purpose of funding various reserves established pursuant to General Municipal Law, §6-c and §6-j. They include several capital (type) reserve funds set up to purchase capital equipment and accomplish Water Fund projects.

WATER FUND

RESERVES

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	10,000.00	10,000.00	10,000.00	886.58	2,880.42	2,342.42
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	3,863.00	3,863.00	95,106.00	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	13,863.00	13,863.00	105,106.00	886.58	2,880.42	2,342.42



WATER FUND

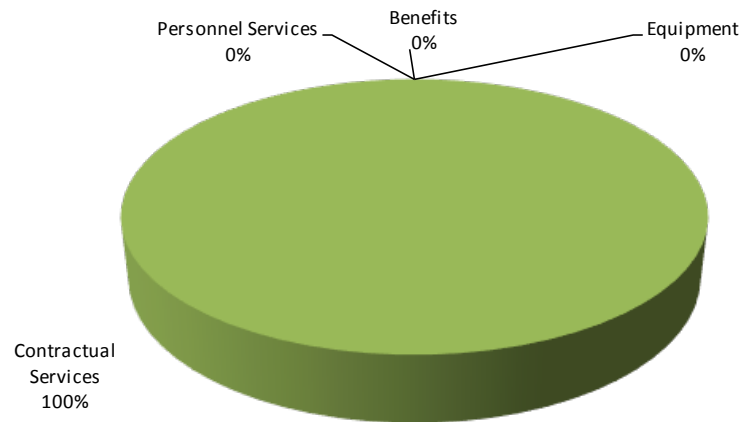
CONTINGENCY

The contingency line is included in the budget to provide funding for unexpected events. Expenditures may not be charged directly to the contingency appropriation. The City Council must first modify the budget by transferring from the contingency appropriation to the expense account needing funding. Using the contingency appropriation does not increase the original budget, it reallocates funding.

WATER FUND

CONTINGENCY

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	30,000.00	30,000.00	20,000.00	15,000.00	15,000.00	15,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	30,000.00	30,000.00	20,000.00	15,000.00	15,000.00	15,000.00



DEPRECIATION

Depreciation is the cost of a fixed asset charged as an expense during a particular period, where the cost of the fixed asset is prorated over the estimated service life of the asset and a portion of that cost is charged to depreciation each reporting period. The entire cost of the asset is ultimately charged off as an expense.



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WATER FUND

ADMINISTRATION

Water Administration has the responsibility for planning, directing and coordinating Batavia's water systems. This includes maintenance of water lines, inspection and testing, customer relations, personnel management, water billing and reporting, and record keeping.

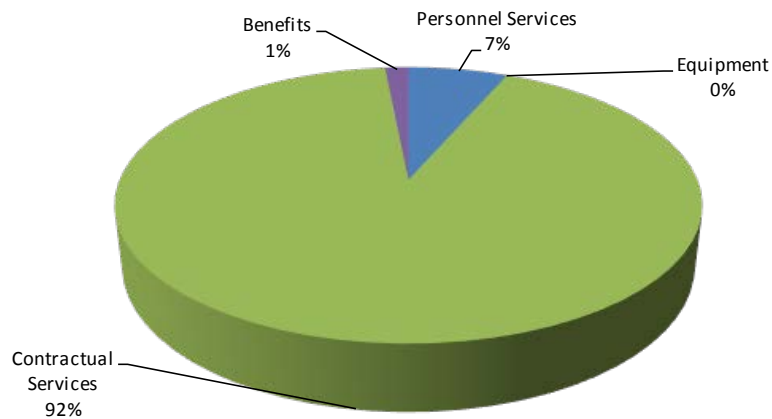
Major Service Activities

- Perform water meter readings
- Conduct water billing
- Maintain computerized records
- Review and recommend any system modifications

WATER FUND

ADMINISTRATION

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	132,762.54	166,810.00	165,370.00	172,970.00	177,294.25	181,726.61	186,269.77
Overtime	31.95	500.00	500.00	500.00	512.50	525.31	538.45
Equipment	36.91	-	-	-	-	-	-
Professional Fees	-	500.00	6,694.68	500.00	500.00	500.00	500.00
Travel & Training	800.00	1,800.00	1,800.00	1,800.00	1,845.00	1,891.13	1,938.40
Utilities	663.58	900.00	900.00	2,300.00	2,357.50	2,416.44	2,476.85
Contract Services	2,004,227.72	2,329,200.00	2,329,200.00	2,381,214.00	2,393,120.07	2,405,085.67	2,417,111.10
Other Expenses	48,373.47	48,837.00	54,643.00	50,554.00	51,817.85	53,113.30	54,441.13
State Retirement	22,540.45	24,720.00	22,713.00	27,560.00	28,249.00	28,955.23	29,679.11
Social Security	10,023.87	12,810.00	12,700.00	13,340.00	13,673.50	14,015.34	14,365.72
Health Insurance	-	-	-	-	-	-	-
Total Expense	2,219,460.49	2,586,077.00	2,594,520.68	2,650,738.00	2,669,369.67	2,688,229.01	2,707,320.52



WATER FUND

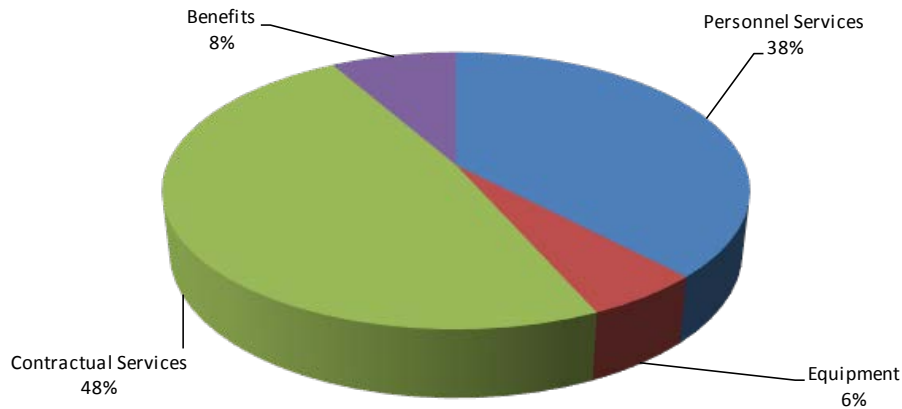
PUMP AND FILTRATION

This account provides funding for the maintenance and operation of the Water Treatment Plant, which provides residents of Batavia with water. Proper water treatment is a highly technical, sensitive process involving intake, chemical treatment, filtration, chlorination, storage and distribution to customers. All water is treated to meet regulatory requirements of the NYSDOH and the USEPA.

WATER FUND

PUMP AND FILTRATION

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	462,527.82	469,810.00	469,523.00	447,040.00	458,216.00	469,671.40	481,413.19
Overtime	32,601.49	31,000.00	33,962.00	32,000.00	32,800.00	33,620.00	34,460.50
Equipment	8,478.05	17,950.00	17,950.00	69,400.00	71,135.00	72,913.38	74,736.21
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,596.57	3,500.00	3,500.00	3,500.00	3,587.50	3,677.19	3,769.12
Utilities	148,601.88	161,000.00	161,000.00	161,000.00	165,025.00	169,150.63	173,379.39
Contract Services	109,107.78	82,100.00	82,100.00	86,900.00	89,072.50	91,299.31	93,581.80
Other Expenses	307,632.04	347,000.00	347,281.00	360,250.00	369,256.25	378,487.66	387,949.85
State Retirement	70,369.04	74,690.00	68,626.00	66,780.00	68,449.50	70,160.74	71,914.76
Social Security	36,858.63	38,980.00	38,960.00	37,600.00	38,540.00	39,503.50	40,491.09
Health Insurance	-	-	-	-	-	-	-
Total Expense	1,177,773.30	1,226,030.00	1,222,902.00	1,264,470.00	1,296,081.75	1,328,483.79	1,361,695.89



WATER FUND

WATER DISTRIBUTION

This program includes expenditures for the maintenance of the water distribution system. This includes testing, calibrating and maintaining meters for residential, commercial and industrial customers

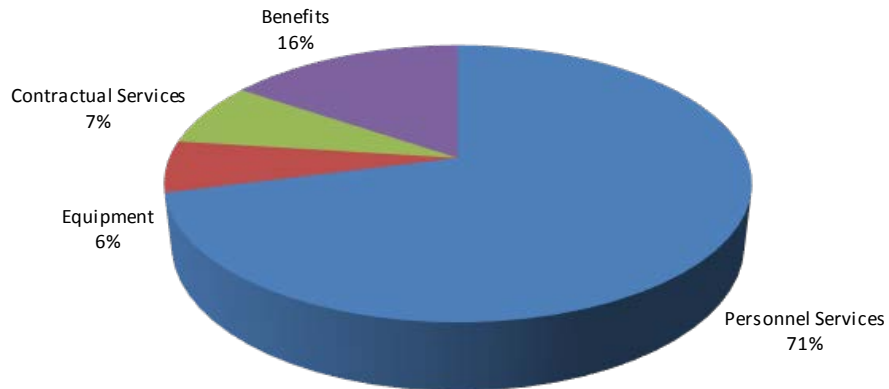
Major Service Activities

- Perform meter and valve repairs and installation
- Perform hydrant repair and maintenance
- Perform water line repairs, both main lines and services
- Maintain necessary certifications for operation personnel

WATER FUND

WATER DISTRIBUTION

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	286,349.17	259,880.00	259,880.00	258,870.00	265,341.75	271,975.29	278,774.68
Overtime	6,461.72	10,000.00	10,000.00	10,000.00	10,250.00	10,506.25	10,768.91
Equipment	7,194.90	15,000.00	128,775.00	22,750.00	23,318.75	23,901.72	24,499.26
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	26,740.56	28,200.00	18,034.00	28,200.00	28,905.00	29,627.63	30,368.32
State Retirement	35,746.19	39,300.00	36,117.00	38,220.00	39,175.50	40,154.89	41,158.76
Social Security	21,531.69	20,650.00	20,650.00	20,570.00	21,084.25	21,611.36	22,151.64
Health Insurance	-	-	-	-	-	-	-
Total Expense	384,024.23	373,030.00	473,456.00	378,610.00	388,075.25	397,777.13	407,721.56



WATER FUND

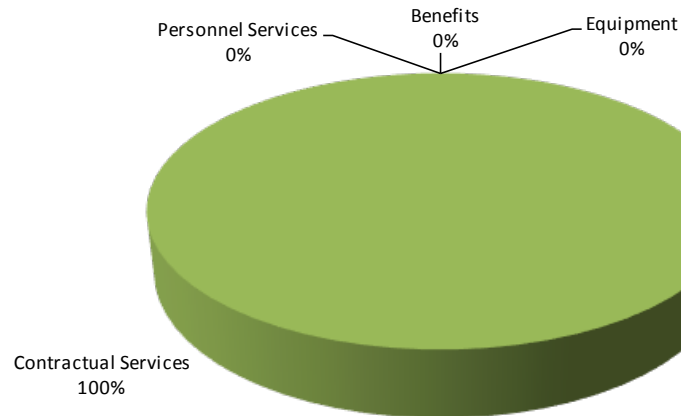
DEBT SERVICE-BONDS

Expenditures for long-term debt principal and interest payments of serial bonds. These bonds pay for larger Water Fund capital projects such as major water line replacement.

WATER FUND

DEBT SERVICE-BONDS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	34,086.60	90,817.00	90,817.00	89,025.00	89,023.00	94,200.75	93,175.75
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	34,086.60	90,817.00	90,817.00	89,025.00	89,023.00	94,200.75	93,175.75



WATER FUND

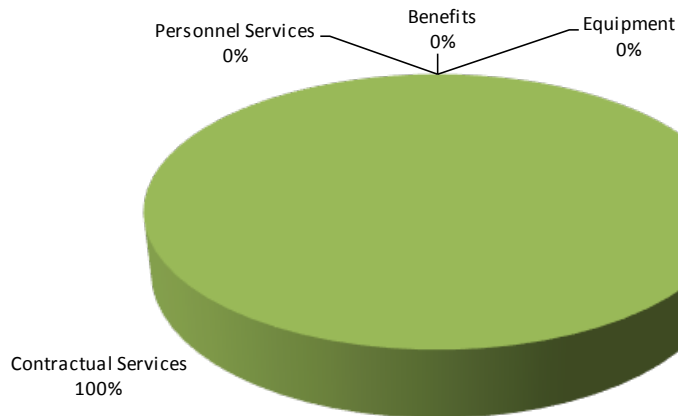
DEBT SERVICE-BAN

Expenditures for long-term debt principal and interest payments for bond anticipation notes (BANs). The BAN is typically used for reimbursement grant projects that require payment up front and reimbursement at the end of the capital project.

WATER FUND

DEBT SERVICE-BAN

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	37,621.00	37,621.00	37,621.00	37,621.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	-	-	37,621.00	37,621.00	37,621.00	37,621.00



WATER FUND

INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

Expenditures for long-term debt principal and interest payments of Installment Purchase Debt. Debt under this category will be used again starting FY2021/22 to purchase a Vacuum Jetter truck.

WATER FUND

INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	90.19	2,016.00	2,016.00	-	4,031.59	4,031.59	4,091.40
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	90.19	2,016.00	2,016.00	-	4,031.59	4,031.59	4,091.40

WATER FUND

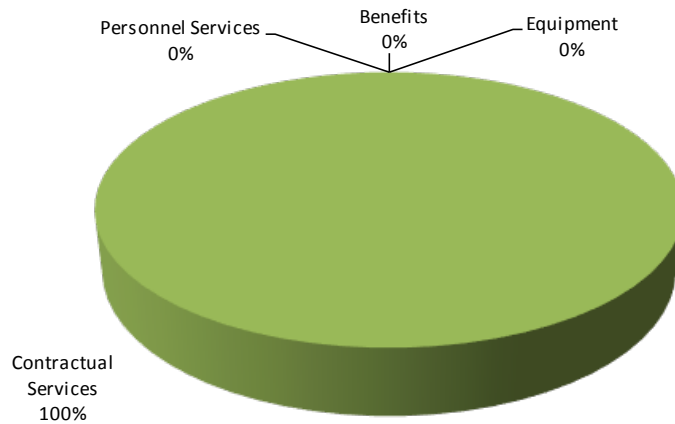
DEBT SERVICE-ENERGY LEASE

Expenditures for long-term debt principal and interest payments of other long-term debt. Debt under this category was used to fund an energy performance construction project for all City facilities.

WATER FUND

DEBT SERVICE-ENERGY LEASE

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,390.32	19,697.00	19,697.00	16,294.00	20,293.52	19,568.61	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	1,390.32	19,697.00	19,697.00	16,294.00	20,293.52	19,568.61	-



WATER FUND

TRANSFERS FOR CAPITAL PROJECTS

Water Fund Capital Projects includes those projects, purchases, and developments which represent a long-term or permanent improvement. For purposes of definition, capital improvements represent an undertaking that has a specific objective, can be easily distinguishable from other work being performed, has a definite beginning and end, does not occur annually, and has a total cost in excess of \$50,000 for building, and building and site improvements; or \$200,000 for infrastructure.

