
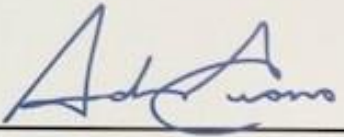




## CITY OF BATAVIA, NEW YORK

PROPOSED BUDGET PLAN

FISCAL YEAR 2018-2019

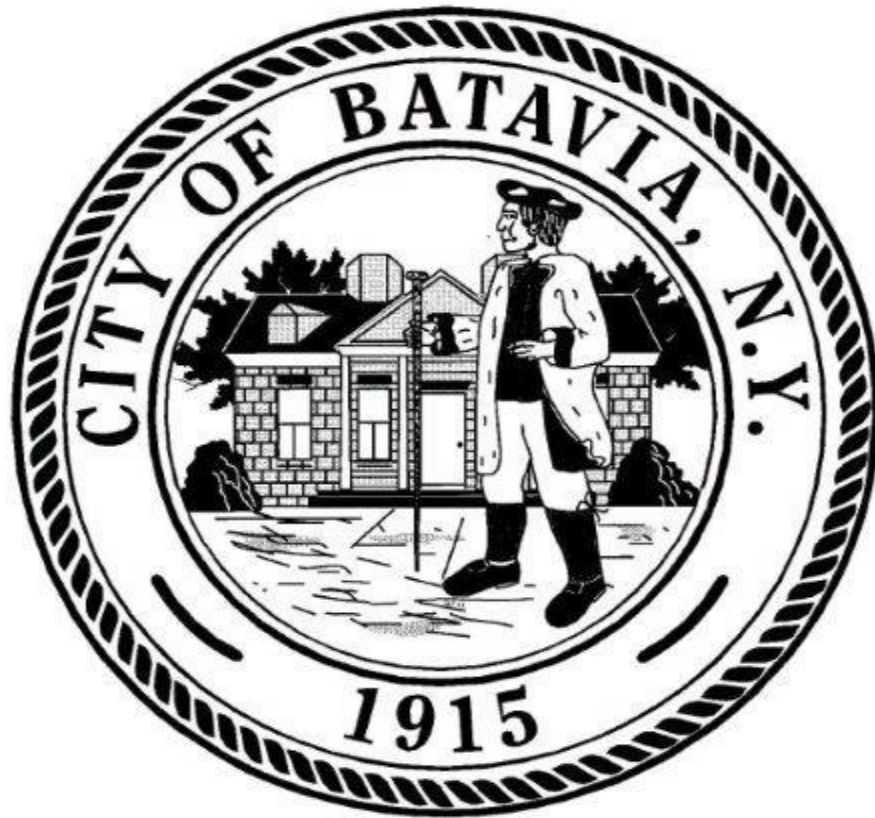
STATE CAPITOL Albany, NY	 2017 Date
Revitalizing Downtown Batavia <small>Text NEW YORK to 81338 to Learn More</small>	
Pay to the Order of <u>City of Batavia</u>	\$ 10,000,000.00
<u>Ten Million Dollars</u>	
For <u>Rebuilding Downtown Batavia</u>	Governor Andrew M. Cuomo

One Step Closer,  
Pathway to \$100 Million by 2022

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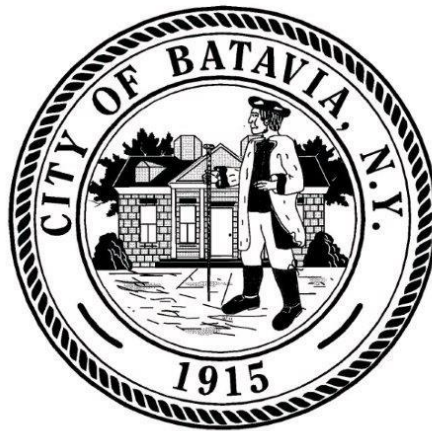


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# SECTION I

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## INTRODUCTORY INFORMATION



# GFOA Distinguished Budget Award

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

**PRESENTED TO**

**City of Batavia**

**New York**

For the Fiscal Year Beginning

**April 1, 2017**

*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, 2017.

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

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## **Vision**

We consider our community to include its citizens, its 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 of all types 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:

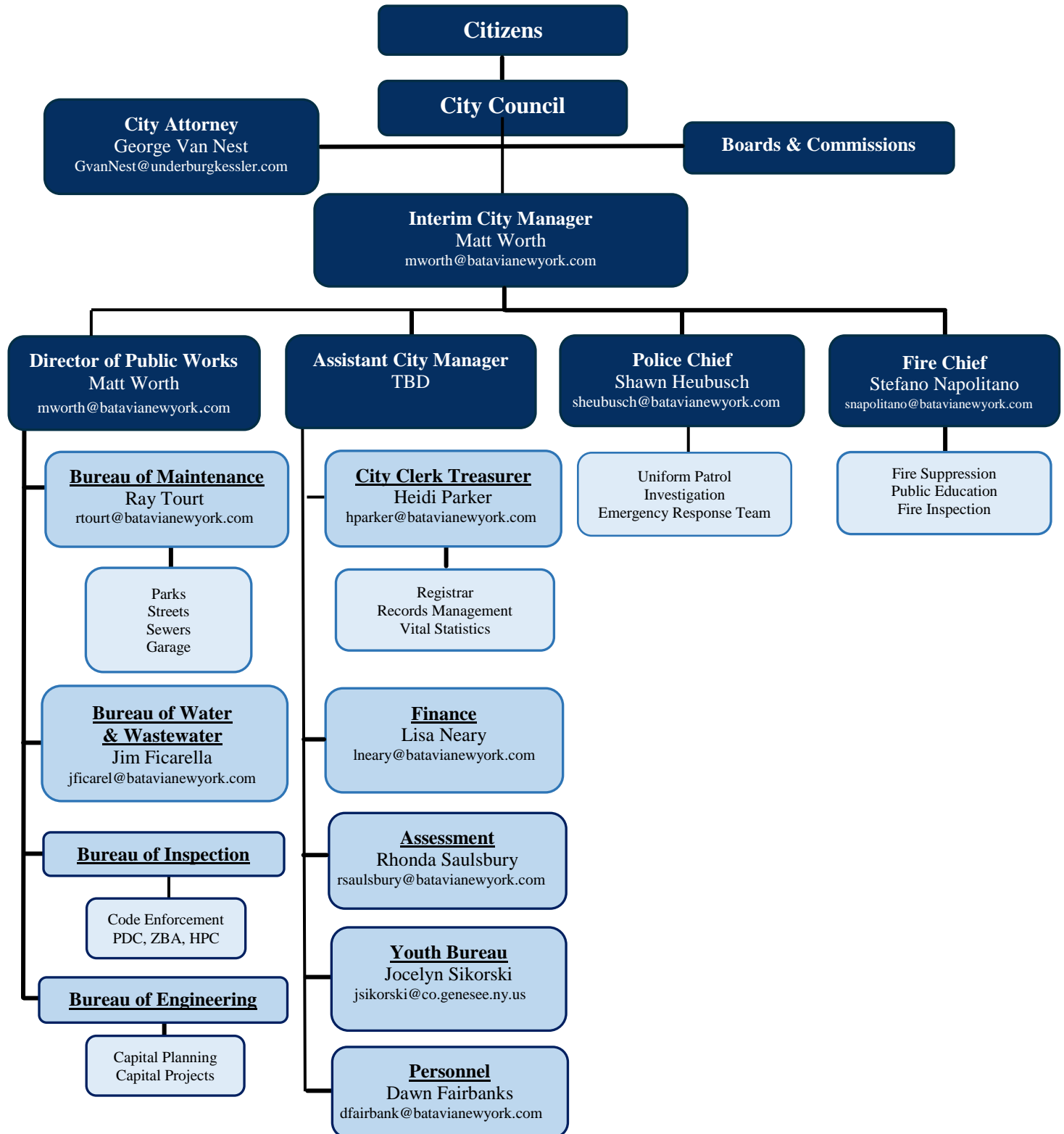
- Balance short-term needs with long-term vision for what is in the best interests of residents.
- Commit to making Batavia the best place in New York State to live and work, and to leave a legacy of a better quality of life in Batavia for our children.
- Focus on continuous improvement in meeting the 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

<b>Eugene Jankowski, Jr.</b>	..... Council Person-At-large, President of the Council
<b>Adam Tabelski</b>	..... Council Person-At-Large
<b>Bob Bialkowski</b>	..... Council Person-At- Large
<b>Paul Viele</b>	..... First Ward, President Pro Tempore
<b>Patti Pacino</b>	.....Second Ward
<b>John Canale</b>	..... Third Ward
<b>Al McGinnis</b>	..... Fourth Ward
<b>Kathy Briggs</b>	..... Fifth Ward
<b>Rose Mary Christian</b>	..... Sixth Ward

# ADMINISTRATIVE STAFF

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Matt Worth – Interim City Manager

TBD - Assistant City Manager

Dawn Fairbanks - Bureau of Personnel

Jim Ficarella - Superintendent of Water & Wastewater

Stefano Napolitano – Fire Chief

Shawn Heubusch - Police Chief

Lisa Neary - Deputy Director of Finance

Heidi Parker - City Clerk/Treasurer

Rhonda Saulsbury - City Assessor

Jocelyn Sikorski – Executive Director, Genesee County/City Youth Bureau

Ray Tourt - Superintendent of Maintenance

George Van Nest – City Attorney

Matt Worth - Director of Public Works

Todd Crossett - Assistant Chief of Police

# BUDGET SNAPSHOT

	Budget <u>17/18</u>	Proposed <u>18/19</u>	Projected <u>19/20</u>	Projected <u>20/21</u>	<u>21/22</u>
<b>REVENUES:</b>					
General Fund	(16,484,658.00)	(16,716,395.00)	(16,301,604.09)	(16,640,868.03)	(16,765,344.68)
Water Fund	(4,633,522.00)	(4,801,579.00)	(4,800,942.94)	(4,820,863.62)	(4,845,573.50)
Wastewater Fund	(2,776,944.00)	(2,635,601.00)	(2,620,502.02)	(2,619,523.51)	(2,639,164.75)
City Centre Fund	-	(203,830.00)	(203,839.98)	(207,666.26)	(212,190.44)
<b>TOTAL REVENUES</b>	<b>(23,895,124.00)</b>	<b>(24,357,405.00)</b>	<b>(23,926,889.03)</b>	<b>(24,288,921.42)</b>	<b>(24,462,273.37)</b>
<b>EXPENSES:</b>					
<b>General Fund</b>					
General government services	1,930,759.00	3,741,200.00	3,737,258.57	3,790,646.96	3,628,242.89
Administrative services	1,723,290.00	1,311,585.00	1,297,776.48	1,328,628.21	1,360,261.70
Police	4,298,080.00	3,778,030.00	3,848,743.00	3,941,405.99	4,036,333.44
Fire	4,088,565.00	3,622,490.00	3,691,501.60	3,781,734.37	3,874,192.15
Public Works	4,443,964.00	4,263,090.00	3,726,324.44	3,798,452.50	3,866,314.50
<b>Total General Fund</b>	<b>16,484,658.00</b>	<b>16,716,395.00</b>	<b>16,301,604.09</b>	<b>16,640,868.03</b>	<b>16,765,344.68</b>
Water Fund	4,633,522.00	4,801,579.00	4,800,942.94	4,820,863.62	4,845,573.50
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# BUDGET MESSAGE

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We are pleased to be able to recommend a budget that keeps our tax rate under the allowable tax cap; in fact, the proposed tax rate of \$8.99 per \$1,000 of taxable assessed value, if adopted will be the lowest in the City's history since 2006. Remaining under the tax cap has proven very difficult for most of our local and regional governments. Our City vision developed by City Council in 2011 states that we will "proactively consider our financial picture and how we might best use our finances to help us achieve our mission," and we remain focused on that vision and are grateful that our conservative budgeting and citizen commitment has allowed us to be in such a healthy position. We are committed to our focus to an unabashed "all in" approach to growth. We see ourselves as leaders in our state as we achieve another tenant of our vision to "serve as a model for other small cities in its approach to an overall positive quality of life for all its community members."

## *One Foundational Goal - \$100 Million I'm All In!*

Our budgets through the year 2022 will be built upon a single large foundational goal: to achieve \$100 million in new investments in the City of Batavia. While we have begun to realize large investments in our City, the goal will not be easy. It will require us to maintain our focus on growth and not become distracted by unimportant tasks that often derail organizations. It will require operational excellence which will mean some level of investment in upgraded systems and keen attention and investment in talent management and leadership development. It will mean targeting our neighborhoods in a way that delivers the most "bang for our buck", and it means taking time and making resources available to lead, facilitate and advance what we are referring to as BIG collaborative projects - those that involve multiple organizations and have tremendous financial impact.

Last year the City set a path to achieve \$100 million of new investment through the efforts of four distinct priorities: FOCUS on growth, operational excellence, neighborhood investment and BIG Collaborative projects. While the City has made significant gains with all priorities, none are more noticeable than the City's claim to winning the Governor's \$10 million Downtown Revitalization Initiative. Through the Downtown Revitalization Initiative, the City of Batavia will accelerate the redevelopment of existing buildings, and create additional business and residential opportunities downtown. By investing in the entrepreneurial climate and downtown environmental qualities, and by encouraging ethnic diversity and active lifestyles, Batavia hopes to foster a creative class of workers who will spur continued job growth.

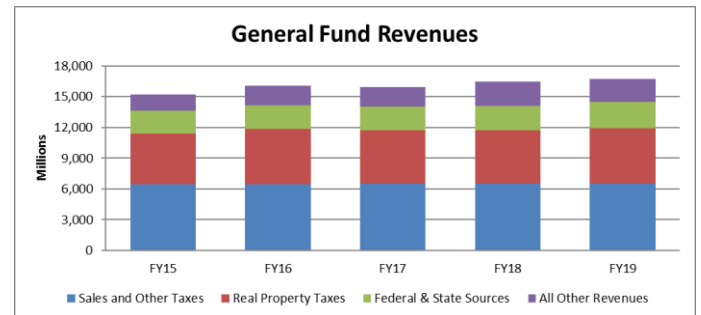
Currently, the City has made significant movement towards our goal of \$100 million. As of December 31, 2017, the City's "I'm All In!" Scoreboard reveals (see page 29) over **\$8.8 million** in completed investments, **\$15.8 million** in-progress for completion in the next two years and another **\$58.8 million** planned by 2022. In total, after just one year of commitment, we have over **\$83.5 million** on our horizon for completion by 2022, and more still to come. While these accomplishments speak volumes to Batavia's success, we recognize that there is still a great deal of work to do as we are "all in" this together.

# BUDGET HISTORY AND PROJECTIONS

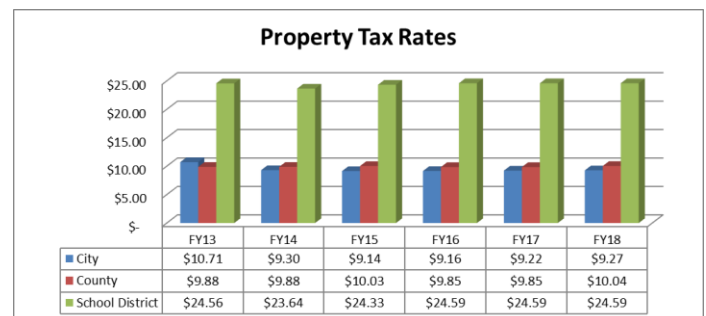
**General Fund.** For the seventh consecutive year, and since its existence, the proposed City Budget for FY19 remains in compliance with the State of New York Tax Cap. However, because of conservative and strategic budgeting in prior years and growth in the City's commercial tax base, taxpayers may experience a tax decrease in FY19 as the proposed tax rate is 3% lower, at \$8.99 per \$1,000 of taxable assessed value despite a small tax levy increase. It is proposed that the general fund tax levy increase by \$26,525 to support service levels and balance the budget.

---The graphs used for General Fund Revenues and Expenses show actual expenses for FY15, FY16, FY17. FY18 reflects the adopted budget figures, and FY19 reflects the proposed budget figures.

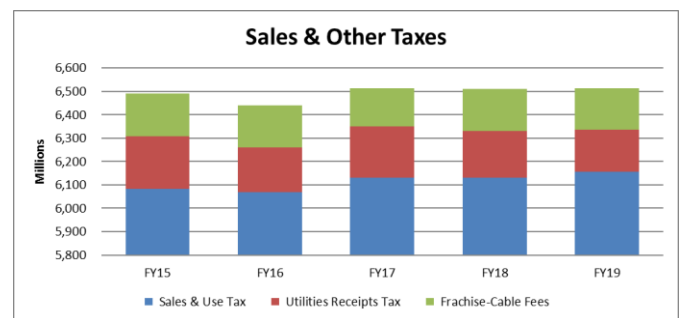
**General Fund Revenues.** The General Fund revenues include property tax, sales tax, State aid and other revenues. ***The property tax remains the most stable source of revenue in our community.*** As mentioned in the budget message, other revenue sources, such as sales tax, are subject to the uncertainty of economic conditions.



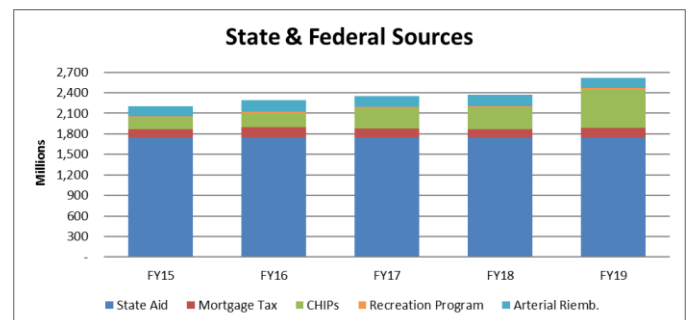
**Property Tax Rate Comparisons.** The property tax rate proposed for the City of Batavia for FY19 is \$8.99 per \$1,000 assessed value. Compared to the \$9.27 in FY18, this is a 3% decrease in tax rate. When compared to the Genesee County and Batavia City School District tax rates the City of Batavia is the **lowest** tax rate of all taxing jurisdictions. If adopted, the tax rate will be the lowest since 2006.



**Sales Tax & Other Taxes.** Sales tax is the City's largest single revenue source, contributing 37% of the total revenue for General Fund operations. Sales tax generated throughout Genesee County is redistributed to the City pursuant to the Sales Tax Distribution Agreement. This year's sales tax has experienced some growth compared to the FY17 budget. Last year was the first year since 2008 that the adopted budget included a decrease in sales tax. This is the first year since 2014 sales tax is not expected to decrease. Combined with franchise cable revenue and utilities gross receipts, they contribute to over 39% of General Fund revenues. It should be noted that due to the decrease in revenue, these revenues now represent a smaller portion of total general fund revenues than in prior years.



**State and Federal Sources.** State aid, grants and federal grants make up 16% of the total General Fund revenues for the City. This area includes State aid, CHIPs (Consolidated Highway Improvement Program), mortgage tax, summer recreation program, and NYS Arterial Reimbursement. This year there is a larger use of CHIPs funding to support two federally funded construction projects for sidewalk and street resurfacing.



**Other Revenues.** Included in this year's budget is \$140,000 for removed exemptions. Removed exemptions are one-time payments for retroactive taxes on properties that transferred title mid-fiscal year to new owners who were not eligible to receive the property exemptions of the prior owners. However, the exemption does not come off the property until the following tax roll year. Removed exemptions are split into two categories: Nursing Home and Other. The \$120,000 nursing home removed exemption is due to Genesee County transferring the County nursing home to a private owner in early 2017. The Other removed exemption is the average amount of removed exemptions per year. The nursing home removed exemption is treated like a one-time revenue and is funding BAN interest payments for two federally funded construction projects for sidewalk and street resurfacing and the East City Centre parking lot resurfacing. **The Nursing Home removed exemption revenue will not reoccur in future years.**

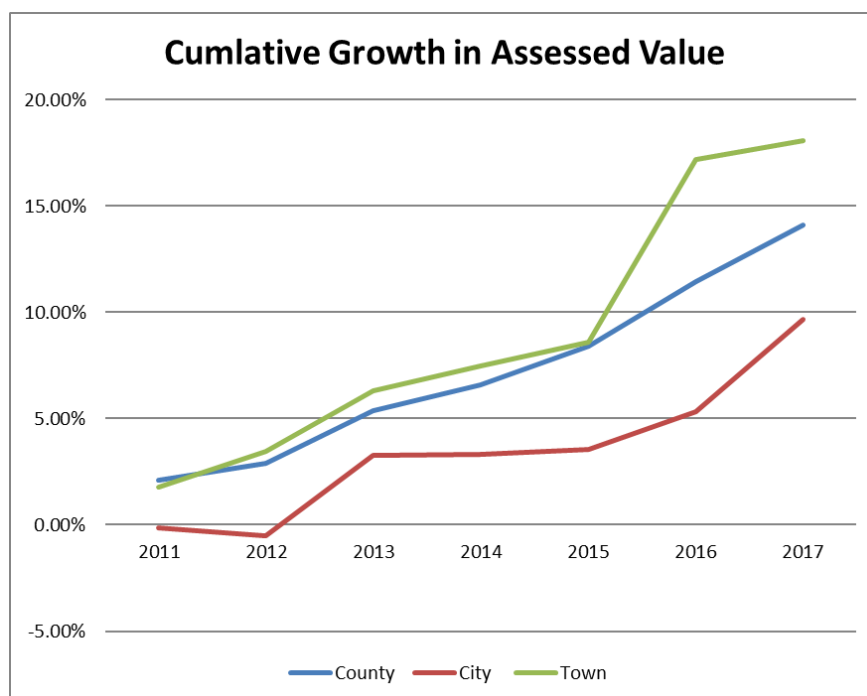
Utilities Gross Receipts Tax is revenue generated from natural gas and electricity sales within the City. Due to lower gas and electric receipts there is a \$20,000 decrease in this revenue line.

For the second year the budget includes \$440,000 Video Lottery Terminal (VLT) aid. With increases in public safety costs, healthcare, and retirement, the inclusion of VLT aid was necessary to keep service levels and reserve contributions from being reduced. In the past, VLT aid had been treated as an “if-come” revenue source that supported the City’s economic development efforts and reserve funding. The City has received VLT aid since 2008. Of the 18 host communities, 14 utilize these funds to support general services, two utilize portions of VLT aid for capital projects, and only two (the City and Town of Batavia) had not utilized these funds in the budget at all.

When balancing the current budgetary constraints, and given nine consecutive years of receiving VLT aid, the proposed budget again recommends utilizing the VLT aid to support increased reserve contributions and economic development. 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.

**Taxable Assessed Value.** The City traditionally has enjoyed an average growth of 1.5% in its tax base annually; and, since 2010 the City’s taxable assessed growth has been less than 1% annually. However, FY19 will see a deviation from recent years as the City has experienced a \$21 million increase in taxable assessed value, more specially in commercial tax base. There are several reasons for this growth in tax base, such as the expiration of a PILOT agreement, but the single greatest influence increasing City tax base is the privatization of the Genesee County nursing home. \$11.3 million is attributed to the nursing home being removed from wholly exempt to taxable assessed value. As the housing market continues to show signs of recovery, the City should expect similar trends over the next several years.