WATER FUND

TRANSFERS FOR CAPITAL PROJECTS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	323,749.63	-	93,863.00	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	323,749.63	-	93,863.00	-	-	-	-

WATER FUND

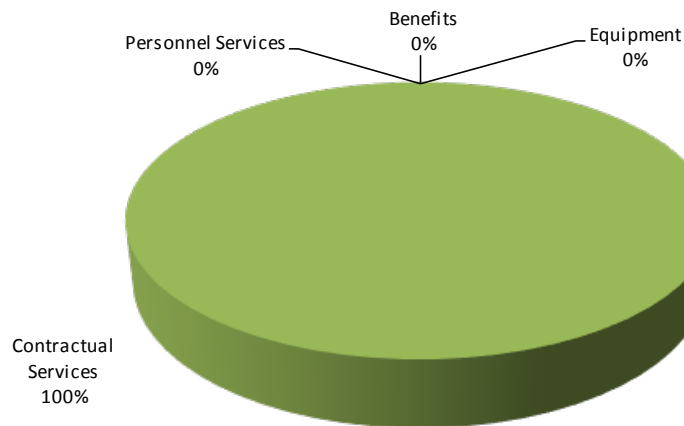
TRANSFERS TO OTHER FUNDS

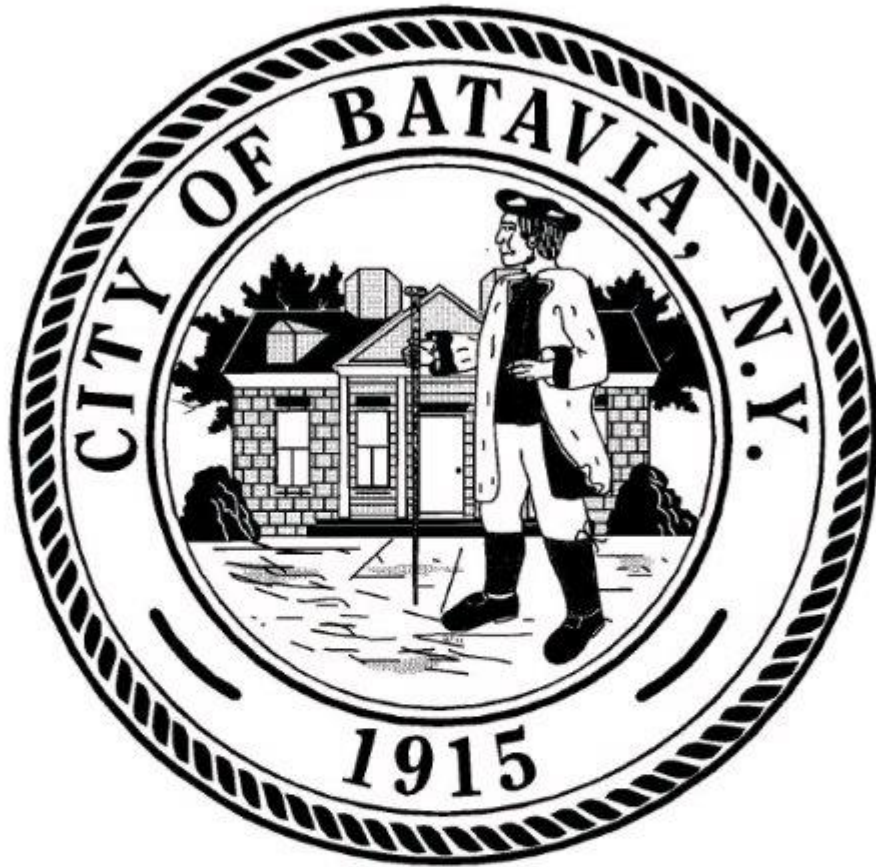
Legally authorized transfers to another fund through which the resources are to be expended.

WATER FUND

TRANSFERS TO OTHER FUNDS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	430,100.00	503,510.00	496,910.00	470,790.00	427,730.80	409,951.07	392,466.20
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	430,100.00	503,510.00	496,910.00	470,790.00	427,730.80	409,951.07	392,466.20





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WASTEWATER FUND

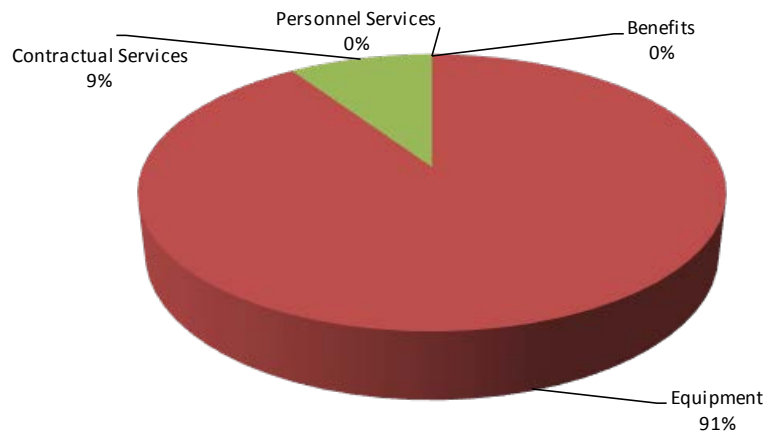
RESERVES

These are budgetary accounts set up for the purpose of funding various reserves established pursuant to General Municipal Law, §6-c and §6-j. They include several Capital (type) reserve funds to purchase Wastewater Fund equipment or accomplish capital projects.

WASTEWATER FUND

RESERVES

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	431,980.00	431,980.00	576,345.00	394,243.63	347,142.13	338,119.04
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	60,000.00	60,000.00	60,000.00	60,000.00	50,000.00	45,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	491,980.00	491,980.00	636,345.00	454,243.63	397,142.13	383,119.04



WASTEWATER FUND

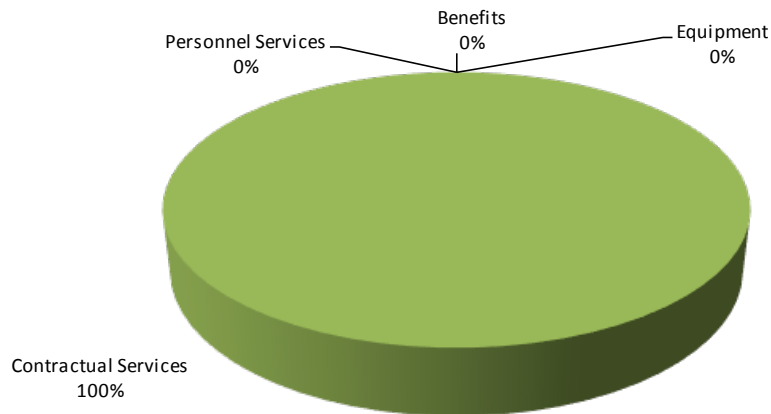
CONTINGENCY

The contingency line is included in the budget to provide funding for unexpected events. Expenditures may not be charged directly to the contingency appropriation. The City Council must first modify the budget by transferring from the contingency appropriation to the expense account needing funding. Using the contingency appropriation does not increase the original budget, it reallocates funding.

WASTEWATER FUND

CONTINGENCY

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	15,000.00	15,000.00	15,000.00	25,000.00	25,000.00	25,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	15,000.00	15,000.00	15,000.00	25,000.00	25,000.00	25,000.00



WASTEWATER FUND

DEPRECIATION

Depreciation is the cost of a fixed asset charged as an expense during a particular period, where the cost of the fixed asset is prorated over the estimated service life of the asset and a portion of that cost is charged to each reporting period. The entire cost of the asset is ultimately charged off as an expense.

WASTEWATER FUND

DEPRECIATION

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,481,061.56	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	1,481,061.56	-	-	-	-	-	-

WASTEWATER FUND

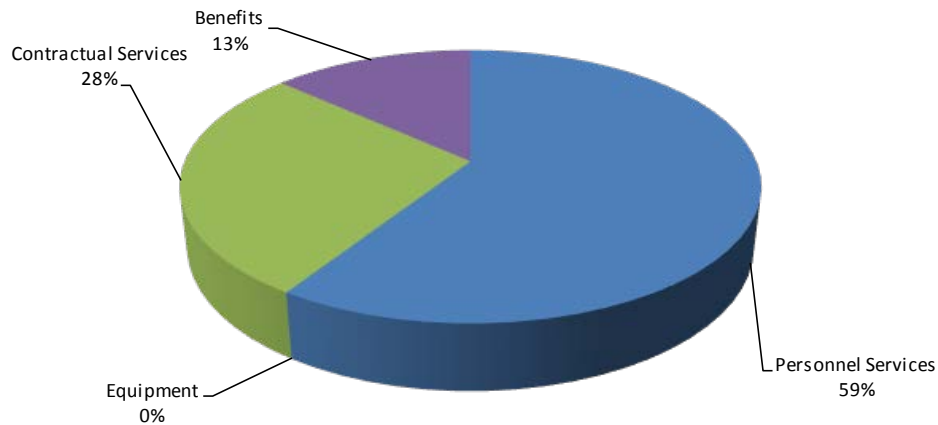
ADMINISTRATION

Wastewater Administration has the responsibility for planning, directing and coordinating Batavia's Wastewater systems. This includes maintenance of sewer lines, inspection and testing, customer relations, personnel management, sewer billing, reporting and record keeping.

WASTEWATER FUND

ADMINISTRATION

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	164,361.41	189,500.00	188,420.00	195,590.00	199,501.80	203,491.84	207,561.67
Overtime	31.95	500.00	500.00	500.00	510.00	520.20	530.60
Equipment	4,996.05	-	650.00	-	-	-	-
Professional Fees	350.00	2,000.00	2,000.00	2,000.00	2,060.00	2,121.80	2,185.45
Travel & Training	3,654.21	3,500.00	3,500.00	3,500.00	3,605.00	3,713.15	3,824.54
Utilities	1,169.51	1,250.00	1,250.00	2,650.00	2,729.50	2,811.39	2,895.73
Contract Services	12,750.04	29,700.00	29,700.00	31,464.00	32,407.92	33,380.16	34,381.56
Other Expenses	45,649.89	50,337.00	50,337.00	51,554.00	53,100.62	54,693.64	56,334.45
State Retirement	21,964.64	27,450.00	25,222.00	29,180.00	29,763.60	30,358.87	30,966.05
Social Security	12,456.36	14,560.00	14,560.00	15,090.00	15,391.80	15,699.64	16,013.63
Health Insurance	-	-	-	-	-	-	-
Total Expense	267,384.06	318,797.00	316,139.00	331,528.00	339,070.24	346,790.68	354,693.69



WASTEWATER FUND

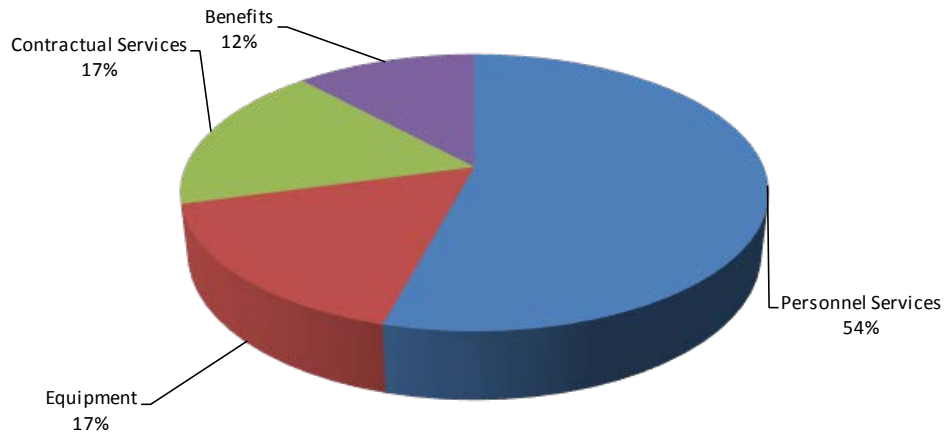
SANITARY SEWERS

The Bureau of Maintenance is responsible for the repair, preventative maintenance and inspection of all sanitary wastewater lines and manholes. The Bureau of Water and Wastewater is responsible for maintenance of pump stations and force mains. The Bureau of Water and Wastewater operates and maintains sanitary sewer pumping stations where gravity sewers collect and pump directly to an adjacent gravity sewer which is not as deep or directly to the treatment facility.

WASTEWATER FUND

SANITARY SEWERS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	146,756.01	236,510.00	236,510.00	242,330.00	247,176.60	252,120.13	257,162.53
Overtime	3,552.60	6,500.00	6,500.00	6,500.00	6,630.00	6,762.60	6,897.85
Equipment	8,592.08	13,500.00	13,500.00	76,130.00	16,613.90	17,112.32	17,625.69
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	22,328.37	26,900.00	26,900.00	26,900.00	27,707.00	28,538.21	29,394.36
Contract Services	-	-	-	-	-	-	-
Other Expenses	215,530.48	257,860.00	259,768.35	52,870.00	54,456.10	56,089.78	57,772.48
State Retirement	31,627.25	34,530.00	31,727.00	35,420.00	36,128.40	36,850.97	37,587.99
Social Security	11,230.13	18,590.00	28,170.00	19,040.00	19,420.80	19,809.22	20,205.40
Health Insurance	-	-	-	-	-	-	-
Total Expense	439,616.92	594,390.00	603,075.35	459,190.00	408,132.80	417,283.23	426,646.29



WASTEWATER FUND

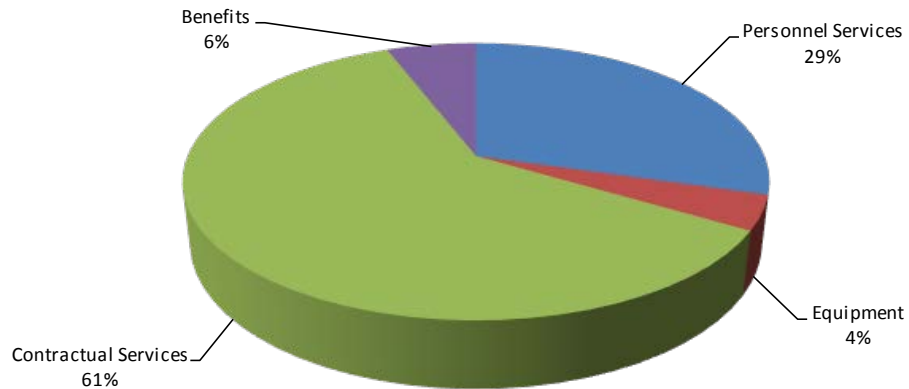
WASTEWATER TREATMENT

Wastewater Treatment funds the operation and maintenance of the Wastewater Treatment Plant in accordance with New York State standards and requirements of the USEPA.

WASTEWATER FUND

WASTEWATER TREATMENT

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	222,074.71	226,160.00	226,160.00	241,740.00	246,574.80	251,506.30	256,536.42
Overtime	6,558.31	4,500.00	4,500.00	4,500.00	4,590.00	4,681.80	4,775.44
Equipment	2,727.99	52,000.00	130,481.00	33,670.00	243,639.10	35,720.50	36,792.12
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	241,689.43	282,000.00	282,000.00	282,000.00	285,160.00	288,361.80	291,606.12
Contract Services	14,952.36	19,750.00	19,750.00	22,050.00	22,711.50	23,392.85	24,094.63
Other Expenses	153,164.93	191,700.00	217,250.00	203,200.00	209,296.00	215,574.88	222,042.13
State Retirement	23,009.31	27,670.00	25,424.00	30,490.00	31,099.80	31,721.80	32,356.23
Social Security	17,156.14	17,650.00	17,650.00	18,840.00	19,216.80	19,601.14	19,993.16
Health Insurance	-	-	-	-	-	-	-
Total Expense	681,333.18	821,430.00	923,215.00	836,490.00	1,062,288.00	870,561.06	888,196.25



WASTEWATER FUND

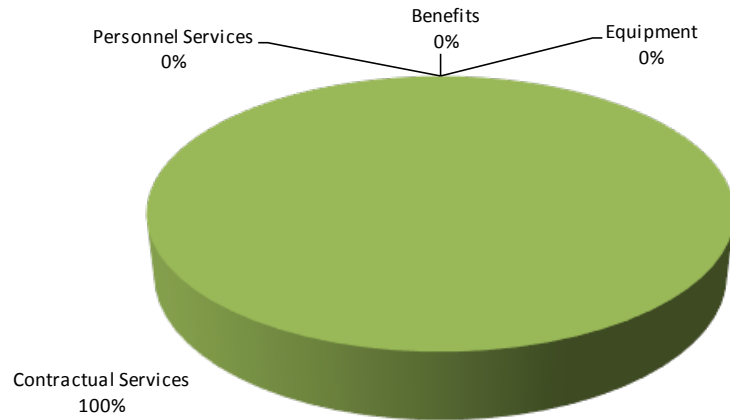
DEBT SERVICE-BONDS

Expenditures for long-term debt principal and interest payments of serial bonds. These bonds pay for larger capital improvement projects.