Considering taxable assessed value is the City’s most stable source of revenue, the City needs to continue to make improving the City’s tax base, particularly the non-residential tax base, a priority. Also, the City needs to encourage future commercial and industrial redevelopment, specifically Brownfield Redevelopment, throughout the City’s Central Corridor. **This year’s tax rate decrease is an excellent demonstration of how growth in tax base can keep taxes low while supporting City services.**





Growth in the City has been lagging behind that of the surrounding area. The chart above illustrates the lack in City taxable assessed value growth when compared to Genesee County and the Town of Batavia. Both of them have had robust focuses on economic development over the past 15 years, and as a result, the cumulative growth in taxable assessed value growth has been more than triple the City's since 2010.

***Projects such as the Carr's Warehouse Building, Ellicott Station and the Newberry Building, as well as projects targeted for Downtown Revitalization Initiative (DRI) funding, will be focused on improving taxable assessed value, establish new jobs for our residents and provide much needed modern housing options for downtown living. Building tax base is imperative to supporting and maintaining valuable City services at reasonable costs.***

A balanced approach to the City budget needs to include strong initiatives that will provide cost containment but also strategic direction that will improve quality of life. Growth in tax base and resident income are the lifeblood to supporting municipal services, as well as improved quality of life for City residents.

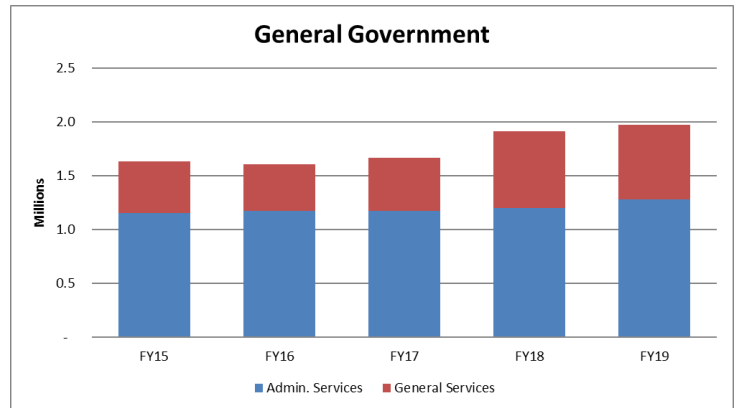
**Reserve Funds.** The proposed budget utilizes \$421,950 of reserve funds to assist in funding capital equipment replacements, hardware and software upgrades, DPW equipment and facility improvements. Reserve funds are also being utilized to offset outlier healthcare claims, but to a lesser extent than the prior year. The FY19 budget represents a planned use of reserve funds consistent with the City's adopted equipment and facility capital plans. Over the past five years the City's annual usage of reserve funds has averaged over \$370,000. As the City begins to utilize more capital reserve funds for planned expenditures, the City's total and reserved fund balance will decrease.

**Unassigned Fund Balance.** The City is fortunate that over the past several years it has turned fund balance from a deficit to a surplus. As of March 31, 2017, the City has maintained a healthy fund balance, meeting the City's goal outlined in the adopted Fund Balance Policy.

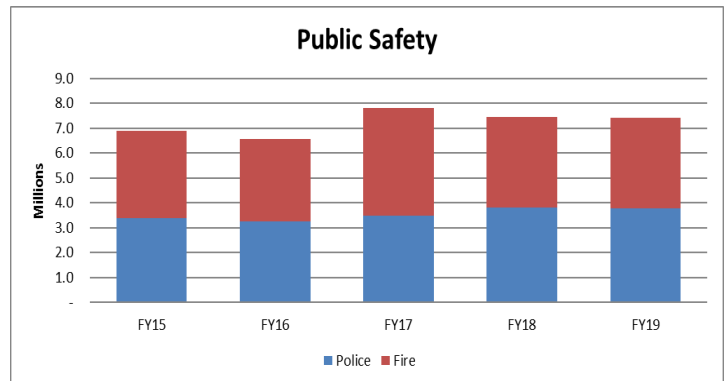
Unassigned fund balance is commonly used to balance budgets. Many times, these funds are used for contingency accounts in anticipation that year end surpluses will occur and the use of fund balance will not actually be needed, barring any unforeseen change in revenues or expenses. The City has continued to achieve annual surpluses for the past 11 years, most of which has been committed to the City's reserve funds. Nevertheless, use of fund balance is contingent upon regular and annual operating surpluses in order to replenish fund balance levels. Accordingly, should the City not achieve annual surpluses in the future, use of fund balance to balance the budget should be minimized or discontinued, and as a result, service cuts or greater property tax increases may be needed to balance future budgets. **The proposed budget includes \$250,000 of unassigned fund balance to balance the budget.**

**General Fund Expenditures.** The proposed budget emphasizes maintaining high quality services while balancing long-term financial stability. As mentioned earlier, sales tax is expected to remain flat in the upcoming year; as a result, the proposed budget demonstrates a managed spending plan. Also, all expenditures reflect the priorities established by the City Council in the City's Strategic Plan, as well as the City's financial policies.

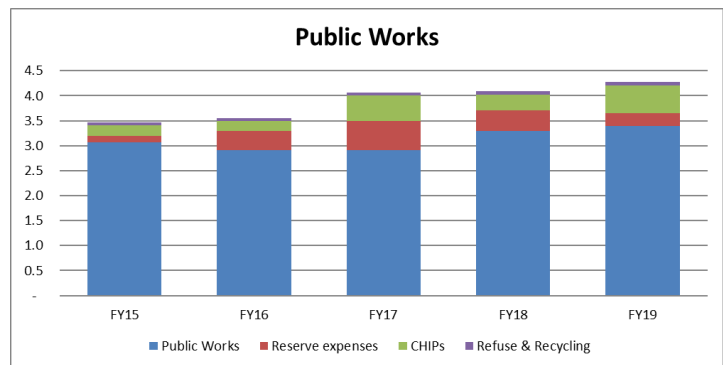
**General Government Services.** General Government Services include City Council, City Manager, Legal Services, Contingency, Community Development, Economic Development and Council on Arts. Administrative Services consists of the Department of Administrative Services, Finance, Clerk/Treasurer, Assessment, Personnel, Elections, Information Technology, Vital Statistics, Control of Dogs, Summer Recreation and Youth Services. FY19 expenditures for these functions are proposed to increased \$62,500, or 3.3%. These expenses do not include employee health insurance.



**Public Safety.** Total expenditures for Police and Fire Departments decreased by \$54,500 or 5.73% from the prior year. This is primarily due to the elimination of two fire fighter positions. This reduction in staffing was called out as part of the current collective bargaining agreement. These expenses do not include employee health insurance.



**Public Works.** The category of Public Works includes the Department of Public Works, which consists of Public Works Admin, Engineering, City Facilities, Inspection, Maintenance Admin, Street Maintenance, Public Works Garage, Snow Removal, St. Lighting/Traffic Lights, Sidewalks, Parking Lots, Parks, Historic Preservation, Planning and Zoning Boards, Storm Sewer, Wastewater and Street Cleaning. Refuse and Recycling is also included in Public Works.

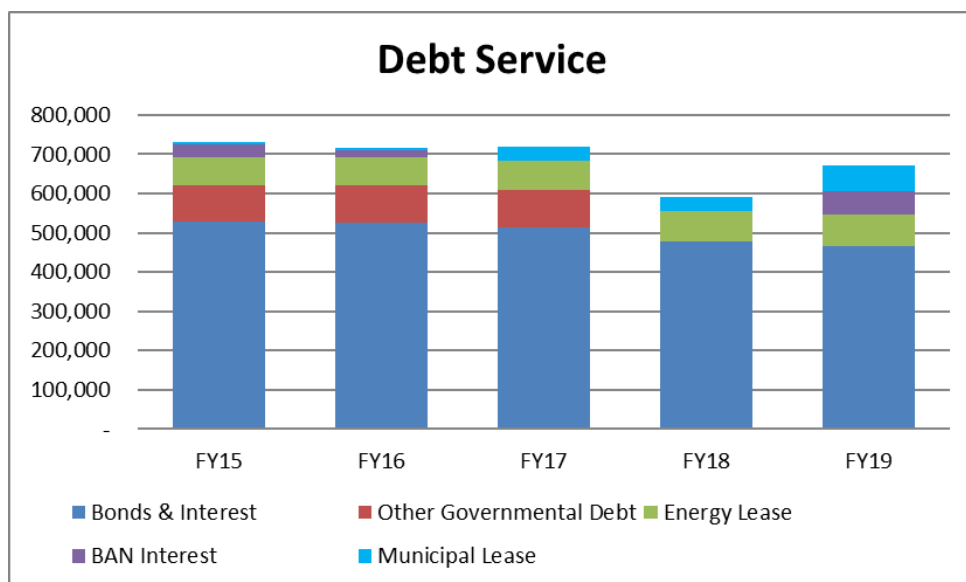


Total FY19 expenditures for this category are proposed to increase by \$182,000 or 4.4%. This is primarily due to an increase in sidewalk improvements when compared to the prior year. These expenses do not include employee health insurance. When removing capital equipment funded with reserves and road improvement expenditures funded with CHIPs, public works operating budgets increased a total of \$93,000 or 2.8%.

**Reserve Funding.** Since 2008 the City has diligently made an effort to grow reserve funds for future liabilities, capital purchases and expenditures. Combined with committing annual surpluses, this funding has provided the City with invaluable resources for equipment replacements, infrastructure improvements and employee benefit payouts as the City has experienced a significant number of retirements over the past decade. In addition, the establishment and growth of reserve funds has also

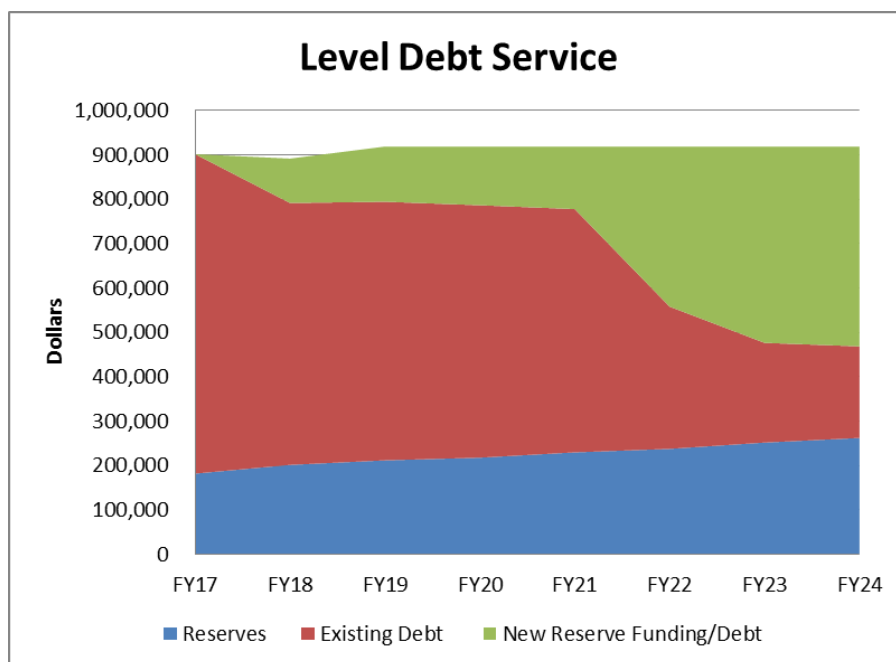
contributed to the City's improved bond rating, as well as stabilization of tax rates, while making meaningful strides in replacing capital equipment. Continuing the City's financial planning by building reserves and planning for the future will allow the City to make capital replacements, improvements and upgrades. The proposed budget continues this effort, in addition to increasing the amounts committed to reserve, specifically the Facilities and Healthcare reserves. Both have seen increases significantly over the prior year due to several facility investments in the upcoming years, to include the Bureau of Maintenance, Fire Station and Police Station.

While an increase in reserve funding is financially responsible, it is not possible without the inclusion of VLT aid as a necessary revenue source. As mentioned above, this is the second year VLT aid is included in the proposed budget. In prior years, the City received the aid, but only following contentious State budget negotiations in which, on several occasions, the revenue was removed and then included in the approved State of New York budget. While these concerns have been tempered in most recent years, as with any other government aid, the State of New York could, without notice, reduce or eliminate VLT aid at any point. **Because VLT aid has to be approved in the State budget annually, if reduced or discontinued by the State, commitments such as reserve funding would be the first to be removed in the City's budget in response.**



**Debt Service.** These include bonds (principal and interest), other governmental debt, energy lease, municipal lease and interest for outstanding bond anticipation notes (BANs) in the General Fund. For FY19 there is an increase in municipal leases as it is proposed that the City replace an existing 23-year-old loader utilizing a 7-year municipal lease. The annual payments will be approximately \$29,000. It is proposed that the snow plow package be paid for utilizing \$40,000 from the DPW reserve. \$60,000 has been budgeted for BAN interest related to a short term borrowing to pay for two federal infrastructure projects that will require \$3 million of expenditures. Both projects are reimbursement grants, however, payments will be required within 60-90 days and reimbursement can take up to 180 days. The short-term borrowing will provide the necessary cash flow in the general fund to best support both projects.

**Debt Management Plan.** Currently the City's General Fund debt service for FY19 is \$611,625. This is a 3% increase in debt service from the prior year due primarily to the increase in municipal lease payments. However, by fiscal year ending 2024 the City's debt service load will drop to \$275,400, or 55%. The ability to take on additional debt in FY24 would allow the City to issue between \$4-6 million of additional debt for needed infrastructure improvements. The decrease in debt by FY24 will provide greater resources for the City to make needed investments in capital projects such as the Police Station, improvements to the City's Parks system and other infrastructure improvements like Richmond Avenue reconstruction. In practice, the desired combination of total reserve contributions and debt service can remain relatively flat over time; however, as one increases or decreases, the other compensates equally. 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.



**Employee Wages.** AFSCME (public works) and CSEA (administrative) employees a 1.75% and 2.50% wage increase that starts April 1, 2018, per their collective bargaining agreements. PBA (police) and IAFF (Fire) employees receive a 1.75% and 2.75% wage increase, per their collective bargaining agreements; it is recommended that management employees receive a 2.00% wage increase.

**Workers' Compensation Insurance.** Recently the City moved from an insurance carrier to a self-insured workers' compensation program. Before the change, premiums had risen from \$255,599 in FY11 to the FY16 budgeted number of \$521,259, and were projected to increase in excess of \$700,000 for FY17. Because average annual claims incurred by the insurance carrier were significantly lower than the premiums paid the City moved to a self-insured program not to be subject to the experience modification or the classification rates and provide more control to the City over managing its workers' compensation costs.

Following an evaluation of claims and expenses, a third-party administrator recommended that the amount of workers' compensation reserves at the time combined with yearly contributions would fully

support a move to self-insurance. The City budgeted appropriately to maintain a healthy workers' compensation reserve while budgeting in a manner consistent with three-year average costs for workers' compensation claims. As a result, this year's workers' compensation budget decreased to \$270,230 or 16% over the prior year.

### 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. The team has created new processes for reporting and investigating incidents. Rather than a single department head and personnel approving incident reports, the entire safety committee must agree on the indicators of proper follow up and preventative actions for each incident. In addition, the entire team approves the closing of each incident. This has already led to changes/additions in training for many city employees.

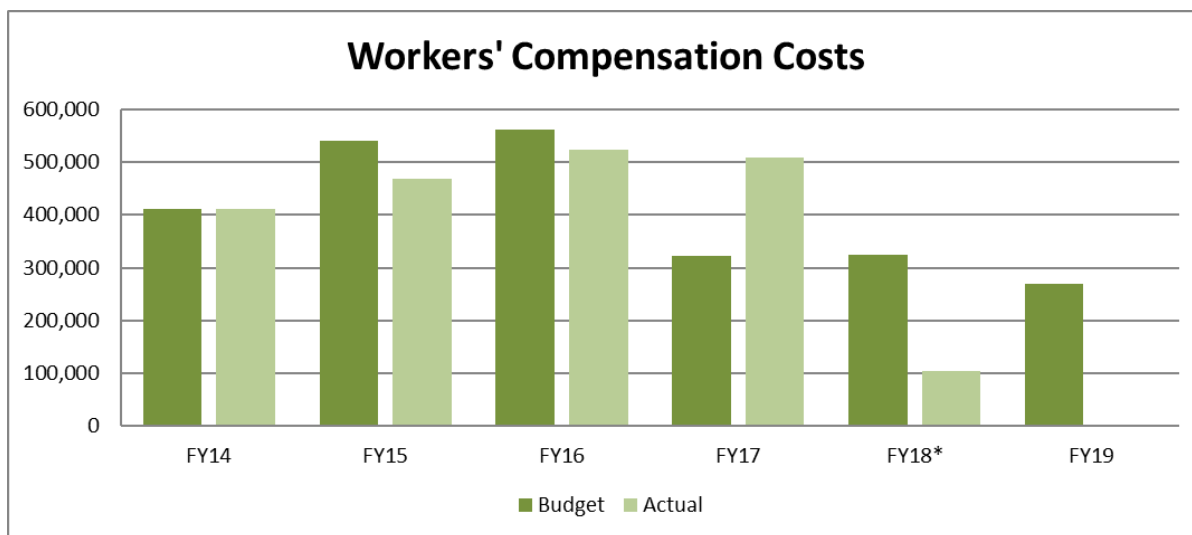
#### *Updated Policies and Procedures*

Both police and fire departments have been using a service called Lexipol to aid in policy updating and to be consistent with accreditation requirements.

#### *Accountability*

It is important that we continue to drive towards creating a culture in which safety is a priority. To that end, the current fiscal year was the first year we budgeted workers' compensation by department area and based it on the average of the last three years' injuries and associated expenses. These budget numbers are reviewed by the Safety Committee and reported to the City Council on a monthly basis.

**Build Reserve Fund Balance** It will be important to build up the Workers' Compensation Reserve Fund and maintain a healthy fund balance in order to plan for the unexpected. Our recommended amount to have available is \$650,000; our current balance is \$440,000. This is our goal by the close of FY20 as we continue to grow and maintain funds for inevitable and unpredictable costs.

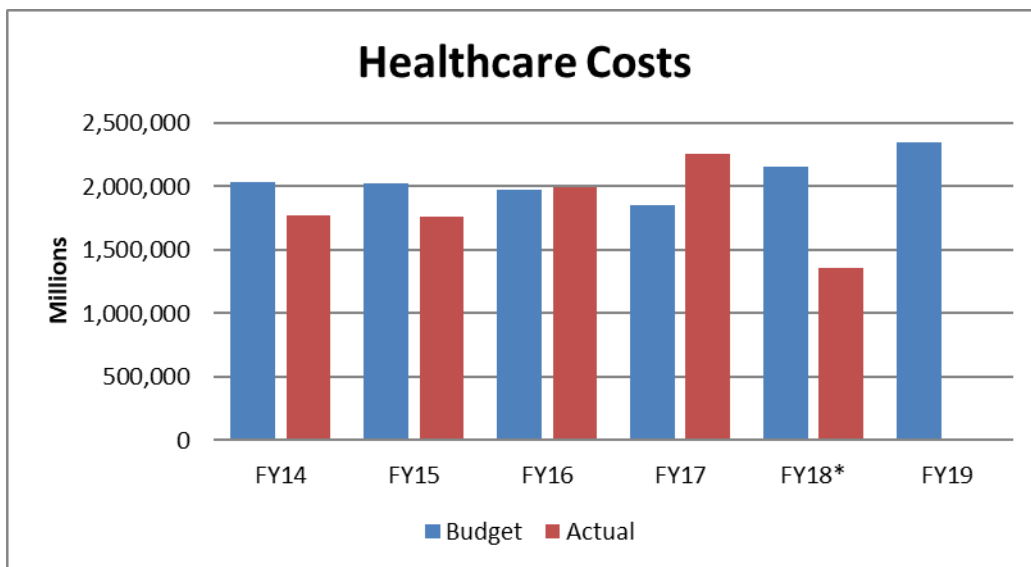


\*Actual expenses as of 12/31/2017

**Employee Health Insurance.** Currently all City employees are under the City’s wellness plan and receive equal medical and dental benefits. The City has successfully managed its self-insured healthcare plan so that over the years the cost of healthcare premiums has been contained to minimize annual increases. Last year the City did experience a high claim that reached the City’s Stop-Loss Insurance. The high claim triggered the need to utilize \$130,000 from the Healthcare Reserve to minimize the impact on the General Fund.

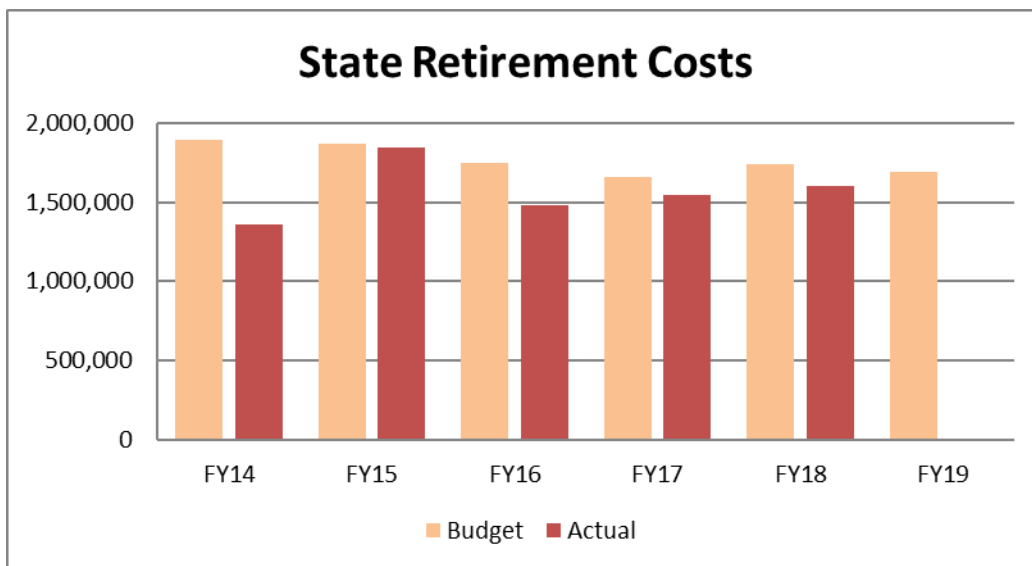
The City healthcare budget has increased \$186,000 or 8.6% from the prior year as a result of the increase in the number plans over the prior year, not the increase in the expected premiums.