WASTEWATER FUND

DEBT SERVICE-BONDS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	96,049.24	444,703.00	444,703.00	297,269.00	297,267.01	299,116.38	299,782.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	96,049.24	444,703.00	444,703.00	297,269.00	297,267.01	299,116.38	299,782.00



WASTEWATER FUND

INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

Expenditures for long-term debt principal and interest payments of Installment Purchase Debt. Debt under this category will be used again starting FY2021/22 to purchase a Vacuum Jetter truck.

WASTEWATER FUND

INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23	23/24
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	649.37	14,514.00	14,514.00	-	14,513.93	29,000.00	29,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	649.37	14,514.00	14,514.00	-	14,513.93	29,000.00	29,000.00

WASTEWATER FUND

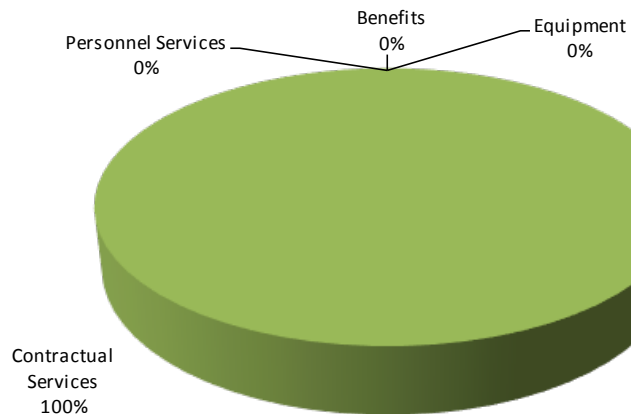
DEBT SERVICE-ENERGY LEASE

Expenditures for long-term debt principal and interest payments of other long-term debt. Debt under this category was used to fund an energy performance construction project for all City facilities.

WASTEWATER FUND

DEBT SERVICE-ENERGY LEASE

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	576.70	8,171.00	8,171.00	8,419.00	8,417.71	8,117.01	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	576.70	8,171.00	8,171.00	8,419.00	8,417.71	8,117.01	-



WASTEWATER FUND

TRANSFERS FOR CAPITAL PROJECTS

Wastewater-Capital Projects includes those projects, purchases, and developments which represent a long-term or permanent improvement. For purposes of definition, capital improvements represent an undertaking that has a specific objective, can be easily distinguishable from other work being performed, has a definite beginning and end, does not occur annually, and has a total cost in excess of \$50,000 for building, and building and site improvements; or \$200,000 for infrastructure.

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WASTEWATER FUND

TRANSFERS FOR CAPITAL PROJECTS

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	501,692.87	-	491,980.00	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	501,692.87	-	491,980.00	-	-	-	-

WASTEWATER FUND

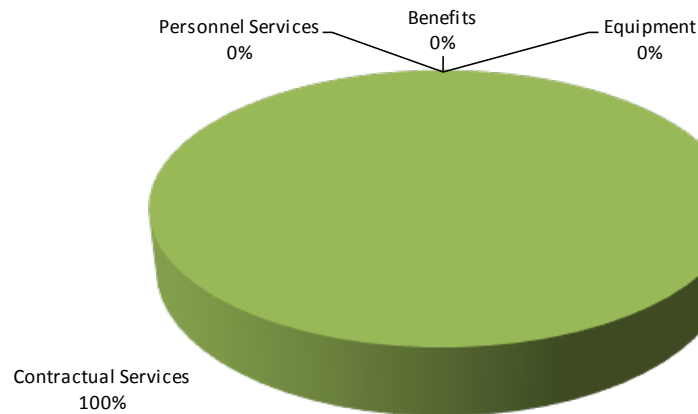
TRANSFERS TO OTHER FUNDS

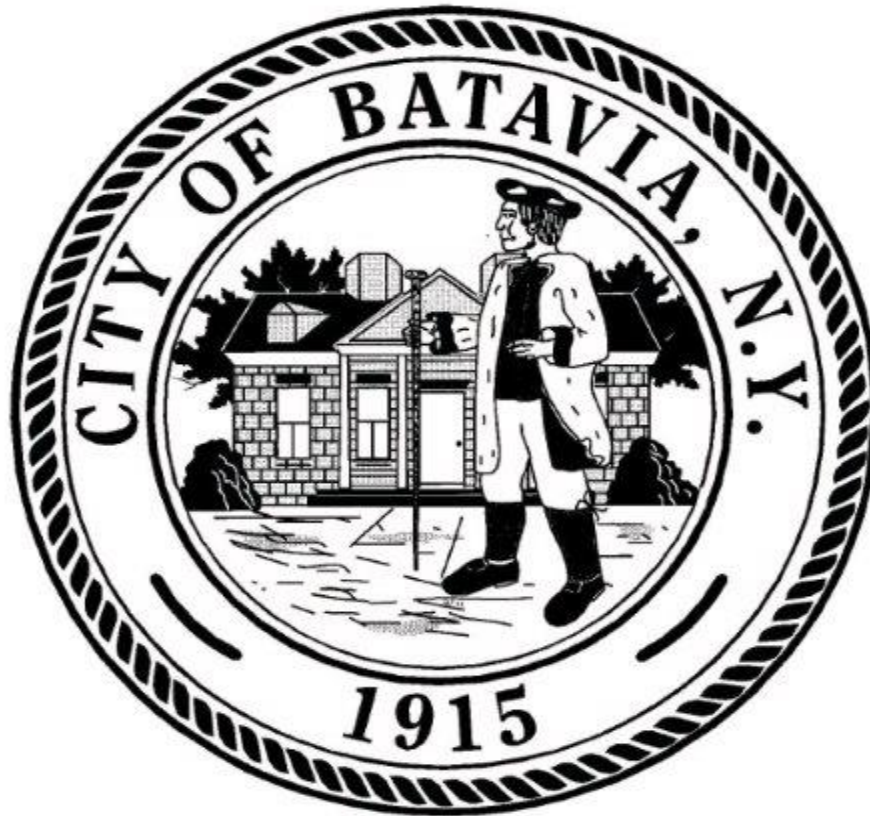
Legally authorized transfers to another fund through which the resources are to be expended.

WASTEWATER FUND

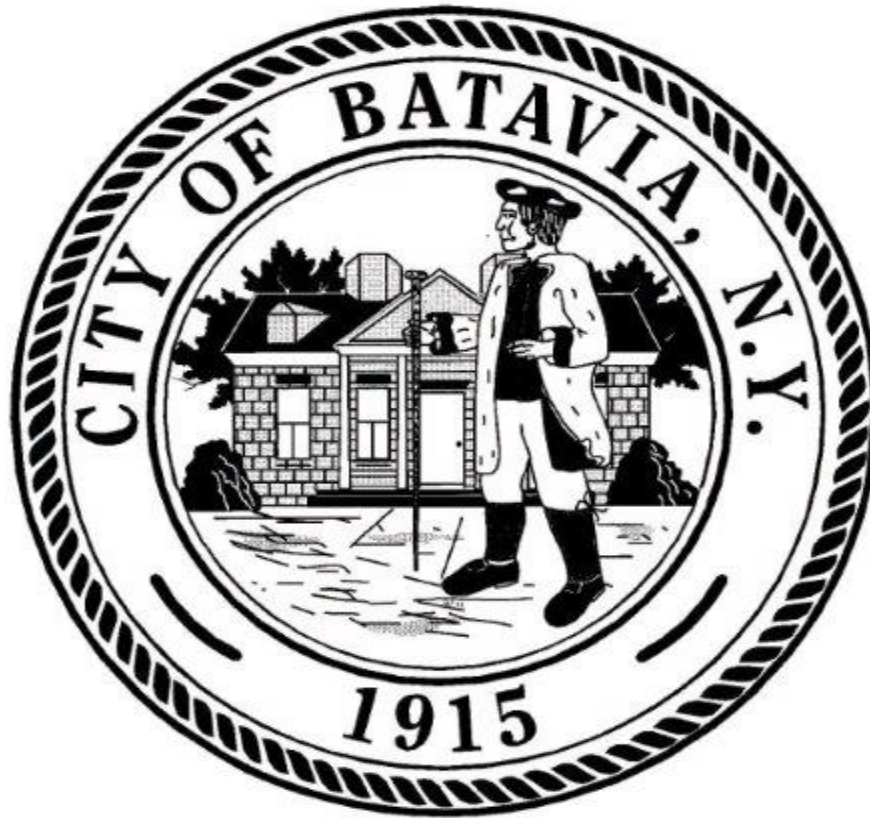
TRANSFERS TO OTHER FUNDS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	442,229.97	189,380.00	189,380.00	214,760.00	220,527.70	226,513.03	232,727.47
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	442,229.97	189,380.00	189,380.00	214,760.00	220,527.70	226,513.03	232,727.47





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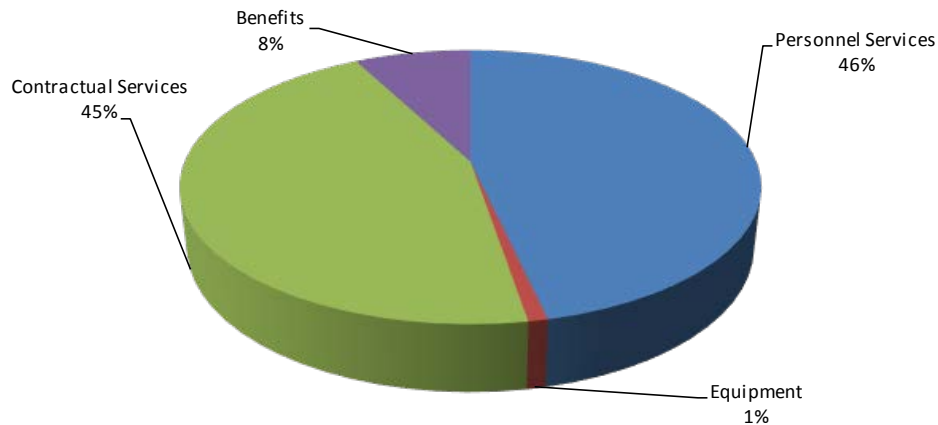
ADMINISTRATION

City Centre Administration has the responsibility for operation and maintenance of the City Centre Concourse.

CITY CENTRE FUND

ADMINISTRATION

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	69,292.78	69,400.00	68,670.00	74,740.00	76,132.80	76,894.13	77,663.07
Overtime	1,777.76	8,000.00	8,000.00	6,000.00	6,120.00	6,181.20	6,243.01
Equipment	7,060.97	2,000.00	2,000.00	1,600.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	31,438.39	42,000.00	42,000.00	42,000.00	42,840.00	43,268.40	43,701.08
Contract Services	4,468.30	6,400.00	6,400.00	7,900.00	8,058.00	8,138.58	8,219.97
Other Expenses	18,460.06	28,130.00	29,822.00	28,182.00	28,439.64	28,724.04	29,011.28
State Retirement	7,154.72	6,880.00	6,321.00	7,270.00	7,415.40	7,489.55	7,564.45
Social Security	5,206.97	5,930.00	5,870.00	6,180.00	6,303.60	6,366.64	6,430.30
Health Insurance	-	-	-	-	-	-	-
Total Expense	144,859.95	168,740.00	169,083.00	173,872.00	175,309.44	177,062.53	178,833.16



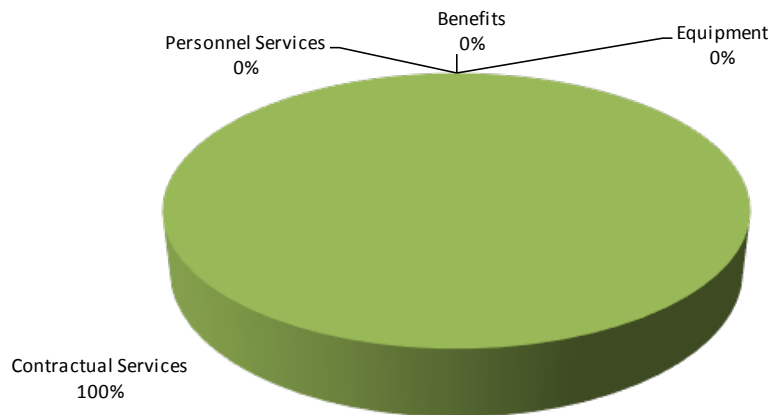
CONTINGENCY

The contingency line is included in the budget to provide funding for unexpected events. Expenditures may not be charged directly to the contingency appropriation. The City Council must first modify the budget by transferring from the contingency appropriation to the expense account needing funding. Using the contingency appropriation does not increase the original budget, it reallocates funding.

CITY CENTRE FUND

CONTINGENCY

Description	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	7,270.00	7,270.00	9,185.00	9,323.33	2,772.28	5,067.50
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	7,270.00	7,270.00	9,185.00	9,323.33	2,772.28	5,067.50



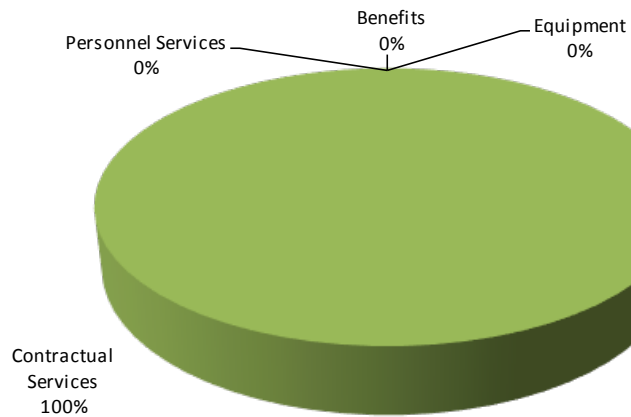
TRANSFERS

Legally authorized transfers to another fund through which the resources are to be expended.

CITY CENTRE FUND

TRANSFERS

<u>Description</u>	18/19 Actual	19/20 Budget	19/20 Projected	20/21 Proposed	21/22	22/23 Projected	23/24
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	22,903.00	28,370.00	28,370.00	29,910.00	28,862.40	30,687.02	31,163.90
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	22,903.00	28,370.00	28,370.00	29,910.00	28,862.40	30,687.02	31,163.90

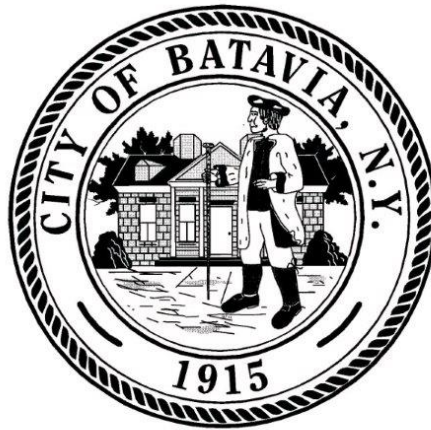




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SECTION 6

MISCELLANEOUS FUNDS



MISCELLANEOUS

CAPITAL FUND

The City's Capital Fund accounts for financial resources used for the acquisition or construction of capital facilities, other than those financed by proprietary funds and equipment purchases financed in whole or in part from the proceeds of obligations.

WORKER'S COMP FUND

The City's Worker's Comp fund is a government fund that houses the expenses the City experiences in providing worker's compensation insurance coverage on their employees. It is funded by contributions from the General, Water, Wastewater Funds and City Centre Funds.

HEALTH INSURANCE FUND

The City's Health Insurance Fund is a new fund added in FY19. This fund pays for a self-insured health insurance policy for City employees. The Health Insurance Fund is funded by contributions from the General, Water, Wastewater and City Centre Funds.

SMALL CITIES FUND

The Small Cities Fund is a governmental fund used to account for the activity of the City's New York State Small Cities Block Grant and U.S. Department of Housing and Urban Development Programs.

SPECIAL GRANT AND BATAVIA DEVELOPMENT CORPORATION FUND

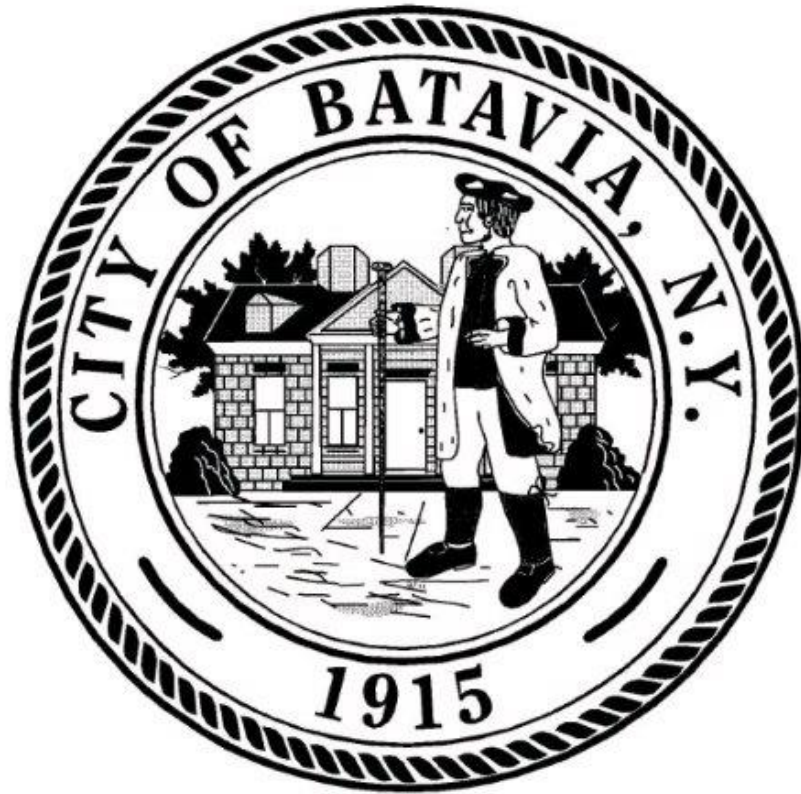
The Special Grant Fund is a governmental fund that is used to account for Community Development Block Grants and other federal grants not required to be accounted for in other funds. It also houses the business development revolving loan fund which offers financial loans and grants to small business in the City of Batavia when conventional financing is unavailable. The City has an economic development services agreement with the Batavia Development Corporation, a 501(c)4, to administer the City's revolving loan fund and oversee economic development activities within the City.

MALL FUND

The Mall Fund is a government fund that has traditionally been utilized to fund the mall concourse operations. The relationship and ownership between the City and the Mall Merchants Association had been dictated by several separate contracts and agreements between the parties. The City had no responsibility in relation to budgetary matters, Mall employee matters, operations of the Mall, Mall capital improvements or projects and the City is indemnified by the Mall for negligent action by the Mall. The City's responsibility was to prepare and forward to each mall merchant a maintenance bill annually and collect unpaid mall maintenance charges in the same manner as provided by law for the collection of unpaid real property taxes. In addition, the City provided accounting services related to the mall maintenance budget. New to this budget year, however, as part of a settlement effective April 1, 2018, the City will have full control and maintenance responsibility of the City Centre Concourse. As a result, this fund will continue to exist only for the purposes of collecting prior years' accounts receivables and paying off liabilities. It is anticipated that the duration of this fund's existence will extend through the FY2019/2020.

BUSINESS IMPROVEMENT DISTRICT FUND

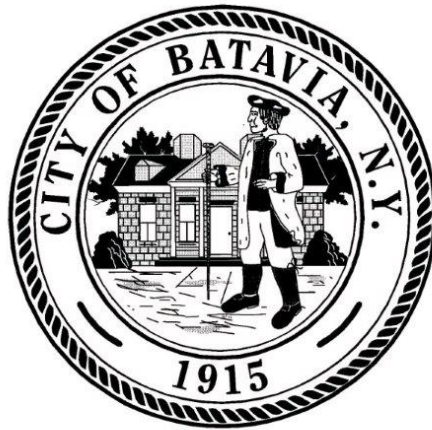
The Business Improvement District (BID) Fund was re-established this fiscal year by City Council resolution at the recommendation of the New York State Office of the State Comptroller as a result of an audit performed in the City in the FY 2017/18. This fund will be utilized to take custody of BID charges levied along with excess charges levied in previous years. Those funds will be maintained in the BID Fund where the City will account for receipts and disbursements properly.



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SECTION 7

CAPITAL & DEBT



CAPITAL IMPROVEMENTS

CAPITAL IMPROVEMENT PLAN

Following is the City's Capital Improvement Plan for FY 19/20 and future years projected beyond that. Included in the plan are capital expenditures and capital projects. They are defined as follows:

Capital expenditures are defined in the City's financial statements as asset acquisitions that are added to the capital asset accounts. Capitalization thresholds are as follows:

Asset	Capitalization	Useful life
Buildings	\$50,000	25-50 years
Building & site improvements	\$50,000	10-50 years
Infrastructure	\$200,000	25-50 years
Furniture/ Equipment	\$5,000	3-20 years
Vehicles	\$20,000	3-5 years

It is important for the City to maintain an adequate balance between contributions to capital improvements and non-capital expenditures. Both capital and non-capital expenditures play an important role in the long-range financial health of the City and both must be planned for, implemented, and controlled with equal care to prevent them from precipitating future financial crises.

Although the importance of maintaining a balance between capital and non-capital is an easily understood concept, the application of this concept is more difficult.

As has been discussed, the City is experiencing challenges in revenue while still seeking to maintain its capital base as well as fund increasing operating expenditures. Quite obviously, this situation and environment makes it difficult to maintain an adequate balance between the capital and non-capital expenditures.

Due to the aforementioned situation, it will become increasingly difficult to meet the necessary resources or funding for capital expenditures. However, time and effort has been put into identifying the City's needs with the idea that difficult decisions will have to be made in order to address the City's capital needs. It is true that a plan with no funding is much less effective.

In the near future, it is anticipated that discussions will be taking place at the City Council level regarding funding mechanisms for addressing the City's capital needs.

Nonetheless, even without adequate funding, the needs do not disappear and we must be aware of the City's needs; therefore, the City's capital plan is presented on the following page.

As outlined in the City's Strategic Plan, the City has developed capital improvement plan for all City facilities. Currently the City is evaluating the Police Station and if or what level of improvements maybe be needed for the facility.

Any remaining buildings will have a capital plan developed in future years. It is the City's goal to develop and fund capital plans for all City facilities.

Capital Plan Impact on Operations. Included in each capital plan is the expected cost of improvements, impacts on the general fund and use of reserve funds. Below are definitions used in each capital plan.

Total: This is the total annual cost of the capital expenditure for the respective year.

Budget Contribution: This is the total impact on the operating budget not including use of reserve funds.

Reserve Expenditure: This is the amount of reserve funds that will be needed to complete the respective capital expenditure.

Reserve Balance: This is the estimated reserve balance following capital expenditures.

Following each capital plan is an explanation of sources and uses for each plan and future expectations and impacts on operating budgets. The water and sewer capital plans utilize a combination of long-term debt service and reserve funds for completing each capital plan.

Capital & Debt Impact

The proposed capital projects for FY2020/21 will impact debt service as a BAN (bond anticipation note) will be needed to support the capital projects for cashflow purposes until such time as the projects are completed and permanent financing is arranged. The replacement of a Vac Jetter will even out the debt as the Vac Con vacuum truck lease was paid in full 4/1/19. The plan initially, however, will be to use Sewer Fund funds to pay for it initially and then we will permanently finance it in FY2021/22. This capital purchase will provide for less repairs and maintenance on the vehicle. The street construction projects, South Main and Union Street, will be permanently financed in FY2020/21, while a BAN was used initially in FY2019/20 to cashflow the project. This project corrects deficient or faulty infrastructure. This should have little to no impact on the operating budget other than minimize long-term general liability risk. Facility improvements continue to be funded with existing reserve funds and will replace aging infrastructure. This may have some positive impact on future energy efficiencies.

CAPITAL EXPENDITURES

Fund		Project	2020-2021
Facility			
Gen	Dwyer Stadium Lease carpet and relamp 2 poles		\$ 9,000
Gen	Ice Arena bathroom		\$ 14,500
Gen	Ice Arena front doors		\$ 5,000
Gen	City Hall outside lighting		\$ 10,200
Gen	Police station facilities		\$ 10,000
Gen	Fire station upgrades - on going		\$ 520,000
Gen	Bureau of Maintenance upgrades - on going		\$ 640,000
Gen	Redfield Parkway Pillars on-going		\$ 70,000
Equipment			
Gen	Public Works - Single Axel Dump and Plow		\$ 183,500
Gen	Police Department - K-9 police interceptor		\$ 32,000
Gen	Inspection Department - Inspection Sedan		\$ 22,000
Sewer	One Ton Dump Truck		\$ 60,000
Infrastructure			
Gen	Franklin Street Sewer Line Improvements		\$ 1,048,000
Gen	Lead Water Line Replacement Project		\$ 554,112
Gen	ERP BAN principal payment		\$ 185,500
Gen	Dark Fiber		\$ 25,000
Gen	Center Street, Canale Parking Lot		\$ 60,620
Gen	Sidewalk resurfacing projects		\$ 111,000.00
TOTAL			\$ 3,560,432

PARKING LOT PLAN

Project	Near	Near	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Center Street	Center	East .Main	\$41,200				
Canale Lot	Ellicott	Central	\$5,150				
Lions Park-Main	Wallace		\$9,270				
Alva Lot	Alva	Bank		\$98,880			
Williams Park	Parking		\$5,000		\$33,558		
Court Street	School	Center				\$188,490	
Bureau of Maintenance							\$185,000
Total			\$60,620	\$98,880	\$33,558	\$188,490	\$185,000
Budget Contribution			\$57,000	\$59,000	\$61,000	\$63,000	\$178,000
Reserve Expenditure			\$60,620	\$98,880	\$33,558	\$188,490	\$185,000

THE PARKING LOT/SPORTS SURFACE MANAGEMENT PLAN IS FUNDED WITH ANNUAL CONTRIBUTIONS FROM THE CITY'S GENERAL FUND. THE RESERVE FUND RECEIVES SMALL ANNUAL CONTRIBUTIONS FROM REVENUE GENERATED FROM DOWNTOWN OVERNIGHT PARKING PERMITS AND DUMPSTER PERMITS. WITHOUT THE ANNUAL GENERAL FUND BUDGET CONTRIBUTION, THE OUTLINED CAPITAL WORK WOULD HAVE TO BE FINANCED WITH GENERAL OBLIGATION BONDS OR WOULD NOT BE ABLE TO BE COMPLETED.

FACILITY CAPITAL PLAN

	Project	2020-2021	2021-2022	2022-2023	2023-2024
Dwyer Stadium	Lease Commitment				
	Visitor Clubhouse Carpet	\$4,000			
	Hot Water Tank		\$2,500	\$2,600	\$2,700
	Stadium Lights Re-Lamp	\$5,000	\$5,200	\$5,400	\$5,600
	Replace Seating		\$34,000		
	Clubhouse HVAC Units			\$20,000	\$20,000
	Visitor Clubhouse Shower				2,000
	Total	\$9,000	\$41,700	\$28,000	\$30,300
Ice Arena	Lighting Upgrade	\$2,700	\$13,000	\$8,000	\$8,000
	Bathroom Upgrade	\$15,000			
	Heating		\$10,000		
	Front Doors	\$4,000			
	Roof Exterior Fan			\$13,600	
	Total	\$21,700	\$23,000	\$21,600	\$8,000
City Hall	HVAC			\$19,000	\$11,500
	Exterior/Interior Surfaces Repairs	\$8,750			\$2,500
	Roofing		\$22,500	\$23,500	\$28,000
	Exterior/lighting Replacement (LED)	\$10,200			
	Total	\$18,950	\$22,500	\$42,500	\$42,000
FD & BOM	Fire Station Upgrades	\$520,000			
	Bureau of Maintenance Upgrades	\$640,000			
	Total	\$1,160,000			
	Total Expenditure	\$1,209,650	\$87,200	\$92,100	\$80,300
	Reserves Expenditure	\$1,209,650	\$87,200	\$92,100	\$80,300

EQUIPMENT REPLACEMENT PLAN

Equipment Name	Age at Replacement	Department	2020-2021	2021-2022	2022-2023
Sedan	6	Public Works	\$22,000	\$24,000	\$118,000 (5)
6 Wheel Plow	24	Public Works	\$184,000	\$380,000(2)	\$196,000
4x4 Pickup	15	Public Works	\$45,000	\$45,000	\$47,000
4x4 Pickup with Plow	19	Public Works	\$60,000	\$50,000	
1-ton dump	20	Public Works		\$70,000	
Sewer Vac-Jetter	26	Public Works	\$450,000		
Sewer Camera	10	Public Works			\$88,000
	Total				
	DPW Reserve Expenditure/BOND		\$287,000	\$524,000	\$337,000
	Fire Equipment Reserve Expenditure/BOND				
	Water Equipment Reserve Expenditure/BOND		\$90,000		\$24,000
	Sewer Equip Reserve Expenditure/BOND		\$384,000	\$45,000	\$88,00

THE EQUIPMENT REPLACEMENT PLAN (ERP) IS FUNDED BY SEVERAL SOURCES WHICH INCLUDE ANNUAL BUDGET CONTRIBUTIONS TO RESERVE FUNDS, ANNUAL BUDGET CONTRIBUTIONS IN THE GENERAL FUND AND USE OF CAPITAL RESERVE FUNDS. THE EQUIPMENT RESERVES IN THE GENERAL FUND (DPW AND POLICE) ARE PRIMARILY FUNDED WITH ANNUAL SURPLUSES AND ONE-TIME REVENUES. AS ILLUSTRATED ABOVE, ADDITIONAL FUNDING IN ALL GENERAL FUND EQUIPMENT RESERVE FUNDS WILL BE NEEDED TO CONTINUE REPLACING EQUIPMENT PER THE ERP SCHEDULE, OTHERWISE CAPITAL EXPENDITURES OUTLINED IN FUTURE YEARS WOULD HAVE TO BE FINANCED WITH GENERAL OBLIGATION BONDS, MUNICIPAL LEASING, BE INCLUDED IN THE GENERAL FUND OR WOULD NOT BE ABLE TO BE COMPLETED.