**The proposed budget includes \$100,000 from the healthcare reserve to offset healthcare claims for next year. This is a decrease from the prior year which was originally used to soften the sudden increase in healthcare costs as a result of the one high claim last year. It is expected that this use of reserves will decrease to \$0 by FY21.**



\*Actual expenses as of 12/31/2017

**New York State Retirement Contribution.** The City has received a projected decrease of \$46,000 or 2.6% in the retirement contribution for the upcoming year. Unfortunately, in past years the City's actual retirement contribution has not been consistent with the retirement projection issued by the NYS retirement system. As seen in the chart below, the City has been subject to retirement contribution swings that range from \$535,000 less than projected, to exceeding what was budgeted by \$110,000. This continued inconsistency from the NYS retirement system creates doubt by the City regarding its reliance on retirement contribution projections, which is why the City's Retirement Reserve was created to absorb any drastic inconsistencies in estimated versus actual contributions.



## WATER AND WASTEWATER

**Proposed Water Rate Adjustment.** In implementing the City's water rate and adopted capital plan, a strategic water rate adjustment plan was developed to alleviate pressures related to decreasing consumption and increasing infrastructure demands. The plan sought to balance the system's investment needs and budgetary shortfalls with the practical reality of customer affordability concerns.

In 2015 the water rate plan adopted by City Council included several elements, such as a small rate adjustment, a modest capital improvement fee increase and the phasing out of the existing second rate block. The plan allowed the City to responsibly mitigate system risk by completing important capital projects and limiting the impact on City customers.

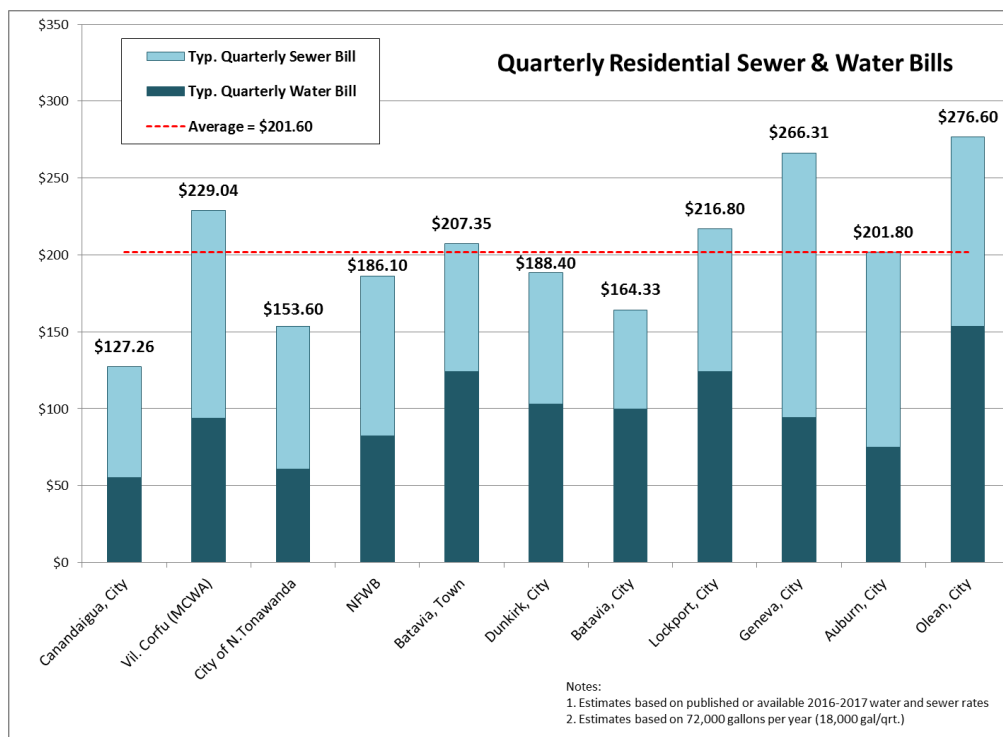
Consistent with the adopted plan, the proposed rate adjustment for FY19 includes a water rate and meter fee increase of \$.18 or 3.5%. In addition, the plan includes a capital improvement fee increase for all meter sizes. The impact to a typical residential customer with a 5/8-inch meter will be \$.54 per quarter. The fee adjustments are necessary due to the growing capital improvement needs of the water system. The revenue from this fee will be exclusively dedicated towards funding the necessary water system improvements.

The proposed water rate for a typical residential user is \$5.30 per 1,000 gallons and the capital fee per typical residential user is \$5.99 per quarter. The total impact to a typical residential customer (approximately 95% of customers) from the proposed rate and fee adjustments is approximately \$4.49/quarter.

**Wastewater Rate.** Building from the City's adopted capital infrastructure plan, it is recommended that no rate increase is needed for the Wastewater Fund.

**Conclusions.** In summary, it is recommended that the City continue to make the strategic capital investments outlined in the capital plan to reduce the risk of failure of its water and wastewater assets. To accomplish this in a fiscally responsible manner, an accompanying water rate adjustment is recommended. Also, continuing with the planning water and wastewater re-investments will help maintain satisfactory service levels for City water and wastewater customers, and mitigate the potential for future rate spikes due to sudden failures. The proposed water and wastewater capital projects for FY19 are discussed in the capital plan section of the budget document.

The chart below displays how the current rates impact a typical water/sewer bill in relation to other similar size communities. As shown on the chart, Batavia's combined water/sewer bills are extremely competitive when compared to other Western New York communities





## **CITY CENTRE CONCOURSE FUND**

New to the budget in FY19 is the City Centre Concourse Fund. The Concourse Fund is a result of settling a long-term legal dispute between the City and Merchants Association over the control, responsibility and ownership of the City Centre Concourse. As part of the settlement, effective April 1, 2018 the City now has 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 has been set at \$2.00 per square foot for FY19.

The operations of the concourse include the maintenance, cleaning and supervision of the concourse and adjacent sidewalks. In order to meet this full-time operation, it is proposed that the City hire one full-time Building Maintenance Worker and 2-4 part-time custodial workers. This should provide the necessary staffing to cover evening and weekend hours of the concourse. Over the course of the next year the operations will be reviewed and refined to best meet the needs of the City and all merchants.

In addition, as part of the settlement agreement, the City is required to make several capital improvements to the concourse roof, silo's and skylights. The City has three years to complete these improvements, and will be evaluating how best to approach them in the new year. It is expected that the City will utilize the existing Facilities Reserve to support these improvements.

# SCORE CARD

## ***\$100 MILLION I'M ALL IN!*** **SCORECARD**

PLANNED TOTAL	\$	58,851,395	TEMPORARY CONSTRUCTION JOBS TOTAL
IN-PROGRESS TOTAL	\$	15,825,543	
COMPLETED TOTAL	\$	8,856,370	<b>704.19</b>
<b>TOTAL</b>	<b>\$</b>	<b>83,533,308</b>	

Project	# of Permits	Private	City	Non-City	Total Investment	Planned/ In-Progress / Completed	Committed Funds	Temporary Construction Jobs
Residential Permits Q1	40	\$ 260,082			\$ 260,082	Completed		2.2
Commercial Permits Q1	11	\$ 722,243			\$ 722,243	Completed		6.1
Residential Permits Q2	202	\$ 1,363,211			\$ 1,363,211	Completed		11.5
Commercial Permits Q2	19	\$ 1,193,373			\$ 1,193,373	Completed		10.1
Residential Permits Q3	152	\$ 1,030,401			\$ 1,030,401	In-Progress		8.7
Commercial Permits Q3	12	\$ 370,000			\$ 370,000	In-Progress		3.1
Residential Permits Q4	77	\$ 504,076			\$ 504,076	In-Progress		4.2
Commercial Permits Q4	18	\$ 734,543			\$ 734,543	In-Progress		6.2

Capital Projects	Year							
Vine Street Waterlin	2017		\$ 1,830,429		\$ 1,830,429	Completed		15.4
CHIPs - Streets	2017			\$ 320,300	\$ 320,300	Completed		2.7
Healthy Schools Corridor	2018		\$ 192,200	\$ 768,800	\$ 961,000	In-Progress		8.1
Highway PM - 6 Streets	2018		\$ 127,523	\$ 2,422,939	\$ 2,550,462	In-Progress		21.5
Ellicott Trail	2018		\$ 170,500	\$ 1,445,500	\$ 1,616,000	In-Progress		13.6
Mechanical Screen/Grit Classifier	2018		\$ 331,050		\$ 331,050	In-Progress		
CHIPs - Streets & Sidewalks	2018			\$ 541,720	\$ 541,720	Planned		
Pedestrian Way	2019		\$ 139,500	\$ 1,018,500	\$ 1,158,000	In-Progress		
Union, S. Main & Brooklyn Waterline	2019		\$ 2,270,011		\$ 2,270,011	In-Progress		19.1

Significant Projects												
Ellicott Station	\$	13,798,675	\$	1,450,000	\$	3,050,000	\$	18,298,675	Planned		154.3	
Newberry Building		\$	1,641,732	\$	30,000	\$	600,000	\$	2,271,732	Completed		19.2
Home Leasing Project		\$	12,000,000					\$	12,000,000	Planned		101.2
OATKA		\$	4,300,000					\$	4,300,000	In-Progress		36.2
Arby's Renovation		\$	895,000					\$	895,000	Completed		7.5
Genesee Valley Transportation		\$	1,011,000					\$	1,011,000	Planned		8.5
Downtown Revitalization Initiative		\$	15,000,000	\$	2,000,000	\$	10,000,000	\$	27,000,000	Planned		227.6

Completed - Project has been completed	\$ 54,824,336	\$ 8,541,213	\$ 20,167,759	Planned	Jobs	491.6
In Progress - Project has started but not yet completed				In-Progress	Jobs	120.9
Planned - Project is planned but not yet started				Completed	Jobs	74.7

# HOW TO REVIEW THIS BUDGET

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We hope that we have developed a budget document that is easy for everyone to use, yet comprehensive enough for the experienced reader. Following is a brief description of the major sections of the budget along with page numbers so that you can turn directly to that particular section. 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 on fund balances, revenues & 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 the 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 you will find 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

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## **Budget Development**

The budgetary process for the City of Batavia begins in October when the budget manual is distributed by the City Manager to all departments and bureaus, which 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 funds of the City. 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 enact 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 by 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 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 disperses its capital projects fund monies to various projects, which may cause a deficit within the project. However, the City adopts a positive Capital Improvements Program where funds can be transferred within the fund with appropriate approval from the

governing body. Supplemental appropriations were required during the year and the accompanying budgetary data has been revised for amendments authorized by resolution during the year.

### **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 for 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 that 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. City Council officially accepts the financial reports during the monthly Business Meeting.

The City Manager also 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 to amend the budget.

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 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 that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOAs best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The audited financial statements will be prepared and submitted to GFA 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 not to assess the financial health of participating governments, but rather to ensure that users of their financial statements have the information they need to do so themselves.

# 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

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**Background.** Following the economic troubles in 2006, the City began its first comprehensive strategic planning process in 2010 with three goals in mind: restore public trust in City leadership; use data to measure success; and become alert to emergent trends and conditions. To ensure the involvement of all stakeholders, City leaders first surveyed citizens to determine their interests and concerns. Along with the support from local strategic planning consultant StandOUT Results, empirical and percentage-based data from daily operations, short and long-term factors affecting the City, and staff feedback were reviewed and analyzed in a series of workshops. After examining the current state of the City, reviewing past financial challenges, participating in a SWOT analysis, creating a vision statement, and revising the existing mission statement, the Council identified seven strategic priorities (financial health, government efficiency, economic development and job creation, neighborhood revitalization, environmental sustainability, public safety, and healthy and involved community members), developed statements to further define each priority, and identified key intended outcomes (KIOs) against which to measure progress. Lastly, it drew up a Strategic Business Plan to help accomplish the KIOs and allocate resources to best meet residents' needs.

The City updated its strategic plan in 2012, and in 2014 the plan was recognized by the International City/County Management Association with its Program Excellence Award for Strategic Leadership and Governance. This award recognizes innovative and successful local government programs that have significantly impacted a local government's culture or strategic direction.

The factors that ultimately proved essential to the City's success and led to Batavia's receipt of such a prestigious award were providing citizens with multiple access points to feedback mechanisms, being willing to refine the City's data-driven plan to foster sound decision making, and showing employees how their daily work links to the bigger picture.

Having recovered from the financial crisis, Batavia began its biennial review of strategy in 2014 with a thorough analysis of the plan and its priorities. The City Council and administration transitioned its focus from crisis stabilization to beyond recovery and met to review the current and predicted trends to determine whether strategic priorities needed to remain the same. In its evaluation of strategy beyond recovery, the team determined the priorities needed to build on transparency of government, assessment of services, alliances with partners, public engagement and focus on what's important.

In 2017 the strategic plan was again updated to focus on one foundational goal: to achieve \$100 million in additional investments – by the year 2022. While it is true that there is some new language usually associated with the private business world, such as return on investment or ROI, government is NOT and should not become a profit center; municipal officials must see themselves as accountable for wise and strategic investment of the public's trust and money. In 2017 the discussion of the return on citizen investment took shape in forms of dollars invested in infrastructure like roads, sidewalks, equipment and water supply, housing improvement programs and parks, as well as in external investment by residents, business owners and developers. The City's goal is that for every nickel our citizens contribute, they will receive a quarter back in City investment. There are four distinct priorities identified in order to achieve the foundational goal: FOCUS on growth, operational excellence, neighborhood investment and BIG Collaborative projects. We invite you to be "all in" on our shared journey to \$100 million



## Strategic Priority: FOCUS on Growth

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
1. Zoning ordinance is updated to form-based codes to reflect Future Land Use Map.	1.1		<b>Resources:</b> Planning consultant, local stakeholders  <b>Owner:</b> City Manager	<b>Measurements:</b> Zoning Regulations are updated; time from submittal to permit process is improved in codes that are revised  <b>Outputs:</b> 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 consistent with future land use plan.	4 <sup>th</sup> Quarter 2018/19			
	1.3 Planning process engages stakeholders for feedback in process improvements to identify potential zoning revisions.	4 <sup>th</sup> Quarter 2018/19 – 3 <sup>rd</sup> Quarter 2019/20			
	1.4 Zoning revisions drafted and recommended to PDC and City Council for adoption.	3 <sup>rd</sup> Quarter 2019/20 – 2 <sup>nd</sup> Quarter 2020/21			
2. Marketing and Communication Plan to support \$100 Million I'm All In! is executed.	2.1 Evaluate and assess past efforts and secure resources (i.e. people, dollars, consultants) to enable creation and execution of a Marketing and Communication Plan.	3 <sup>rd</sup> Quarter 2018/19	<b>Resources:</b> TBD  <b>Owner:</b> Assistant City Manager	<b>Measurements:</b> 80% of each year's Communication Plan is executed; Social Media traffic/utilization increases 15% per year  <b>Outputs:</b> Communication Plan report; social media metric reports	Comprehensive Plan D-3
	2.2 Annual Marketing and Communication Plan is developed to include social media and other channels.	4 <sup>th</sup> Quarter, 2018/19, and annually			
	2.3 Annual Marketing and Communication Plan is implemented.	2019/20; 2020/21; 2021/22			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
3. Pedestrian bike paths are expanded and City becomes more bike-friendly.	3.1 Ellicott Trail is constructed. (refer to Neighborhood Investment 6.)	1 <sup>st</sup> Quarter 2018/19	<u><b>Resources:</b></u> Town of Batavia, BID, Citizen committee, NYS/Federal grants,, planner/ facilitator for committee  <u><b>Owner:</b></u> City Manager and Director of Public Works	<u><b>Measurements:</b></u> x # of new dedicated bike lanes; # x of new Bicycle Racks; x # of new bike-related signage  <u><b>Outputs:</b></u> Plan based on “Committee Recommendations”	Comprehensive Plan R2 and R4; Complete Streets Goal (Neighborhood Investment #7)
	3.2 Committee of residents are engaged in planning for “Creating a Bikeable Batavia.”	2019/20			
	3.3 Dedicated bicycle lanes are added in key corridors.	2020/21			
	3.4 Bicycle Racks are added to Public Facilities.	2018/19 – 2020/21			
	3.5 Bike Route signage is added.	2020/21			
4. City support for redevelopment projects is provided.	4.1 Ellicott station is redeveloped and taxably assessed.	3 <sup>rd</sup> Quarter 2017/18 – 3 <sup>rd</sup> Quarter 2018/19	<u><b>Resources:</b></u> Batavia Development Corp; Property owner  <u><b>Owner:</b></u> City Manager, Director of Public Works	<u><b>Measurements:</b></u> Building projects are redeveloped and functional; Strategy is developed for Ellicott Street.  <u><b>Outputs:</b></u> 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
	4.2 Newberry building is redeveloped.	4 <sup>th</sup> Quarter 2017/18			
	4.3 Revitalization strategy for Ellicott Street “Welcome to Southside” is developed.	2019/20- 2021/22...			
	4.4 Healthy Living Campus is developed	2019/20- 2021/22...			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
5. Complete streets policy is developed and adopted.	5.1 A Complete Streets definition and policy, based on Complete Streets best practices, is developed to guide future street planning and construction	2019/20	<u><b>Resources:</b></u> Additional planning dollars  <u><b>Owner:</b></u> Director of Public Works	<u><b>Measurements:</b></u> Active sidewalks, dedicated bike lanes, active roadways, safe crosswalks, plantings and green spaces; policy implemented as street improvements implemented  <u><b>Outputs:</b></u> Adopted Complete Streets policy; Capital plan reflecting impact of this policy	Comprehensive Plan R-1; R-4; 2015 Batavia Walkability Action Plan; Pedestrian/Bike Trail Goal Section (Focus on Growth #3); Clean Waters Act/Green Infrastructure
	5.2 Key Corridors are confirmed and a timeline established to upgrade.	2020/21			
	5.3 Budgeting process utilized and financial resources secured to enable policy.	2020/21			
	5.4 Implementation Plan developed.	2020/21			
6. Mechanism for ongoing communication with business community is developed and implemented.	6.1 Employers identified	4 <sup>th</sup> Quarter 2018/19	<u><b>Resources:</b></u>  <u><b>Owner:</b></u> Assistant City Manager	<u><b>Measurements:</b></u> Major employers are contacted by assigned department head twice annually – needs are reported out to management team at regular meetings, actions documented and completed  <u><b>Outputs:</b></u> actions completed and meetings take place	
	6.2 Contact assigned	4 <sup>th</sup> Quarter 2018/19			
	6.3 Twice annual communication takes place with employer	2 <sup>nd</sup> and 4 <sup>th</sup> Quarters each year beginning 2 <sup>nd</sup> Quarter 2018/19			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
7. Create historic property inventory.	7.1 Funding is sought or ad-hoc committee established to begin inventory.	2019/21 – 2021/22	<u><b>Resources:</b></u> Grant funding  <u><b>Owner:</b></u> City Manager, BDC, BID	<u><b>Measurements:</b></u> Historic inventory created and accessible.  <u><b>Outputs:</b></u> Provide information to community regarding options for historic preservation and designation	Comprehensive Plan D-1
	7.2 . Scope of inventory is developed.	2019/21 – 2021/22			
	7.3 Inventory and market incentives to invest in underutilized buildings is developed	2019/21 – 2021/22			
	7.4 Partners are recruited, public education campaign implemented on benefits of historic restoration and designation.	2019/21 – 2021/22			
8. Police Department receives a new facility.	8.1 Complete preliminary Swan St. site review, alternative options for existing facility and debt analysis	1 <sup>st</sup> Quarter 2018/19	<u><b>Resources:</b></u> Consultants  <u><b>Owner:</b></u> City Manager, Chief of Police	<u><b>Measurements:</b></u> Facility constructed and all Police Department staff are moved to new space  <u><b>Outputs:</b></u> New business cards and address changes indicating move	
	8.2 Decision and course of action for facility option.	3 <sup>rd</sup> Quarter 2018/19			
	8.3 Timeline determined based on facility options.	4 <sup>th</sup> Quarter 2018/19			
	8.4 Implementation plan created based on decision.	4 <sup>th</sup> Quarter 2018/19			
	8.5 Facility constructed.	1 <sup>st</sup> Quarter 2020/21			