WATER CAPITAL PLAN

Project	*City or County	Funding Method	2020-21	2021-22	2022-23	2023-24	2024-25
Lead Service Replacement	City	Grant	\$554,112				
Sub transformer Improvements	County	N/A					
Rapid Mix, Precipitator, and Filter Gallery Improvements	County	Operations	\$13,000	\$25,000	\$25,000	\$25,000	
Richmond /Prospect Line Improvement	City	Reserves		\$340,000			
Swan/Evans 4" Water Abandonment	City	Reserves				\$100,000	
Valve Replacements	City	Reserves				\$125,000	
Jackson Street Watermain Abandonment	City	Finance			\$658,000		
Clinton Street Watermain Abandonment	City	Finance			\$569,000		
WTP Roofing Improvements	City	Finance		\$25,000			
Total Estimated Cost			\$567,112	\$390,000	1,252,000	\$250,000	

SEWER CAPITAL PLAN

Project	*City or County	Funding Method	2020-21	2021-22	2022-23	2023-24	2024-25
West Main Lift Station Improvements	City	Facility Reserve	\$50,000				
Richmond Ave. & Franklin Street Sanitary Sewer Repair & Line	City	Finance	\$1,048,000				
Grit Cyclone Classifier Improvements	Shared	Facility Reserves					
WWTP Roofing System Improvements	Shared	Finance	\$100,000				
Mechanical Fine Screen Improvements	Shared	Finance					
Central Pumping Station Electrical System Improvements	Shared	Facility					
Aluminum Sulfate Storage Tank Improvements	Shared	Facility Reserve			\$114,009		
WWTP Air System Blower, Motor and VFD Improvements	Shared	Finance		\$1,046,229			
Maple Street & Mill Street Sanitary Sewer Realignment	City	Facility Reserve		\$409,803			
Aerated Pond No. 2 Sludge Removal	Shared	Finance			\$1,257,111		
Central Pumping Station & Aerated Grit Structural Improvements	Shared	Facility Reserve		\$211,365			
Sewer Lining	City	Facility Reserve				\$228,335	
Total Estimated Cost			\$1,198,000	\$1,667,397	\$1,371,120	\$228,335	

CAPITAL PLAN ESTIMATED OPERATING COST IMPACT

Estimated Operating Cost Impact						
	Fiscal Year	Personnel	Repair and Maintenance	Utilities	Supplies	Total
Project Name	Operations Impact	Costs	Costs	Costs	Costs	Costs
Parking Lot Repave and Striping Improvements						
Center Street	FY20/21	\$0	-\$1,000	\$0	\$0	-\$1,000
Canale Lot	FY20/21	\$0	-\$1,000	\$0	\$0	-\$1,000
Lions Park-Main	FY20/21	\$0	-\$1,000	\$0	\$0	-\$1,000
Alva Lot	FY20/21	\$0	-\$1,000	\$0	\$0	-\$1,000
Williams Park	FY21/22	\$0	-\$1,000	\$0	\$0	-\$1,000
Court Street	FY23/24	\$0	-\$1,000	\$0	\$0	-\$1,000
Bureau of Maintenance	FY24/25	\$0	-\$1,000	\$0	\$0	-\$1,000
Dwyer Stadium Facility Improvements	FY21/22	\$0	\$0	\$0	\$0	\$0
Ice Arena Facility Improvements	FY21/22	\$0	\$0	\$0	\$0	\$0
City Hall Facility Improvements	FY21/22	\$0	\$0	\$0	\$0	\$0
Fire Department Facility Improvements	FY20/21	\$0	\$0	\$2,500	\$0	\$2,500
Bureau of Maintenance Facility Improvements	FY20/21	\$0	\$0	-\$2,000	\$0	-\$2,000
Mall / City Centre Roof Replacement	FY20/21	\$0	-\$10,000	\$0	\$0	-\$10,000
Water Capital Improvements						
Lead Water Service Line Replacement	FY20/21	\$0	\$0	\$0	\$0	\$0
Rapid Mix, Precipitator, and Filter Gallery Improvements	FY21/22	\$0	\$0	\$0	\$0	\$0
Richmond Prospect	FY21/22	\$0	\$0	\$0	\$0	\$0
Water Treatment Plant Roofing Improvements	FY21/22	\$0	\$0	\$0	\$0	\$0
Jackson Street Watermain Abandonement	FY22/23	\$0	-\$500	\$0	\$0	-\$500
Clinton Street Watermain Abandonement	FY22/23	\$0	-\$500	\$0	\$0	-\$500
Swan and Evans Street Watermain Abandonement	FY23/24	\$0	-\$500	\$0	\$0	-\$500
Well House Electrical System	FY22/23	\$0	\$0	\$0	\$0	\$0
Sewer Capital Improvements						
West Main Lift Station Improvements	FY20/21	\$0	\$0	-\$500	\$0	-\$500
Richmond Avenue and Franklin Street Sanitary Sewer Repair	FY20/21	\$0	\$0	\$0	\$0	\$0
Wastewater Treatment Plant Roofing Improvements	FY20/21	\$0	-\$8,000	\$0	\$0	-\$8,000
VFD Improvements	FY21/22	\$0	\$0	\$0	\$0	\$0
Maple and Mill Streets Sewer Main Realignment	FY21/22	\$0	\$0	\$0	\$0	\$0
Central Pumping Station and Aerated Grit Structural Improvements	FY21/22	\$0	\$0	\$0	\$0	\$0
Aluminum Sulfate Storage Tank Improvements	FY22/23	\$0	\$0	\$0	\$0	\$0
Aerated Pond No. 2 Sludge Removal	FY22/23	\$0	\$0	\$0	\$0	\$0
Sewer Lining	FY23/24	\$0	\$0	\$0	\$0	\$0
TOTAL		\$0	-\$26,500	\$0	\$0	-\$26,500
Negative numbers reflect project operating cost savings.						

DEBT SERVICE

CONSTITUTIONAL DEBT LIMIT

In New York State, Constitutional debt limits exist that impose constraints on the amount of debt that a local government can incur. The debt limit for the City of Batavia is a percentage (7%) of the five-year average full valuation of taxable property within a municipality. Debt issued for the purpose of water supply and distribution and certain types of short term borrowings are excluded from the debt limit. In addition, a municipality can apply for exclusions from the limit for debt related to sewer projects and for certain types of self-liquidating debt. For the fiscal year ending March 31, 2019, the City's constitutional debt limit was \$39,276,501.

TYPES OF CITY DEBT

Landfill, etc. – Issued in 2005 in the amount of \$1,795,000. Impacts General Fund. Used for closing the Batavia landfill site, vehicles and recreation equipment, Dwyer Stadium Lighting improvements, and Batavia City Centre. Payment in full expected 11/1/2020.

City Centre – Issued 11/2005 in the amount of \$3,600,000 Series A and \$875,000 Series B. Impacts General, Water and Sewer Funds. Used for the construction of City Hall. Refunded in 2014. Payment in full expected 11/1/2035.

Dwyer/BID – Issued in 2001 in the amount of \$2,859,000. Impacts General Fund. Used for Dwyer Stadium and for the Business Improvement District. Refunded in 2011. Payment in full of BID debt was 8/1/2016. Payment in full for Dwyer Stadium expected 8/1/2020.

Energy Lease – Entered into 11/24/2006 in the amount of \$1,235,225. Impacts General, Water and Sewer Funds. Used for energy conservation facility improvement measures. Payment in full expected 11/24/2022.

Vine & Elm Bond – Issued 10/2017 in the amount of \$1,400,000. Impacts Water and Sewer Funds. Used for Water and Sewer System Improvements on Vine and Elm Streets. Payment in full expected 10/1/2038.

Sludge/Washington/Roof – Issued 5/2017 in the amount of \$2,976,000. Impacts and Sewer Funds. Used for Water and Sewer Plant Improvements, Water Sewer System Improvement on Washington. Payment in full expected 5/1/2033.

Municipal Lease – Entered into 6/2016 in the amount of \$181,072.99. Impacts General Fund. Used to purchase 2016 International 7600 SBA 6 x 4 20. Payment in full expected 12/1/2022.

Loader – Bond entered into 6/2018 in the amount of \$195,500. Impacts General Fund. Used to purchase a 2018 Caterpillar 938 M. Payment in full expected 6/1/2025.

BAN (Bond Anticipation Note) – Issued 5/2019 in the amount of \$3,678,000 at 1.99%. Impacts General, Water, and Capital Funds. Used for project cash flow for a Pedestrian Way Transportation Alternative sidewalk project \$1,024,000; for project cash flow for Union Street, South Main Street and Brooklyn Street water main improvement \$1,901,000; and a rollover of a portion of the prior year's BAN to purchase an integrated software system \$750,000. Intention is to pay off the sidewalk project in January of 2020; permanently finance Union Street, South Main and Brooklyn water main improvement project at an amount yet to be determined; and make a principal payment of \$185,500 in the FY2020/21 budget year on the software – rolling over the remaining.

DEBT PAYMENT SCHEDULE

Due Date		Total Payments	Principal	General Interest	Principal	Water Interest	Principal	Sewer Interest	Principal	Capital Interest
<u>FY 2020-21</u>										
4/1/20	BOND - VINE & ELM	18,150.00				10,193.75		7,956.25		
4/30/19	BBAN ERP, PED WAY, UNION & S MAIN	2,703,461.82		14,842.08	1,901,000.00	37,619.74			750,000.00	
5/1/20	LANDFILL, etc	2,750.00		2,750.00						
5/1/20	SLUDGE, WASHINGTON, ROOF	212,921.88			10,000.00	1,606.25	170,000.00	31,315.63		
5/1/20	CITY CENTRE - REFUNDED	45,462.51		36,370.01		4,546.25		4,546.25		
5/2/21	BAN ERP & SOUTH MAIN & BROOKLYN	1,953,441.82		14,842.08	1,901,000.00	37,599.74				
6/1/20	MUNICIPAL LEASE - TANDEM AXLE	14,192.93	13,369.00	823.93						
6/1/20	LOADER BOND	27,348.75	25,000.00	2,348.75						
8/1/20	DWYER	121,875.00	120,000.00	1,875.00						
10/1/20	BOND - VINE & ELM	73,150.00			30,000.00	10,193.75	25,000.00	7,956.25		
11/1/20	LANDFILL, etc	112,750.00	110,000.00	2,750.00						
11/1/20	SLUDGE, WASHINGTON, ROOF	31,009.38				1,500.00		29,509.38		
11/1/20	CITY CENTRE - REFUNDED	205,462.51	128,000.00	36,370.01	16,000.00	4,546.25	16,000.00	4,546.25		
11/24/20	ENERGY LEASE	113,753.00	82,034.60	3,007.17	19,575.93	717.59	8,120.06	297.65		
	MUNICIPAL LEASE - TANDEM									
12/1/20	AXLE	14,293.20	13,519.00	774.20						
12/1/20	LOADER BOND	2,167.50		2,167.50						
3/31/21	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00		
		5,653,064.30	491,922.60	118,920.73	3,877,575.93	108,960.32	219,120.06	86,564.66	750,000.00	0.00
<u>FY 2021-22</u>										
4/1/21	BOND - VINE & ELM	17,462.50				9,818.75		7,643.75		
5/1/21	CITY CENTRE - REFUNDED	43,662.51		34,930.01		4,366.25		4,366.25		
5/1/21	SLUDGE, WASHINGTON, ROOF	216,009.38			10,000.00	1,500.00	175,000.00	29,509.38		
	MUNICIPAL LEASE - TANDEM									
6/1/21	AXLE	14,292.79	13,670.00	622.79						
6/1/21	LOADER BOND	32,167.50	30,000.00	2,167.50						
10/1/21	BOND - VINE & ELM	77,462.50			35,000.00	9,818.75	25,000.00	7,643.75		
11/1/21	CITY CENTRE - REFUNDED	218,662.51	140,000.00	34,930.01	17,500.00	4,366.25	17,500.00	4,366.25		
11/1/21	SLUDGE, WASHINGTON, ROOF	29,043.75				1,393.75		27,650.00		
11/24/22	ENERGY LEASE	109,689.58	80,514.43	1,489.52	19,213.17	355.44	7,969.59	147.43		

Due Date		Total Payments	General Principal	Water Interest	Sewer	Capital Principal	Interest	Principal	Interest	Principal	Interest
12/1/21	MUNICIPAL LEASE - TANDEM AXLE	14,292.68	13,823.00	469.68							
12/1/21	LOADER BOND	1,927.50		1,927.50							
3/31/22	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		775,547.20	278,007.43	76,537.01		81,713.17	32,056.19	225,469.59	81,763.81	0.00	0.00
<u>FY 2022-23</u>											
4/1/22	BOND - VINE & ELM	16,712.50					9,381.25		7,331.25		
5/1/22	CITY CENTRE - REFUNDED	41,475.01		33,180.01			4,147.50		4,147.50		
5/1/22	SLUDGE, WASHINGTON, ROOF MUNICIPAL LEASE - TANDEM	219,043.75				10,000.00	1,393.75	180,000.00	27,650.00		
6/1/22	AXLE	14,292.86	13,978.00	314.86							
6/1/22	LOADER BOND	31,927.50	30,000.00	1,927.50							
10/1/22	BOND - VINE & ELM	76,712.50				35,000.00	9,381.25	25,000.00	7,331.25		
11/1/22	CITY CENTRE - REFUNDED	221,475.01	144,000.00	33,180.01		18,000.00	4,147.50	18,000.00	4,147.50		
11/1/22	SLUDGE, WASHINGTON, ROOF MUNICIPAL LEASE - TANDEM	27,025.00					1,287.50		25,737.50		
12/1/22	AXLE	14,293.32	14,135.00	158.32							
12/1/22	LOADER BOND	1,567.50		1,567.50							
3/31/23	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		665,398.95	202,113.00	70,328.20		63,000.00	30,175.75	223,000.00	76,782.00	0.00	0.00
<u>FY 2023-24</u>											
4/1/23	BOND - VINE & ELM	15,962.50					8,943.75		7,018.75		
5/1/23	CITY CENTRE - REFUNDED	39,000.01		31,200.01			3,900.00		3,900.00		
5/1/23	SLUDGE, WASHINGTON, ROOF	222,025.00				10,000.00	1,287.50	185,000.00	25,737.50		
6/1/23	LOADER BOND	31,567.50	30,000.00	1,567.50							
10/1/23	BOND - VINE & ELM	75,962.50				35,000.00	8,943.75	25,000.00	7,018.75		
11/1/23	CITY CENTRE - REFUNDED	219,000.01	144,000.00	31,200.01		18,000.00	3,900.00	18,000.00	3,900.00		
11/1/23	SLUDGE, WASHINGTON, ROOF	24,953.13					1,181.25		23,771.88		
12/1/23	LOADER BOND	1,140.00		1,140.00							
3/31/24	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		630,484.65	174,000.00	65,107.52		63,000.00	28,593.25	228,000.00	71,783.88	0.00	0.00
<u>FY 2024-25</u>											
4/1/24	BOND - VINE & ELM	15,212.50					8,506.25		6,706.25		

Due Date		Total Payments	General Principal	Water Interest	Sewer	Capital Principal	Interest	Principal	Interest	Principal	Interest
5/1/24	CITY CENTRE - REFUNDED	36,300.01		29,040.01			3,630.00		3,630.00		
5/1/24	SLUDGE, WASHINGTON, ROOF	219,953.13				10,000.00	1,181.25	185,000.00	23,771.88		
6/1/24	LOADER BOND	31,140.00	30,000.00	1,140.00							
10/1/24	BOND - VINE & ELM	75,212.50				35,000.00	8,506.25	25,000.00	6,706.25		
11/1/24	CITY CENTRE - REFUNDED	221,300.01	148,000.00	29,040.01		18,500.00	3,630.00	18,500.00	3,630.00		
11/1/24	SLUDGE, WASHINGTON, ROOF	22,759.38					1,068.75		21,690.63		
12/1/24	LOADER BOND	622.50		622.50							
3/31/25	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		623,374.03	178,000.00	59,842.52		63,500.00	26,959.50	228,500.00	66,572.01	0.00	0.00
<u>FY 2025-26</u>											
4/1/25	BOND - VINE & ELM	14,462.50					8,068.75		6,393.75		
5/1/25	CITY CENTRE - REFUNDED	33,525.01		26,820.01			3,352.50		3,352.50		
5/1/25	SLUDGE, WASHINGTON, ROOF	222,759.38				10,000.00	1,068.75	190,000.00	21,690.63		
6/1/25	LOADER BOND	30,622.50	30,000.00	622.50							
10/1/25	BOND - VINE & ELM	79,462.50				35,000.00	8,068.75	30,000.00	6,393.75		
11/1/25	CITY CENTRE - REFUNDED	218,525.01	148,000.00	26,820.01		18,500.00	3,352.50	18,500.00	3,352.50		
11/1/25	SLUDGE, WASHINGTON, ROOF	20,509.38					956.25		19,553.13		
3/31/26	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		620,740.28	178,000.00	54,262.52		63,500.00	25,304.50	238,500.00	61,173.26	0.00	0.00
<u>FY 2026-27</u>											
4/1/26	BOND - VINE & ELM	13,609.38					7,609.38		6,000.00		
5/1/26	CITY CENTRE - REFUNDED	30,634.38		24,507.50			3,063.44		3,063.44		
5/1/26	SLUDGE, WASHINGTON, ROOF	220,509.38				10,000.00	956.25	190,000.00	19,553.13		
10/1/26	BOND - VINE & ELM	78,609.38				35,000.00	7,609.38	30,000.00	6,000.00		
11/1/26	CITY CENTRE - REFUNDED	230,634.38	160,000.00	24,507.50		20,000.00	3,063.44	20,000.00	3,063.44		
11/1/26	SLUDGE, WASHINGTON, ROOF	18,259.38					843.75		17,415.63		
3/31/27	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		593,130.28	160,000.00	49,015.00		65,000.00	23,582.64	240,000.00	55,532.64	0.00	0.00
<u>FY 2027-28</u>											
4/1/27	BOND - VINE & ELM	12,756.25					7,150.00		5,606.25		
5/1/27	CITY CENTRE - REFUNDED	27,384.38		21,907.50			2,738.44		2,738.44		
5/1/27	SLUDGE, WASHINGTON, ROOF	223,259.38				10,000.00	843.75	195,000.00	17,415.63		

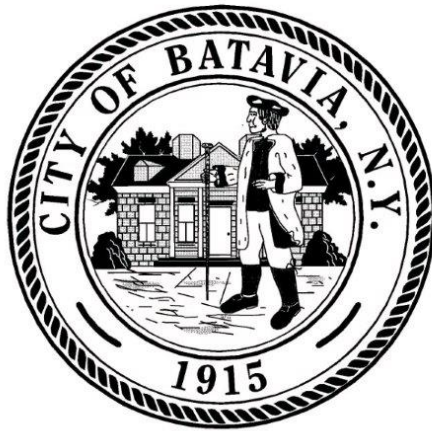
Due Date		Total Payments	General Principal	Water Interest	Sewer	Capital Principal	Interest	Principal	Interest	Principal	Interest
10/1/27	BOND - VINE & ELM	82,756.25				40,000.00	7,150.00	30,000.00	5,606.25		
11/1/27	CITY CENTRE - REFUNDED	232,384.38	164,000.00	21,907.50		20,500.00	2,738.44	20,500.00	2,738.44		
11/1/27	SLUDGE, WASHINGTON, ROOF	15,825.00					725.00		15,100.00		
3/31/28	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		595,239.64	164,000.00	43,815.00		70,500.00	21,782.63	245,500.00	49,642.01	0.00	0.00
<u>FY 2028-29</u>											
4/1/28	BOND - VINE & ELM	11,837.50					6,625.00		5,212.50		
5/1/28	CITY CENTRE - REFUNDED	23,925.00		19,140.00			2,392.50		2,392.50		
5/1/28	SLUDGE, WASHINGTON, ROOF	225,825.00				10,000.00	725.00	200,000.00	15,100.00		
10/1/28	BOND - VINE & ELM	81,837.50				40,000.00	6,625.00	30,000.00	5,212.50		
11/1/28	CITY CENTRE - REFUNDED	233,925.00	168,000.00	19,140.00		21,000.00	2,392.50	21,000.00	2,392.50		
11/1/28	SLUDGE, WASHINGTON, ROOF	13,200.00					600.00		12,600.00		
3/31/29	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		591,424.00	168,000.00	38,280.00		71,000.00	19,797.00	251,000.00	43,347.00	0.00	0.00
<u>FY 2029-30</u>											
4/1/29	BOND - VINE & ELM	10,875.00					6,075.00		4,800.00		
5/1/29	CITY CENTRE - REFUNDED	20,250.00		16,200.00			2,025.00		2,025.00		
5/1/29	SLUDGE, WASHINGTON, ROOF	228,200.00				10,000.00	600.00	205,000.00	12,600.00		
10/1/29	BOND - VINE & ELM	80,875.00				40,000.00	6,075.00	30,000.00	4,800.00		
11/1/29	CITY CENTRE - REFUNDED	240,250.00	176,000.00	16,200.00		22,000.00	2,025.00	22,000.00	2,025.00		
11/1/29	SLUDGE, WASHINGTON, ROOF	9,975.00					450.00		9,525.00		
3/31/30	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		591,299.00	176,000.00	32,400.00		72,000.00	17,687.00	257,000.00	36,212.00	0.00	0.00
<u>FY 2030-31</u>											
4/1/30	BOND - VINE & ELM	9,825.00					5,475.00		4,350.00		
5/1/30	CITY CENTRE - REFUNDED	16,125.00		12,900.00			1,612.50		1,612.50		
5/1/30	SLUDGE, WASHINGTON, ROOF	229,975.00				10,000.00	450.00	210,000.00	9,525.00		
10/1/30	BOND - VINE & ELM	79,825.00				40,000.00	5,475.00	30,000.00	4,350.00		
11/1/30	CITY CENTRE - REFUNDED	246,125.00	184,000.00	12,900.00		23,000.00	1,612.50	23,000.00	1,612.50		
11/1/30	SLUDGE, WASHINGTON, ROOF	6,675.00					300.00		6,375.00		

Date		Total Payments	General Principal	Water Interest	Sewer	Capital Principal	Interest	Principal	Interest	Principal	Interest
3/31/31	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		589,424.00	184,000.00	25,800.00		73,000.00	15,362.00	263,000.00	28,262.00	0.00	0.00
<u>FY 2031-32</u>											
4/1/31	BOND - VINE & ELM	8,775.00					4,875.00		3,900.00		
5/1/31	CITY CENTRE - REFUNDED	11,812.50		9,450.00			1,181.25		1,181.25		
5/1/31	SLUDGE, WASHINGTON, ROOF	226,675.00				10,000.00	300.00	210,000.00	6,375.00		
10/1/31	BOND - VINE & ELM	83,775.00				40,000.00	4,875.00	35,000.00	3,900.00		
11/1/31	CITY CENTRE - REFUNDED	256,812.50	196,000.00	9,450.00		24,500.00	1,181.25	24,500.00	1,181.25		
11/1/31	SLUDGE, WASHINGTON, ROOF	3,375.00					150.00		3,225.00		
3/31/32	DEBT PREMIUM AMORTIZATION	874.00					437.00		437.00		
		592,099.00	196,000.00	18,900.00		74,500.00	12,999.50	269,500.00	20,199.50	0.00	0.00
<u>FY 2032-33</u>											
4/1/32	BOND - VINE & ELM	7,650.00					4,275.00		3,375.00		
5/1/32	CITY CENTRE - REFUNDED	7,218.76		5,775.00			721.88		721.88		
5/1/32	SLUDGE, WASHINGTON, ROOF	228,375.00				10,000.00	150.00	215,000.00	3,225.00		
10/1/32	BOND - VINE & ELM	87,650.00				45,000.00	4,275.00	35,000.00	3,375.00		
11/1/32	CITY CENTRE - REFUNDED	257,218.76	200,000.00	5,775.00		25,000.00	721.88	25,000.00	721.88		
3/31/33	DEBT PREMIUM AMORTIZATION	558.00					279.00		279.00		
		588,112.52	200,000.00	11,550.00		80,000.00	10,143.76	275,000.00	11,418.76	0.00	0.00
<u>FY 2033-34</u>											
4/1/33	BOND - VINE & ELM	6,450.00					3,600.00		2,850.00		
5/1/33	CITY CENTRE - REFUNDED	2,531.26		2,025.00			253.13		253.13		
10/1/33	BOND - VINE & ELM	86,450.00				45,000.00	3,600.00	35,000.00	2,850.00		
11/1/33	CITY CENTRE - REFUNDED	47,531.26	36,000.00	2,025.00		4,500.00	253.13	4,500.00	253.13		
3/31/34	DEBT PREMIUM AMORTIZATION	116.00					58.00		58.00		
		143,078.52	36,000.00	4,050.00		49,500.00	7,764.26	39,500.00	6,264.26	0.00	0.00
<u>FY 2034-35</u>											
4/1/34	BOND - VINE & ELM	5,250.00					2,925.00		2,325.00		

Due Date		Total Payments	General Principal	Water Interest	Sewer	Capital Principal	Interest	Principal	Interest	Principal	Interest
5/1/34	CITY CENTRE - REFUNDED	1,687.50		1,350.00			168.75		168.75		
10/1/34	BOND - VINE & ELM	85,250.00				45,000.00	2,925.00	35,000.00	2,325.00		
11/1/34	CITY CENTRE - REFUNDED	46,687.50	36,000.00	1,350.00		4,500.00	168.75	4,500.00	168.75		
3/31/35	DEBT PREMIUM AMORTIZATION	116.00					58.00		58.00		
		138,991.00	36,000.00	2,700.00		49,500.00	6,245.50	39,500.00	5,045.50	0.00	0.00
<u>FY 2035-36</u>											
4/1/35	BOND - VINE & ELM	4,050.00					2,250.00		1,800.00		
5/1/35	CITY CENTRE - REFUNDED	843.76		675.00			84.38		84.38		
10/1/35	BOND - VINE & ELM	94,050.00				50,000.00	2,250.00	40,000.00	1,800.00		
11/1/35	CITY CENTRE - REFUNDED	45,843.76	36,000.00	675.00		4,500.00	84.38	4,500.00	84.38		
3/31/36	DEBT PREMIUM AMORTIZATION	68.00					34.00		34.00		
		144,855.52	36,000.00	1,350.00		54,500.00	4,702.76	44,500.00	3,802.76	0.00	0.00
<u>FY 2036-37</u>											
4/1/36	BOND - VINE & ELM	2,700.00					1,500.00		1,200.00		
10/1/36	BOND - VINE & ELM	92,700.00				50,000.00	1,500.00	40,000.00	1,200.00		
		95,400.00	0.00	0.00		50,000.00	3,000.00	40,000.00	2,400.00	0.00	0.00
<u>FY 2037-38</u>											
4/1/37	BOND - VINE & ELM	1,350.00					750.00		600.00		
10/1/37	BOND - VINE & ELM	91,350.00				50,000.00	750.00	40,000.00	600.00		
		92,700.00	0.00	0.00		50,000.00	1,500.00	40,000.00	1,200.00	0.00	0.00
2020-2037	Totals	13,724,362.89	2,858,043.03	672,858.50		4,971,789.10	396,616.56	3,367,089.65	707,966.05	750,000.00	0.00

SECTION 8

GLOSSARY



ACRONYMS AND DEFINITIONS ACRONYMS AND DEFINITIONS

ADA	The Americans with Disabilities Act prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government programs and services.
AED	An automated external defibrillator, used to help those experiencing cardiac arrest.
AFSCME	American Federation of State, County and Municipal Employees – the nation’s largest and fastest growing public services employees union with more than 1.6 million working and retired members.
AIM	Aid and Incentive to Municipalities – state aid provided to all of New York’s cities (other than New York City), towns and villages.
Amada Tool	A supplier of tools and dies.
Amortization	The gradual reduction of a financial commitment according to a specified schedule of times and amounts.
Appropriation	The legal authorization granted by the Common Council to make expenditures and to incur obligations.
APWA	American Public Works Association is a not-for-profit, professional association of public works agencies, private companies, and individuals dedicated to promoting professional excellence and public awareness through education, advocacy and the exchange of knowledge.
Assessment Roll	The official list containing the legal description of each parcel of property and its assessed valuation.
Assigned Fund Balance	Amounts of fund balance that are constrained by the government’s intent to be used for specific purposes, but are neither restricted nor committed, except for stabilization arrangements.
Balanced Budget	The total of revenues, other financing sources and appropriation of fund balance equals the total of appropriations/expenditures and other financing used in governmental funds.
BAN	Bond Anticipation Note – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from the proceeds of the bond issue to which they are related. The City does not issue revenue and tax anticipation notes which are repaid exclusively from taxes or earnings from an enterprise fund.

BDC	Batavia Development Corporation is an organization that works to promote, encourage, attract, and develop job opportunities and economically sound commerce and industry in the City of Batavia.
BID	Business Improvement District – a defined area within which businesses pay an additional tax or fee in order to fund improvements within the district’s boundaries.
BMC	Batavia Municipal Code
BOA Program	Brownfield Opportunity Area Program was established by the Superfund/Brownfield Law in October 2003. The program provides resources to New York communities to establish effective revitalization strategies that return dormant and blighted parcels into productive, catalytic properties.
Bond	A written promise to pay a specified sum of money at a specified date or dates in the future.
Brownfield	A former industrial or commercial site where future use is affected by real or perceived environmental contamination.
Budget	A financial work plan embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
CAFR	Comprehensive Annual Financial Report – a set of financial statements for a state, municipality or other governmental entity that comply with the accounting requirements established by the Governmental Accounting Standards Board (GASB).
Capital Expenditures	Expenditures which result in the acquisition of, or addition or improvements to, City facilities.
Capital Project	A major physical improvement such as construction, acquisition, technology enhancement, and/or infrastructure improvement that adds value to the physical assets of a government or significantly increases the useful life of an asset. Can also refer to building and construction of a new government asset.
CBA	Collective bargaining agreement – a legal contract between the employer and an authorized representative of a recognized bargaining unit for specific terms and conditions of employment.
CD	Certificate of Deposit – a savings certificate with a fixed maturity date, specified fixed interest rate and can be issued in any denomination aside from minimum investment requirements.

CDBG Program	Community Development Block Grant Program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The CDBG program provides annual grants on a formula basis to 1209 general units of local government and States.
CFA	Consolidated Funding Application was created to streamline and expedite the grant application process. The CFA process marks a fundamental shift in the way New York State resources are allocated, ensuring less bureaucracy and greater efficiency to fulfill local economic development needs.
CHIPS	Consolidated Local Street and Highway Improvement Program – A New York State local aid program designed to improve the physical condition of local streets and bridges.
CIP	Capital Improvement Plan – a five to ten year plan outlining capital projects, the estimated expense for each project and the resources needed to complete the projects along with a time line of when the projects are to be completed.
City Centre	Previously the Genesee Country Mall, the building is now referred to as the City Centre and is also a new Enterprise Fund for the City of Batavia.
Concourse	That portion of the old mall that is considered a walkway from store/office to store/office.
Committed Fund Balance	Amounts of fund balance that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision making authority.
Contingency	An appropriation of funds to cover unforeseen events that occur during a fiscal crisis to address unfunded mandates, revenue shortfalls and other similar events.
Council Person-At-Large	A designation given to three City council people who represent the City as a whole vs. representing a City ward.
Clark Patterson and Lee Engineers (CPL)	An architecture, engineering and planning firm headquartered in Rochester, NY.
CPR	Cardiopulmonary Resuscitation – a lifesaving technique useful in many emergencies, including heart attack or near drowning, in which someone's breathing or heartbeat has stopped.

CPSE	Center for Public Safety Excellence is a not-for profit corporation and is a primary resource for the fire and emergency profession to continuously improve services, resulting in a higher quality of life for communities.
CRS	Community Rating System – The National Flood Insurance Program’s Community Rating System is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum National Flood Insurance Program’s requirements.
CSEA	Civil Service Employees Association – a labor union in the State of New York that represents employees in state and local government, as well as school districts, childcare, and the private sector.
Cybersecurity	The state of being protected against the criminal or unauthorized use of electronic data, or the measures taken to achieve this.
DbA	Doing Business As
Debt	An obligation resulting from the borrowing of money. The City’s debt includes bonds and bond anticipation notes.
Debt Limit	The maximum amount of debt which is legally permitted. The City of Batavia’s limit is 9% of the average of the full valuation of assessable property within the City for the past five years.
Debt Service	Payment of principal and interest on borrowed money according to a predetermined payment schedule.
Deficit	A negative fund balance. The excess of an entity’s liabilities over its assets or the excess expenses over revenues during a single accounting period.
Department	An operational unit of City government.
Depreciation	1 – Expiration in the service life of fixed assets (buildings, machinery, equipment, etc.) attributable to normal wear and tear. 2 – The proportion of the cost of a fixed asset which is charged as an expense during a particular period.
DOS	Disk Operating System
DOT	Department of Transportation
Downtown Revitalization Initiative (DRI)	A comprehensive approach to boosting local economies by transforming communities into vibrant neighborhoods where the next generation of New Yorkers will want to live, work and raise a family, launched by Governor Andrew Cuomo.