## 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.	3 <sup>rd</sup> Quarter 2017/18	<b>Resources:</b> ClientFirst Consulting; County IT, Consultant  <b>Owner:</b> Assistant City Manager	<b>Measurements:</b> First ERP modules go live by March 2019, all modules live by March 2020  <b>Outputs:</b> ERP system live; documentation of training conducted to prepare staff	
	1.2 Infrastructure costs to remain with virtual servers and move to hosted solution reviewed.	4 <sup>th</sup> Quarter 2017/18			
	1.3 Determination made of any possible shared solutions existing with County.	4 <sup>th</sup> Quarter 2017/18			
	1.4 Budget to support long-term solution developed.	4 <sup>th</sup> Quarter 2017/18			
	1.5 ERP Vendor chosen, budget set	1 <sup>st</sup> Quarter 2018/19			
	1.6 ERP implementation plan completed.	2 <sup>nd</sup> Quarter 2018/19			
	1.7 ERP Implementation begins.	3 <sup>rd</sup> Quarter 2018/19			
2. Police Department receives NYS Accreditation.	2.1 Policy manual updated and rolled out to staff.	4 <sup>th</sup> Quarter 2017/18	<b>Resources:</b> Lexipol, New York State Accreditation Council  <b>Owner:</b> Police Chief	<b>Measurements:</b> Notification of Accreditation by 2019  <b>Outputs:</b> Certificate of Accreditation	
	2.2 File folders created and information deposited into appropriate folders.	4 <sup>th</sup> Quarter 17/18 – 1 <sup>st</sup> Quarter 2018/19			
	2.3 Pre-assessment requested and completed.	4 <sup>th</sup> Quarter 2018/19			
	2.4 Assessment completed.	2 <sup>nd</sup> Quarter 2019/20			
	2.5 Accreditation award received.	3 <sup>rd</sup> Quarter 2019/20			
	2.6 Program is maintained.	4 <sup>th</sup> Quarter 2019-2020 – 4 <sup>th</sup> Quarter 2021/22			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
3. Fire Department receives Center for Public Safety Excellence (CPSE) Accreditation.	3.1 Self-Evaluation/Assessment completed.	3 <sup>rd</sup> Quarter 2018/19	<b>Resources:</b> GIS, Rochester Fire Department, Lexipol  <b>Owner:</b> Fire Chief	<b>Measurements:</b> Notification of Accreditation  <b>Outputs:</b> Letter from CPSE acknowledging accreditation	
	3.2 Standards of Cover completed.	4 <sup>th</sup> Quarter 2019/20			
	3.3 Fire Dept. Strategic Plan completed.	2 <sup>nd</sup> Quarter 2019/20			
	3.4 Peer Assessment completed.	2 <sup>nd</sup> Quarter 2020/21			
	3.5 Accreditation submitted.	3 <sup>rd</sup> Quarter 2020/21			
4. Department of Public Works receives American Public Works Association (APWA) Accreditation.	4.1 Self-Evaluation/Assessment completed.	2 <sup>nd</sup> Quarter 2018/19	<b>Resources:</b> APWA Accreditation Software, Public Works Management Practices Manual  <b>Owner:</b> Director of Public Works	<b>Measurements:</b> Notification of Accreditation  <b>Outputs:</b> Letter from APWA acknowledging Accreditation	
	4.2 Application phase completed.	4 <sup>th</sup> Quarter 2018/19			
	4.3 Improvement phase completed.	4 <sup>th</sup> Quarter 2020/2021			
	4.4 Evaluation phase completed.	1 <sup>st</sup> Quarter 2021/22			
	4.5 Accreditation phase completed.	2 <sup>nd</sup> Quarter 2021/22			
5. Budget process and financial management meet industry best-in-class standards.	5.1 Submit Comprehensive Audited Financial Report (CAFR) application.	September 2017/18 and annually	<b>Resources:</b> Freed Maxick  <b>Owner:</b> Administrative Services	<b>Measurements:</b> Notification of Awards  <b>Outputs:</b> CAFR Certificate of Excellence; Distinguished Budget Award	
	5.2 Respond to CAFR deficiencies.	September 2018/19 and annually			
	5.3 Submit Government Finance Officers Association (GFOA) application.	April 2017/18 and annually			
	5.4 Respond to GFOA deficiencies.	September 2018/19 and annually			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
6. A rating of 7, or comparable benefits, is maintained in Community Rating System (CRS)	6.1 Annual flood field training exercise is completed.	3 <sup>rd</sup> Quarter 2017/18	<b>Resources:</b> County Planning; DEC; FEMA; Genesee County Multi-Hazard Mitigation Plan  <b>Owner:</b> Fire Chief for 12.1 and 12.2 Administrative Services for 12.3	<b>Measurements:</b> Maintain rating  <b>Outputs:</b> FEMA records	Fire Department Plan
	6.2 Emergency Management participates in Genesee County Multi-Hazard Mitigation Plan. (Fire Department)	1 <sup>st</sup> Quarter 2019/20			
	6.3 Annual CRS actions are completed.	Monthly			
7. Stormwater Capital Plan is developed and implemented including “green” infrastructure.	7.1 RFP developed, issues, and consultant selected.	2 <sup>nd</sup> Quarter 2017/18	<b>Resources:</b> Consulting Engineer  <b>Owner:</b> Director of Public Works	<b>Measurements:</b> Green infrastructure is incorporated into the plan  <b>Outputs:</b> Plan document including Capital project list	Comprehensive Plan S-4
	7.2 Needs assessment conducted.	3 <sup>rd</sup> – 4 <sup>th</sup> Quarter 2017/18			
	7.3 Capital needs and cost estimates developed.	1 <sup>st</sup> Quarter 2018/19			
	7.4 Draft plan reviewed and capital projects prioritized.	1 <sup>st</sup> Quarter 2018/2019			
	7.5 Final capital plan completed and adopted.	2 <sup>nd</sup> Quarter 2018/19			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
8. Talent Management Strategy is implemented.	8.1 Annual leadership development plans are created to address outcomes of employee survey and implemented throughout year.	1 <sup>st</sup> Quarter 2017/18 and annually	<b>Resources:</b> Benchmarks of other governments; Core Values Subteams; Civil Service  <b>Owner:</b> Administrative Services	<b>Measurements:</b> Implementation of new performance evaluation process and recognition program; Process implemented in hiring process aligned with core values; pay equity strategy presented to Council  <b>Outputs:</b> Training records showing completion of training on performance evaluation and recognition; procedure for hiring process; council minutes reflecting presentation of pay equity presentation	
	8.2 New Hire Team Recommendations implemented	4 <sup>th</sup> Quarter 2017/18			
	8.3 New Performance Evaluation System designed and implemented.	4 <sup>th</sup> Quarter 2017/18			
	8.4 City-wide Recognition Program designed and implemented.	4 <sup>th</sup> Quarter 2017/18			
	8.5 Non-union benefits recommendation is developed and presented to City Council.	2017/18			
	8.6 Employee Engagement Survey re-administered.	2018/19			



## Strategic Priority: Neighborhood Investment

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
1. Improved housing quality through Zombie Home Redevelopment strategy and targeted housing initiatives.	1.1 First zombie home redeveloped utilizing 485-r exemption.	1 <sup>st</sup> Quarter 2017/18 – 2 <sup>nd</sup> Quarter 2018/19	<b>Resources:</b> Habitat for Humanity; Pathstone Neighborhood Works; community organizations  <b>Owner:</b> City Manager	<b>Measurements:</b> 3 homes redeveloped in each year.  <b>Outputs:</b> 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 <sup>th</sup> Quarter 2017/18 – 2 <sup>nd</sup> Quarter 2018/19			
	1.3 Evaluate and transfer foreclosed properties for transfer to Habitat for Humanity for redevelopment.	4 <sup>th</sup> Quarter 2017/18 and annually			
	1.4 Zombie home and Real Property database is developed.	1 <sup>st</sup> Quarter – 4 <sup>th</sup> Quarter 2017/18			
	1.5 Develop housing initiatives that target specific real estate investments to improve market.	2 <sup>nd</sup> Quarter 2017/18 – 2 <sup>nd</sup> Quarter 2018/19			
2. More at-risk home owners take advantage of foreclosure counseling services.	2.1 Program for Public Information Developed	1 <sup>st</sup> Quarter 2017/18	<b>Resources:</b> The Housing Council at Pathstone Public Information Team  <b>Owner:</b> Assistant City Manager	<b>Measurements:</b> 10 new families avoid foreclosure in 2017/2018  <b>Outputs:</b> Pathstone Records	Comprehensive Plan P-6; “Operation Keep Our Homes” Grant
	2.2 Program for Public Information Implemented	2 <sup>nd</sup> – 4 <sup>th</sup> Quarter 2017/18			
3. People report that they feel safe in this community.	3.1 Community survey is administered measuring the feeling of safety throughout the city.	4 <sup>th</sup> Quarter 2017/18	<b>Resources:</b> City PD Strategic Planning Group  <b>Owner:</b> Police Chief	<b>Measurements:</b> 15% overall improvement in feelings of safety  <b>Outputs:</b> 20/21 survey results compared to 2017/18 survey results	
	3.2 Response Plan created to address needs from survey.	4 <sup>th</sup> Quarter 2017/18 – 2 <sup>nd</sup> Quarter 2018/19			
	3.3 Implementation of Response Plan.	2018/19			
	3.4 Response Plan updated annually and implemented to plan.	3 <sup>rd</sup> Quarter 2018/19 and then annually			
	3.5 Community survey is re-administered and compared to baseline.	2020/21			

Goals	Objectives	Time Frame	Resources/Owner	Measurements/Outputs	Plan Alignment
4. Implement Tree Management Plan.	4.1 Adopt plan.	1 <sup>st</sup> Quarter 2017/18	<b><u>Resources:</u></b> National Grid; Contract Services for Tree Removals  <b><u>Owner:</u></b> Director of Public Works	<b><u>Measurements:</u></b> Targeted tree removal as outlined in Phase I  <b><u>Outputs:</u></b> Current tree inventory	Comprehensive Plan S-5; 2017 Tree Management Plan
	4.2 Employee training conducted.	1 <sup>st</sup> Quarter 2017			
	4.3 National Grid engaged.	2 <sup>nd</sup> Quarter 2017/18			
	4.4 Tree inventory fully updated.	End of each quarter			
	4.5 First year of Phase I is completed (removal).	4 <sup>th</sup> Quarter 2018/19 – 4 <sup>th</sup> Quarter 2021/22			
5. Use of City of Batavia Flood Plain is maximized.	5.1 Potential strategies are identified.	2018/19 – 2021/22...	<b><u>Resources:</u></b> Additional study and research  <b><u>Owner:</u></b> City Manager/Assistant City Manager	<b><u>Measurements:</u></b> TBD  <b><u>Outputs:</u></b> TBD	Comprehensive Plan R-8
	5.2 Address recommendations.				

## 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 <sup>rd</sup> – 4 <sup>th</sup> Quarter 2017/18	<b>Resources:</b> City Attorney	<b>Measurements:</b> Concourse operations under City management.  <b>Outputs:</b> Capital improvements completed; redevelopment strategy outlined.	Comprehensive Plan P-1; 2014 Batavia Opportunity Area Plan
	1.2 Prepare timeline for capital improvements.	4 <sup>th</sup> Quarter 2017/18	<b>Owner:</b> City Manager		
	1.3 Develop strategy for redevelopment of City Centre	2018/19	<b>Team:</b> City Manager, Assistant City Manager, Director of Public Works, City Attorney		
2. Water Supply agreement is secured.	2.1 General Terms Agreed To	4 <sup>th</sup> Quarter 2017/18	<b>Resources:</b> Genesee County, City Atty, GHD Consultant  <b>Owner:</b> City Manager  <b>Team:</b> City Manager, Assistant City Manager, Director of Public Works, GHD Consulting	<b>Measurements:</b> Completed and adopted water supply agreement with Genesee County  <b>Outputs:</b> Enacted Agreement giving City long term stability for water supply	Sales Tax Agreement with the County
	2.2 Detailed Contract Language	2 <sup>nd</sup> Quarter 2018/19			
	2.3 Full Contract Enacted	3 <sup>rd</sup> Quarter 2018/19			
3. Sales Tax agreement is secured.	3.1 General Terms Agreed To	4 <sup>th</sup> Quarter 2017/18	<b>Resources:</b> GHD, Genesee County, CPL, City Atty  <b>Owner:</b> City Manager  <b>Team:</b> City Manager, Assistant City Manager, Director of Public Works, GHD Consulting	<b>Measurements:</b> Completed and adopted sales tax agreement with Genesee County  <b>Outputs:</b> Enacted Agreement giving City long term stability for sales tax revenue	Water Supply Agreement with the County.
	3.2 Detailed Contract Language	2 <sup>nd</sup> Quarter 2018/19			
	3.3 Full Contract Enacted	3 <sup>rd</sup> Quarter 2018/19			

<b>Goals</b>	<b>Objectives</b>	<b>Time Frame</b>	<b>Resources/Owner</b>	<b>Measurements/Outputs</b>	<b>Plan Alignment</b>
4. Create a Parks and Recreation Master Plan with Town of Batavia/Genesee County.	4.1 Funding is secured and consultant solicited.	2020/21 – 2021/22	<b><u>Resources:</u></b> Grant funds  <b><u>Owner:</u></b> TBD  <b><u>Team:</u></b> City of Batavia, Town of Batavia, Genesee County	<b><u>Measurements:</u></b> TBD  <b><u>Outputs:</u></b> TBD	Comprehensive Plan R-6
	4.2 Existing conditions are reviewed.	2020/21 – 2021/22			
	4.3 Needs and preferences are analyzed.	2020/21 – 2021/22			
	4.4 Prioritized plan is developed.	2020/21 – 2021/22			
	4.5 Plans are adopted and implemented.	2020/21 – 2021/22			

## CITY OF BATAVIA PERFORMANCE MEASUREMENTS

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

MEASUREMENTS	TARGET	FY16/17	Status 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%	≤44.9%	≤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'	≥3 residential home rehabilitated	≥2 residential home rehabilitated	≥2 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	1 code revision	1 code revision	1 code revision

MEASUREMENTS	TARGET	FY16/17	Status FY17/18	FY18/19	FY19/20	FY20/21
Improve efficiency of audit process	Reduction in City audit adjustments	18	12	4	4	4
Risk management review	Evaluate general and worker comp programs	Created Safety Committee; developing measurements	Monitor measurements – Stay within dept. budgets	Monitor measurements – Stay within dept. budgets	Monitor measurements – Stay within dept. budgets	Monitor measurements – Stay within dept. budgets
Employee healthcare wellness plan participation	100%	99%	98%	100%	100%	100%
% of participates earning	≥85% max ≥95% earned ≥4 credits	80% Achieved maximum 94% Earned 4 or more credits (based on January 2016 testing)	≥85% max ≥95% earned ≥4 credits (based on January 2017 testing)	≥85% max ≥95% earned ≥4 credits	≥85% max ≥95% earned ≥4 credits	≥85% max ≥95% earned ≥4 credits
Maintain City Community Rating System (CRS) in the National Flood Insurance Program	≤9 FY16/17 ≤8 FY17/18	7	7	≤7	≤7	
Complete flood Field Training Exercise (FTX)	Complete flood FTX	Completed Dec. 2016	Actual event took place 10/6/17	Complete flood FTX	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 adopted by City Council.		