DPW	Department of Public Works
Ellicott Trail	A recreational trail system that tracks through the City of Batavia.
Encumbrance	A contingent liability, contract, purchase order, payroll commitment, tax payable or legal penalty that is chargeable to an account. It ceases to be an encumbrance when paid out or when the actual liability amount is determined and recorded as an expense.
Enterprise Fund	A fund, such as the Water Fund, whose operations are financed in a manner similar to a private business in which the cost of providing goods or services is recovered through user charges.
Environmental Facilities Corporation (EFC)	A New York State entity authorized to sell debt for approved municipal projects and to provide a subsidy that reduces the cost of the debt issue to the municipality until the debt is retired.
EPA	Environmental Protection Agency – an agency of the Federal government of the United States which was created for the purpose of protecting human health and the environment by writing and enforcing regulations based on laws passed by Congress.
Enterprise Resource Planning (ERP)	A business process management software that allows an organization to use a system of integrated applications to manage the business and automate many back office functions related to technology, services and human resources.
ERS	Employees' Retirement System – the local retirement system that offers services for the public members, retirees and employers of New York State.
Expense	The cost for goods or services.
FASB	Financial Accounting Standards Board – an independent, private-section, not-for-profit organization that establishes financial accounting and reporting standards for public and private companies and not-for-profit organizations that follow generally accepted accounting principles.
FEMA	Federal Emergency Management Agency – an agency of the United States Department of Homeland Secretary whose primary purpose is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.
Fiduciary Fund	A fund used to account for assets held by the City in trustee or custodial capacity.

Fiscal Year	A 12-month period to which the annual operation budget applies. In Batavia, the fiscal year runs from April 1 through March 31.
Fixed Assets	Assets of long-term nature intended to continue to be held or used. Examples are: buildings, land, machinery, future and other equipment.
FOIL	Freedom of Information Law that allows members of the public to access records of governmental agencies. It provides a process for the review and copying of an agency's records.
FTE	Full Time Equivalent – a full-time position or a part-time position converted to the equivalent of a full-time position based on 2,080 hours per year (or a variation relative to the contract agreed upon for that classification). For example, a part-time employee working for 20 hours per week would be the equivalent of a .5 of a full-time position.
FTX (Field Training Exercise)	Flood disaster training
Full Valuation	The valuation of assessable property with the City of Batavia which is calculated by applying a State Equalization Rate for the purpose of “equalizing” assessment practices statewide. Full valuation is the basis of computing the City’s debt and taxing limits.
Fund	A fiscal and accounting entity used to control and account for the use of government resources.
Fund Balance	Governmental funds are, in essence, accounting segregations of financial resources. Expendable assets are assigned to various governmental funds accounting to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid; and the difference between governmental fund assets and liabilities, the fund equity is referred to as fund balance.
GAAP	Generally Accepted Accounting Principles – a widely accepted set of rules, standards, conventions and procedures for reporting financial information as established by the Financial Accounting Standards Board.
GASB	General Accounting Standards Board- the source of generally accepted accounting principles used by state and local governments in the United States.
General Fund	The general fund should be used to account for and report all financial resources not accounting for and reported in another fund.
GFOA	Government Financial Officers Association - a professional association of state, provincial and local finance officers in the United States and Canada, headquartered in downtown Chicago, provides consulting services,

maintains publications, sponsors award programs and scholarships and offers training opportunities to municipalities.

GHD	Engineering consultant in Buffalo, NY. An international network of engineers, architects and environmental scientists serving clients in the global markets of water, energy and resources, environment, property and buildings, and transportation.
GML	General Municipal Law
GO ART!	Genesee-Orleans Regional Arts Council – an organization dedicated to developing the cultural life in Genesee and Orleans Counties by facilitating the creation, presentation and experience of art, heritage and traditions.
Governmental Fund	Funds that include most governmental functions.
Graham Manufacturing	A leading designer and building of vacuum and heat transfer equipment for process industries world-wide.
Grant	A contribution by a government or other organization to support a particular function and/or purpose. Grants may come from other governments (Federal, State) or from private donors.
Habitat for Humanity	Partners with people in the community to help building or improvement a place they can call home.
Harvester Campus	Contains over 1 million square feet of historic manufacturing space, in various stages of rehabilitation.
Healthy Schools Corridor	A sidewalk replacement project focusing on locations near City schools.
HHI	Household Income
HPC	Historic Preservation Commission
HUD	U.S. Department of Housing and Urban Development – oversees home ownership, low-income housing assistance, fair housing laws, homelessness, aid for distressed neighborhoods and housing development, free from discrimination.
IAFF	International Association of Firefighters, Local 896 – a labor union representing professional fire fighters and emergency medical services personnel in the United States and Canada.
ICMA	International City/County Management Association – a professional and educational association for appointed local government administrators throughout the world.

ICS	Incident Command System – a standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective.
IDA	Industrial Development Agency
Infrastructure	Government facilities no which the continuance and growth of a community depend on such as roads, bridges and similar assets that are immovable.
In-rem	A legal term describing the power a court may exercise over property
Interest	The fee charged by a lender to a borrower for the use of borrowed money, usually expressed as an annual percentage of the principal; the rate is dependent on the time value of money, the credit risk of the borrower, and the inflation rate.
Issue	A bond offered for sale by a government.
K-9	A police dog that is specifically trained to assist police and other law-enforcement personnel.
KIO	Key Intended Outcomes
KVS	(Knowledge, Value and Service) Specialized municipal financial software system.
Levy	A fixed rate for services that is imposed by a government to support its operations.
Lexipol	Policy Management Software for public safety – provider of state-specific policies and verifiable policy training for public safety organizations.
Liability	Debt or other legal obligation arising out of a past transaction that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.
Long-Term Debt	Debt with a maturity of more than one year.
Micropolitan	An urban area with a population between 10,000 and 50,000; a small city.
Mills	The property tax rate per \$1,000 of taxable assessed value.

Modified Accrual Basis of Accounting	The method of accounting under which revenues are recognized in the period that they become available and measurable. Expenses are recognized at the time a liability is incurred pursuant to appropriation authority.
Net position	In Proprietary funds, the difference between the assets and the liabilities plus or minus the net position of the fund from the prior year. The total amount is the net position of the fund. The assets are the operating revenues and the non-operating revenues. The liabilities are the operating expenses and non-operating expenses.
Newberry Building	Located at 109-111 Main Street, Batavia, the former J.J. Newberry Building housed local companies from 1881 to 1929 and a branch of the J.J. Newberry five-and-dime chain for over 60 years, is designated on the State and National Registers of Historic Places.
Niagara Falls Water Board (NFWB)	An active member of the Western New York Stormwater Coalition, an association of several Erie County and Niagara County communities who pool their resources to achieve proper management of their stormwater.
NIMS	National Incident Management System – a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats and hazards.
NYCOM	New York State Conference of Mayors & Municipal Officials – an organization that coordinates state legislative advocacy efforts and provides municipalities with legal and technical assistance on many issues and challenges municipalities face. In addition, they maintain a database of sample local laws as well as PILOT and franchise agreements and other agreements from municipalities across the state.
NYS	State of New York
NYSDCJS	New York State Division of Criminal Justice Services
NYSDEC	New York State Department of Environmental Conservation
NYSDOH	New York State Department of Health
NYSRSSL	New York State Retirement and Social Security Law
O-AT-KA Milk	Manufacturer of ready to drink beverages and dairy ingredients.
OPEB	Other Post Employee Benefit
Operating Budget	The annual spending plan for the daily, recurring operating costs of the government.

Opportunity Zone	An opportunity zone is an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment.
Ordinance	A formal legislative enactment by the Council having the full force of effect of law. The budget is adopted by ordinance.
OSC	Office of the State Comptroller
Pathstone	A private, not-for-profit community development and human service organization dealing with workforce development, education and health, community development and housing services.
Pathway to Prosperity	A unique incentive to advance redevelopment where taxing jurisdictions re-purpose a share of future PILOT payments to leverage private investment made in the City's central corridor.
Pedestrian Way	A sidewalk replacement project federally funded.
PBA	Police Benevolent Association – a law enforcement labor union representing the interests of members of the New York State Agency Police Services Unit.
PCI	Pavement Condition Index
PD	Police Department
PDC	Planning and Development Committee
PFRS	Police and Fire Retirement System - the local retirement system that offers services for the public members, retirees and employers of New York State who are police officers or fire fighters.
PILOT	Payment in Lieu of Taxes – agreements between the taxing entity and the taxpayer whereby a negotiated payment is substituted for the property tax. PILOTs are usually for a fixed period of time and are often used in conjunction with private/public development projects.
Policy	A principle used to guide a managerial, operational, or financial decision.
PPU	Period of Probable Usefulness – an estimation of the expected life of a capital improvement project. These are generally determined by State statute.
Principal	The original amount borrowed through a loan, bond issue or other form of debt.

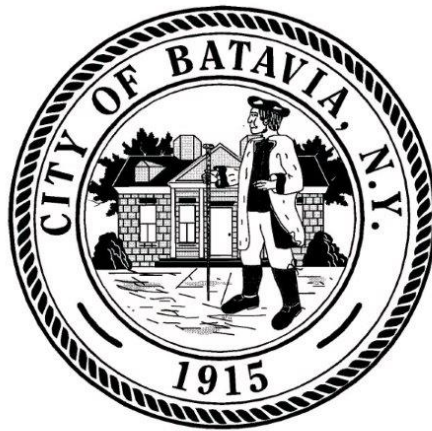
Pro Tempore	The person who acts as a place holder in the absence of the President of the Council.
Proprietary Fund	A Fund used to account for services for which the City charges customers. This fund uses accrual accounting, which is the same method used by the private sector.
Refunded bond	Bonds issued to retire outstanding bonds that have a higher interest rate. Typically done to effect net present value savings.
Reserves	A portion of fund equity (set-aside) legally restricted for a specified purpose or not available for appropriation and subsequent spending.
Resolution	An order of the council requiring less legal formality than an ordinance.
Restricted Fund Balance	Amounts of fund balance that are restricted to specific purposes. Fund balance should be reported as restricted when constraints placed on the use of resources are either: a) externally imposed by creditors (such as through debt covenants), grantors, or contributors, or laws or regulations of other governments; or b) imposed by law through constitutional provisions or enabling legislation.
Retained Earnings	An equity account which records the accumulated earnings of an enterprise fund.
Revenue	The taxes, fees, charges, special assessments, grants, and other funds collected and received by the City to support its services and/or capital improvement projects.
RFP	Request for Proposal
RFQ	Request for Qualifications
STAMP	Western New York Science and Technology Advanced Manufacturing Park – a development of New York State’s second shovel-ready mega site designed for nanotech-oriented manufacturing (semiconductor, flat panel display, solar/PV), advanced manufacturing, and large scale bio-manufacturing projects.
Stop Loss	An insurance police that goes into effect after a set amount is paid in claims.
Surplus	The amount by which the government’s total revenues exceed its total outlays in a given period, usually a fiscal year.

SWOT	Strengths, Weaknesses, Opportunities and Threats.
Tax	Compulsory charge levied to finance services performed by the government for the benefit of the community (citizens, businesses, etc.).
Tax Certiorari	The legal process by which the courts review a real property assessment. Generically speaking, it encompasses the entire assessment review process from filing a grievance complaint with the local Board of Assessment review through judicial review of the assessment.
Tax Levy	The resultant product when the tax base multiplies the tax rate per \$1000.
Taxing Limit	The maximum rate at which the city may levy a tax. In New York State, the taxing limit is 2% of the average of the full valuation of assessable property within the City for the past five years.
UMMC	United Memorial Medical Center a 131-bed hospital in Batavia featuring a new state-of-art surgical department, a wound care center, a telemedicine program for intensive care, a Joint Replacement Center of Excellence, two urgent care centers and a number of primary and specialty physician offices.
Unassigned Fund Balance	Unassigned fund balance is the residual classification for the general fund. The classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.
Variance	The difference between the budget and actual. The effort in government is to stay within budget and to avoid unfavorable variances, that is, where the actual collection or expense is out of line with the budget.
Vision	A long term goal which indicates the intent of the government and what it wants to achieve.
VLT	Video Lottery Terminal
Year End	This term is used to reference the end of the City's fiscal year, March 31.
ZBA	Zoning Board of Appeals
Zombie Properties	Property that is boarded up and/or in a state of disrepair and/or property left vacant by homeowners.

Zoning	Areas of land are divided by appropriate authorities into zones which various uses are permitted. It is a technique of land.
WWTP	Wastewater Treatment Plant where human waste, solid waste and stormwater is managed.

SECTION 9

APPENDIX



CONSTITUTIONAL TAX LIMIT

The city's constitutional taxing authority is limited to 2 percent of the average full property valuation for the proceeding five years.

\$ 577,578,527.00	Five year average full valuation
	<u>x2%</u>
\$ 11,551,570.54	Constitutional tax limit
\$ 609,012.00	Plus allowance exclusions
\$ 12,160,582.54	Maximum taxing authority
\$ 5,511,078.00	proposed tax levy for 20/21
\$ 4,902,066.00	tax levy subjected to tax limit
\$ 6,649,504.54	Available constitutional tax authority

42.44% Percentage of tax limit exhausted



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FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT

FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT				
	BUDGETED FY 2018/2019	BUDGETED FY 2019/2020	BUDGETED FY 2020/2021	PROJECTED FY 2021/2022
<u>CITY MANAGER'S OFFICE</u>				
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Confidential Secretary	1	1	1	1
Total City Manager's Office	3	3	3	3
<u>DEPARTMENT OF ADMINISTRATIVE SERVICES</u>				
Bureau of Personnel				
Human Resource Specialist	1	1	1	1
Human Resource Clerk	1	1	1	1
Bureau of Finance				
Deputy Director of Finance	1	1	1	1
Financial Clerk	1	1	1	1
Bureau of Clerk/Treasurer				
Clerk Treasurer	1	1	1	1
Deputy Clerk Treasurer	1	1	1	1
Clerk Typist	0.5	0.5	0.5	0.5
Bureau of Assessment				
Assessment Clerk	1	1	1	1
Total Department of Administrative Services	7.5	7.5	7.5	7.5
<u>POLICE DEPARTMENT</u>				
Secretary	0	1	1	1
Clerk Typist	2	1	1	1
Crossing Guards	1	1	1	1
Police Dispatcher	0.5	0.5	0.5	0.5
Parking/Recycling Enforcement Officer	1	1	1	1
Police Officer	20	21	22	23
Police Detective	4	4	4	4
Police Youth Detective	1	1	1	1
Police Detective Sergeant	1	1	1	1
Police Sergeant	4	4	4	4
Assistant Police Chief	1	1	1	1
Police Chief	1	1	1	1
Total Police Department	36.5	37.5	38.5	39.5
<u>FIRE DEPARTMENT</u>				
Senior Typist	1	1	1	1
Firefighter	26	26	26	26
Fire Lieutenant	4	4	4	4
Fire Captain	4	4	4	4
Fire Chief	1	1	1	1
Total Fire Department	36	36	36	36

	BUDGETED FY 2018/2019	BUDGETED FY 2019/2020	PROJECTED FY 2020/2021	PROJECTED FY 2021/2022
PUBLIC WORKS DEPARTMENT				
Custodial Worker	1.25	1.25	1.25	1.25
Director of Public Works	1	1	1	1
Engineering/Inspection				
Parking/Recycling Enforcement Officer	0	0	0	0
Clerk Typist	1	1	1	1
Code Enforcement Officer	2	2	2	2
Administrative Assistant	1	1	1	1
Bureau of Maintenance				
Secretary	1	1	1	1
Recycling Attendant	0.5	0.5	0.5	0.5
Laborer	2	2	2	2
Heavy Equipment Operator	15	15	15	15
Automotive Mechanic	3	3	3	3
Automotive Mechanic Supervisor	1	1	1	1
Public Works Supervisor	2	2	2	2
Superintendent of Maintenance	1	1	1	1
Bureau of Water and Wastewater				
Building Maintenance Worker	2	2	2	2
Water & Wastewater Mnt. Worker	4	4	4	4
Senior Water & Wastewater Mnt. Worker	1	1	1	1
Water Treatment Plant Operator	6	6	6	6
Waste Water Treatment Plant Operator	3	3	3	3
City Electrician	1	1	1	1
Water & Wastewater Mnt. Supervisor	1	1	1	1
Chief Water Plant Operator	1	1	1	1
Chief Wastewater Plant Operator	1	1	1	1
Superintendent of Water and Wastewater	1	1	1	1
Youth Bureau				
Youth Bureau Coordinator	1	1	1	1
Youth Bureau Program Assistant	1	1	1	1
Recreation Leader - 2 PT (16.5- 19.5 hrs ea per wk)	1	1	1	1
Total Department of Public Works	55.75	55.75	55.75	55.75
TOTAL CITY EMPLOYEES (FULL TIME EQUIVALENT)	138.75	139.75	140.75	141.75

NOTE: Full time equivalent's listed are budgeted positions. Throughout the fiscal year vacancies occur as a result of the retirements, terminations, and/or resignations. Actual personnel expenditures noted in this document account for those vacancies.

In the Police Department a school resource officer was added in 2019-2020, 2020-2021, 2021-2022 for an additional three Police Officers.

SALARY SCHEDULE – NON-UNION EMPLOYEES

Non-Union Employees
Effective April 1, 2020
2.75%

Grade		Beginning A	6 Mo. B	1 Yr. C	2 Yrs. D	4 Yrs. E	7 Yrs. F	10 Yrs. G
II		33,964	34,614	35,438	36,284	37,474	39,112	40,992
III		35,625	36,305	37,174	38,063	39,296	41,042	43,015
IV	*	37,970	38,698	39,624	40,579	41,898	43,760	45,869
V		40,029	40,798	41,780	42,784	44,180	46,147	48,376
VI		42,775	43,608	44,657	45,729	47,235	49,336	51,724
VII		44,836	45,701	46,804	47,937	49,514	51,717	54,225
VIII		48,178	49,011	50,060	51,132	52,639	54,742	57,127
VIII		53,475	54,513	55,835	56,935	59,094	61,731	64,739
X	*	59,871	61,040	62,523	64,049	66,233	69,146	72,526
XI	*	62,856	64,081	65,644	67,245	69,542	72,602	76,155
XII	*	65,838	67,127	68,766	70,445	72,861	76,068	79,793
XIII	*	75,978	77,464	79,364	81,310	84,097	87,809	92,127
XIV	*	82,946	84,574	86,649	88,776	91,829	95,890	100,604

*Base salary includes 1 weeks pay for the elimination of the Compensatory Time Policy.

Positions in Salary Grade

II	Clerk Typist
III	None
IV	Management Analyst, Human Resources Clerk
V	None
VI	None
VII	Confidential Secretary
VIII	None
VIII	None
X	Youth Director
XI	None
XII	Assess, Clerk Treasurer, Deputy Director of Finance, Human Resource Specialist
XIII	Supt. Mnt, Supt. Of Water & Wastewater, Direc Comm Development, Deputy Fire Chief, Deputy Police Chief
XIV	Police Chief, Fire Chief, Dir. Public Works, Asst. City Manager

SALARY SCHEDULE – SEASONAL AND PERMANENT PART-TIME EMPLOYEES

FY 2020-2021

Seasonal Part-time Employees	A 1 st Summer	B 2 nd Summer	C 3 rd Summer
<u>Grade I</u>			
Laborer	\$11.80	\$12.15	\$12.51
Groundskeeper			
Rec. Attendants			
<u>Grade II</u>			
Rec. Leader	\$12.15	\$12.51	\$12.88
<u>Grade III</u>			
Rec. Specialist	\$12.51	\$12.88	\$13.27
<u>Grade IV</u>			
Administrative Interns	\$13.27	\$13.67	\$14.08
Regular (Permanent) Part-time Employees	Beginning	Completion of Year 1	Completion of Year 2
<u>Grade I</u>			
Custodians	\$12.27	\$12.64	\$13.15
Crossing Guards			
Recycling Attendant			
Rec Leaders			
<u>Grade II</u>			
Clerk-Typist	\$13.10	\$13.49	\$13.89
<u>Grade III</u>			
Rec Specialist	\$13.55	\$13.96	\$14.38
<u>Grade IV</u>			
Ordinance Enforcement Administrative Interns	\$14.78	\$15.22	\$15.68
<u>Grade V</u>			
Dispatcher	\$20.22	\$20.83	\$21.45
<u>Grade VI</u>			
Parking/Animal Control	\$21.07	\$21.70	\$22.35

Salary schedule adjustment with the increase in Minimum Wage effective 1/1/20 - \$11.80/hour

SALARY SCHEDULE – CSEA EMPLOYEES

CSEA Salary Schedule
Hired before February 11, 1985
Effective 4/1/20
2.50%

Grade	Appt A	6 mos. B	1 year C	2 years D	4 years E
I	\$ 31,504	\$ 33,190	\$ 34,720	\$ 36,460	\$ 38,348
II	\$ 33,190	\$ 34,720	\$ 36,460	\$ 38,277	\$ 40,390
IIA	\$ 35,393	\$ 37,163	\$ 39,024	\$ 40,972	\$ 43,075
III	\$ 34,823	\$ 36,566	\$ 38,318	\$ 40,315	\$ 42,379
IV	\$ 36,460	\$ 38,277	\$ 40,199	\$ 42,206	\$ 44,372
V	\$ 39,223	\$ 41,188	\$ 43,243	\$ 45,404	\$ 50,737
VI	\$ 42,218	\$ 44,330	\$ 46,556	\$ 48,870	\$ 51,383
VIII	\$ 46,966	\$ 49,314	\$ 51,778	\$ 54,370	\$ 57,153
IX	\$ 53,395	\$ 56,065	\$ 58,867	\$ 61,815	\$ 64,976
X	\$ 62,374	\$ 65,491	\$ 68,762	\$ 72,207	\$ 75,906
XI	\$ 63,900	\$ 67,091	\$ 70,440	\$ 73,967	\$ 77,757
XII	\$ 68,754	\$ 72,264	\$ 75,808	\$ 79,602	\$ 83,679
XIII	\$ 79,602	\$ 83,584	\$ 87,763	\$ 92,155	\$ 96,875

CSEA Salary Schedule
Hired after February 11, 1985
Effective 4/1/20
2.50%

Grade	Appt A	6 mos. B	1 year C	2 years D	4 years E	7 years F	10 years G
I	\$ 31,504	\$ 31,609	\$ 33,067	\$ 34,724	\$ 36,456	\$ 36,521	\$ 38,347
II	\$ 33,190	\$ 33,856	\$ 34,699	\$ 35,564	\$ 36,785	\$ 38,465	\$ 40,390
IIA	\$ 35,393	\$ 36,103	\$ 37,004	\$ 37,928	\$ 39,254	\$ 41,020	\$ 43,075
III	\$ 34,824	\$ 35,515	\$ 36,411	\$ 37,293	\$ 38,627	\$ 40,556	\$ 42,379
IV	\$ 36,460	\$ 37,195	\$ 38,129	\$ 39,075	\$ 40,443	\$ 42,262	\$ 44,372
IVA	\$ 38,887	\$ 39,656	\$ 40,654	\$ 41,693	\$ 43,150	\$ 45,070	\$ 47,334
V	\$ 39,224	\$ 42,522	\$ 43,587	\$ 44,677	\$ 46,239	\$ 48,320	\$ 50,737
VI	\$ 42,218	\$ 43,070	\$ 44,145	\$ 45,243	\$ 46,832	\$ 48,939	\$ 51,383
VII	\$ 45,596	\$ 46,516	\$ 47,676	\$ 48,863	\$ 50,580	\$ 52,853	\$ 55,493
VIII	\$ 46,966	\$ 47,907	\$ 49,106	\$ 50,333	\$ 52,095	\$ 54,435	\$ 57,153
IX	\$ 53,395	\$ 54,462	\$ 55,827	\$ 57,216	\$ 59,218	\$ 61,883	\$ 64,976
X	\$ 62,374	\$ 63,621	\$ 65,207	\$ 66,839	\$ 69,177	\$ 72,290	\$ 75,906
XI	\$ 63,900	\$ 65,171	\$ 66,801	\$ 68,473	\$ 70,871	\$ 74,054	\$ 77,757
XII	\$ 68,754	\$ 70,130	\$ 71,885	\$ 73,610	\$ 76,267	\$ 79,694	\$ 83,679
XIII	\$ 79,602	\$ 81,192	\$ 83,222	\$ 85,301	\$ 88,287	\$ 92,259	\$ 96,875

CSEA Salary Schedule
Hired after April 1, 2016
Effective 4/1/2020

Grade	Appt A	6 mos. B	1 year C	2 years D	4 years E	7 years F	10 years G
I	\$ 29,929	\$ 30,028	\$ 31,413	\$ 32,988	\$ 34,634	\$ 34,695	\$ 36,430
II	\$ 31,530	\$ 32,163	\$ 32,964	\$ 33,786	\$ 34,945	\$ 36,542	\$ 38,371
IIA	\$ 33,623	\$ 34,298	\$ 35,154	\$ 36,031	\$ 37,291	\$ 38,969	\$ 40,922
III	\$ 33,082	\$ 33,739	\$ 34,590	\$ 35,428	\$ 36,696	\$ 38,529	\$ 40,260
IV	\$ 34,637	\$ 35,335	\$ 36,222	\$ 37,121	\$ 38,420	\$ 40,149	\$ 42,154
IVA	\$ 36,943	\$ 37,673	\$ 38,622	\$ 39,608	\$ 40,993	\$ 42,817	\$ 44,967
V	\$ 37,262	\$ 40,396	\$ 41,408	\$ 42,443	\$ 43,927	\$ 45,904	\$ 48,200
VI	\$ 40,107	\$ 40,917	\$ 41,937	\$ 42,981	\$ 44,491	\$ 46,492	\$ 48,813
VII	\$ 43,316	\$ 44,190	\$ 45,292	\$ 46,420	\$ 48,051	\$ 50,210	\$ 52,718
VIII	\$ 44,618	\$ 45,512	\$ 46,651	\$ 47,817	\$ 49,491	\$ 51,713	\$ 54,296
IX	\$ 50,725	\$ 51,739	\$ 53,036	\$ 54,356	\$ 56,257	\$ 58,789	\$ 61,727
X	\$ 59,255	\$ 60,440	\$ 61,947	\$ 63,497	\$ 65,719	\$ 68,675	\$ 72,111
XI	\$ 60,705	\$ 61,913	\$ 63,461	\$ 65,049	\$ 67,327	\$ 70,352	\$ 73,869
XII	\$ 65,317	\$ 66,624	\$ 68,291	\$ 69,929	\$ 72,453	\$ 75,709	\$ 79,495
XIII	\$ 75,621	\$ 77,132	\$ 79,061	\$ 81,036	\$ 83,872	\$ 87,646	\$ 92,031

SALARY SCHEDULE – AFSCME EMPLOYEES

AFSCME SALARY SCHEDULE

Effective April 1, 2020

2.50%

Hired April 1, 19988 - March 31, 1999

	Grade	A Begin	B 6 Mos	C 1 Year	D 2 Years	E 3 Years
Laborer	4	20.17	20.98	21.52	22.42	23.63
Building Mnt. Worker	5	20.98	21.52	22.42	23.04	24.57
MEO	6	21.52	22.42	23.04	23.98	25.28
HEO	7	22.42	23.04	23.98	24.88	26.22
W/WW Mnt. Worker	7	22.42	23.04	23.98	25.19	27.28
Asst. Auto Mechanic	8	23.04	23.98	24.88	25.67	27.28
W/WW Treat. Plant Opr.	9	23.98	24.88	25.67	26.72	28.37
Sen. W/WW Mnt. Worker	9	23.98	24.88	25.67	26.72	28.37
Electrician	10	24.88	25.67	25.93	27.00	29.30
Automotive Mechanic	11	25.67	25.93	27.00	27.92	30.53

2.50%

Hired April 1, 1999 - May 12, 2014

	Grade	5 Begin	B 1 Year	C 3 Years	D 5 Years	E 8 Years
Laborer	4	17.60	20.98	21.52	22.42	23.63
Building Mnt. Worker	5	18.31	21.52	22.42	23.04	24.57
MEO	6	19.06	22.42	23.04	23.98	25.43
HEO	7	19.53	23.04	23.98	24.88	26.22
W/WW Mnt. Worker	7	19.53	23.04	23.98	24.88	27.28
Asst. Auto Mechanic	8	20.09	23.98	24.88	25.67	27.28
W/WW Treat. Plant Opr.	9	20.90	24.88	25.67	26.72	28.37
Sen. W/WW Mnt. Worker	9	20.90	24.88	25.67	26.72	28.37
Electrician	10	21.66	25.67	25.93	27.00	29.30
Automotive Mechanic	11	22.38	26.71	27.81	28.75	30.53

2.50%

Hired after 5/12/2014

	Grade	A Begin	B 1 Year	C 3 Years	D 5 Years	E 8 Years	F 10 Years
Laborer	4	16.60	17.17	17.58	18.32	19.28	20.23
Building Mnt. Worker	5	17.02	17.58	18.32	18.81	20.05	21.04
HEO	7	18.25	18.81	19.47	20.28	22.21	23.31
W/WW Mnt. Worker	8	18.60	19.20	19.96	20.68	22.68	23.80
W/WW Treat. Plant Opr.	9	19.70	20.32	20.92	21.76	23.11	24.25
Sen. W/WW Mnt. Worker	9	19.70	20.28	20.92	21.76	23.11	24.25
Electrician	10	20.37	20.92	21.15	22.01	23.87	25.05
Automotive Mechanic	11	21.18	21.75	22.67	23.39	24.85	26.09

SALARY SCHEDULE – IAFF EMPLOYEES

IAFF Salary Schedule

Effective 4 /1/2020

2.65%

Hired before April, 2001

	A	B	C	D	E
	Begin	6 mos	1 Year	2 Years	4 Years
Fire Fighter	\$55,069	\$57,261	\$59,561	\$61,976	\$67,737
Fire Lieutenant	\$66,494	\$69,140	\$71,917	\$74,836	\$77,897
Fire Captain	\$76,331	\$79,511	\$82,704	\$86,064	\$89,580

Hired after March 31, 2001

	A	B	C	D	E
	Begin	1 Year	2 Years	4 Years	5 Years
Fire Fighter	\$51,408	\$57,261	\$59,561	\$61,976	\$67,737
Fire Lieutenant	\$62,073	\$69,140	\$71,917	\$74,836	\$77,897
Fire Captain	\$71,383	\$79,511	\$82,668	\$86,062	\$89,580

Hired after April 1, 2007

	A	B	C	D	E	F	G
	Begin	1 Year	2 Years	4 Years	6 Years	8 Years	10 Years
Fire Fighter	\$51,408	\$54,128	\$56,851	\$59,573	\$62,296	\$65,016	\$67,737
Fire Lieutenant	\$62,073	\$64,711	\$67,348	\$69,986	\$72,621	\$75,259	\$77,897
Fire Captain	\$71,383	\$74,416	\$77,449	\$80,843	\$83,513	\$86,546	\$89,580

SALARY SCHEDULE – PBA EMPLOYEES

Effective April 1, 2019
3.00%

	Start A	6 Mos. B	1 Yr. C	2 Yrs. D	3 Yrs. E	4 Yrs. E
Police Officer	51,143	53,574	55,681	59,057		64,949
Police Detective	58,905	61,709	64,146	68,044		71,332
Sergeant	61,558	64,552	67,723	71,075	76,315	
Detective Sergeant	67,608	70,896	74,773	78,068	81,869	
Lieutenant	70,600	74,061	77,706	81,578	85,570	

Those hired after April 1, 2000

	Start A	1 Yr. B	3 Yrs. C	5 Yrs. D	6 Yrs. E
Police Officer	44,201	53,574	55,681	59,057	64,949

Refer to Exhibit "A" for details on specific employees (DeFreze, Lawrence, Dibble, Ivison)
Hired between January 1, 2010 and October 31, 2010

Those hired after November 1, 2010

	Start A	Completion FTO B	2 Yrs. C	3 Yrs. D	4 Yrs. E
Police Officer	44,201	53,574	55,681	59,057	64,949

Those hired after July 8, 2013

	Start A	Completion FTO B	2 Yrs. C	3 Yrs. D	4 Yrs. E	5 Yrs. F	6 Yrs. G
Police Officer	44,201	53,574	58,265	61,177	62,342	63,508	64,949

Those hired after January 23, 2017

	Start A	FTO B	2 Yrs. C	3 Yrs. D	4 Yrs. E	5 Yrs. F	6 Yrs. G
Police Officer	51,143	53,574	58,265	61,177	62,342	63,508	64,949