DEPT. PUBLIC WORKS MEASUREMENT	TARGET	FY16/17	Status FY17/18	FY18/19	FY19/20	FY20/21
Quality, systematic code enforcement	≥95% compliance (12 months)	91% (11 active court cases)	74%	≥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	6.5 Months	≤6 months	≤6 months	≤6 months
Average time it took to bring court referred cases into compliance	≤12 months	11 months	TBD	≤12 months	≤12 months	≤12 months
% of streets in satisfactory condition or better	≥85% Pavement Condition Index (PCI)	91.75%	92.88 %	≥85% PCI	≥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	Replace ≥3,700 lf of sidewalks	Replace ≥3,700 lf of sidewalks	Replace ≥3,700 lf of sidewalks
Reduce non-revenue water percentage of total production	≤20%	21%	21% Not Final until Feb	≤20%	≤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 to date have been completed within budget.	Execute projects within budget and on schedule	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%	96.6%	≥96% compliance	≥96% compliance	≥96% compliance

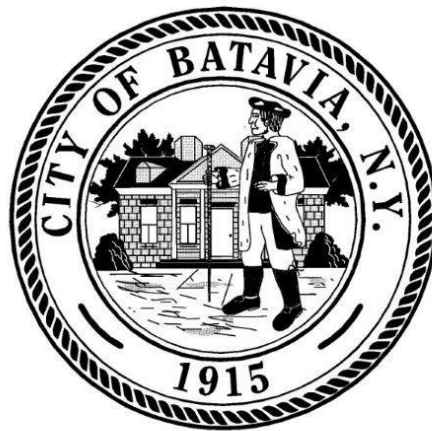
POLICE & FIRE MEASUREMENTS	TARGET	FY16/17	Status FY17/18	FY18/19	FY19/20	FY20/21
Provide quality citizen preparedness training	≥2,000 residents/300 hours	2,517 residents / 223 hours-	2741 Residents 89 hours	≥2,000 residents/300 hours	≥2,000 residents/300 hours	≥2,000 residents/300 hours
Provide child seat safety inspections/installations	170-190	226 car seat installs	130 as of 1/5/17	170-190	170-190	170-190
# of smoke detectors/CO detectors installed	40-60	25/0	32 combined units	40-60	40-60	40-60
Ensure City emergency preparedness training	50% staff ICS/NIMS trained	Updating format for reporting	Updating format for reporting	60% staff ICS/NIMS trained	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 now in 6 city buildings	78 city employees trained 7 City AED now in 6 city buildings	Increase over prior year	Increase over prior year	Increase over prior year
Improve emergency preparedness for all City Facilities	Audit City facilities by 17/18 Conduct table top exercise 18/19	Completed audit of 2 facilities	Audit complete for all facilities, recommendations made and training to be scheduled	Conduct training exercise.	Conduct training exercise.	Conduct training exercise.
Multi-family inspection program	≥95% compliance (12 months)	84% (7 open cases) (2 of the open cases are in court -88% )	Implements improvements	TBD	TBD	TBD



# SECTION 2

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## FINANCIAL POLICY STATEMENT



# FINANCIAL POLICY STATEMENTS

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The City Council has adopted financial policy statements in order to provide for increased long-term decision making. The development of effective strategies lies first in understanding 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 gives a means of measuring our progress in improving our 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 is important because it 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 to public confidence in) the government. 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 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. Moreover, this process requires that long run 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 educate elected officials by making them 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. With the information from the multi-year financial planning, the City Council can then develop its goal for the financial future of the organization. What does the City Council want the financial picture to look like? What steps will be needed to accomplish that goal?

The recommendations for the financial policies is based upon 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 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 are the related operating expenses.

## **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.

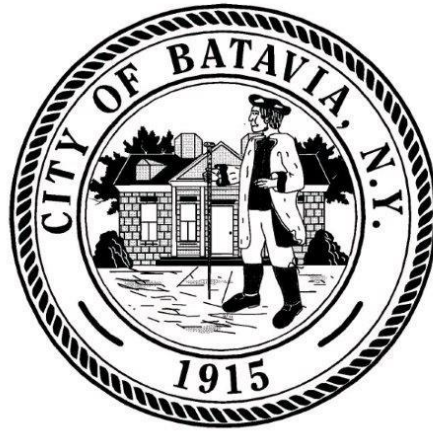


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# SECTION 3

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## STATISTICS & SUPPLEMENTAL OVERVIEW



# HISTORY OF BATAVIA

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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.

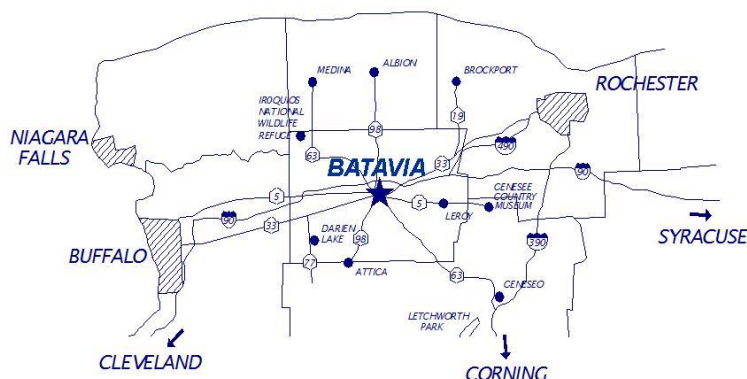
The Holland Purchase extended from Lake Ontario to the Pennsylvania border and from Lake Erie to a few miles east of Batavia. Before 1797, with the exception of a relatively few Native American settlements populated mainly by Seneca Indians, the area was largely undeveloped. When Ellicott built his 1801 land office at Batavia and sold there 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 15,188. 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: 2011-2015 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.

<u>Batavia's Top Employers</u>		
<u>Employer</u>	<u>Type</u>	<u>Employees</u>
UMMC	Health Care	706
Genesee County	Government	547
Career & Technical Education Cntr	Education	540
Batavia Board of Education	Education	440
O-AT-KA Milk Products	Manufacturing	403
Graham Manufacturing	Manufacturing	259
Western Regional OTB	Gaming	250
Tops Friendly Market	Super Market	250
Chapin International	Manufacturing	200

Source: Reference USA (<http://resource.referenceusa.com/available-databases/>)

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, 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 127 full-time and 14 part-time and 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 tenth consecutive year Site Selection Magazine recognized as one of the top micropolitans in the United States.

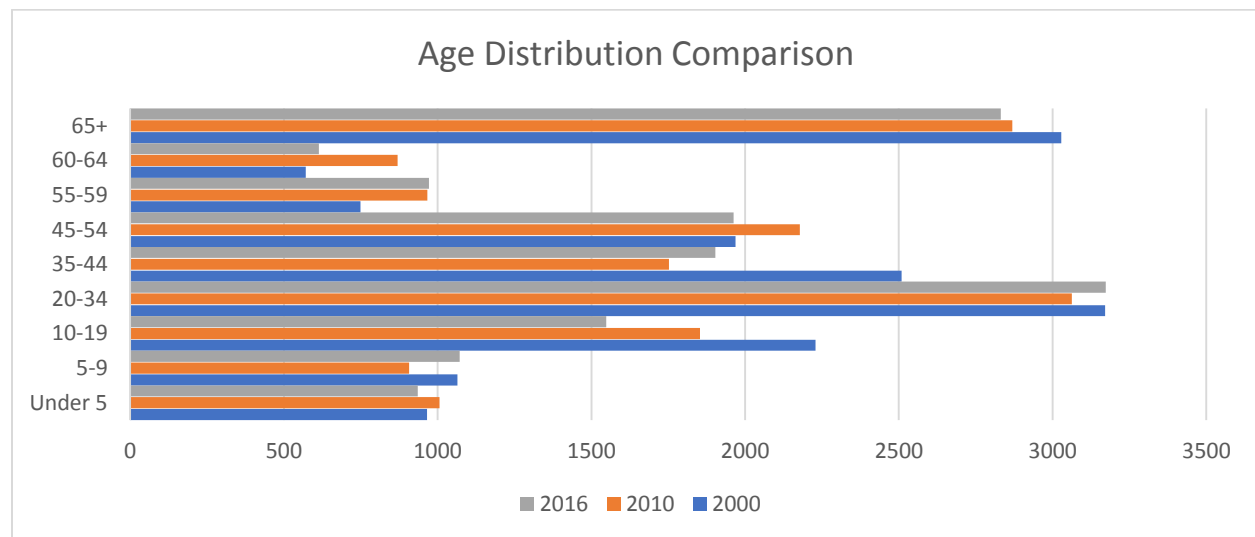


<b>Population</b>				
<u>Year</u>	<u>City of Batavia</u>	<u>Genesee County</u>	<u>New York State</u>	<u>United States</u>
1990	16,310	60,060	17,990,455	249,632,692
2000	16,256	60,379	18,976,457	281,421,902
2010	15,465	60,079	19,378,102	308,745,538
2016	15,012	60,079	19,378,102	308,745,538
<b>Median Household Income</b>				
<u>Year</u>	<u>City of Batavia</u>	<u>Genesee County</u>	<u>New York State</u>	<u>United States</u>
1990	\$26,606	\$30,955	\$32,965	\$30,056
2000	\$33,484	\$40,542	\$43,393	\$41,994
2010	\$38,011	\$51,734	\$57,683	\$53,046
2016	\$42,804	\$52,641	\$60,741	\$55,322
<b>Per Capita Income</b>				
<u>Year</u>	<u>City of Batavia</u>	<u>Genesee County</u>	<u>New York State</u>	<u>United States</u>
1990	\$12,403	\$12,705	\$16,501	\$14,420
2000	\$17,737	\$18,498	\$23,389	\$21,587
2010	\$21,691	\$25,355	\$32,104	\$28,051
2016	\$23,555	\$26,381	\$34,212	\$28,829
Source: US Census Bureau, American Community Survey (5-year Estimates for 2016)				

# People

All of the counties on the western half of this region had a decrease in population between 2000 and 2010, and Batavia's population has decreased 7.7% since the year 2000. The following tables and charts present specific demographic information relating to population, labor force, housing, and education. The information contained in this section is taken from the American Community Survey 2010-2016 5-year Estimates compiled by the U.S. Census Bureau.

Population (2016 estimate)	15,012
Labor Force (2016 estimate)	12,126
Median Age	40
Unemployment rate	5.1%



	Under 5	5-9	10-19	20-34	35-44	45-54	55-59	60-64	65+
2000	966	1064	2229	3171	2509	1969	749	571	3028
2010	1006	907	1853	3063	1752	2178	967	870	2869
2016	935	1072	1548	3173	1903	1963	972	614	2832

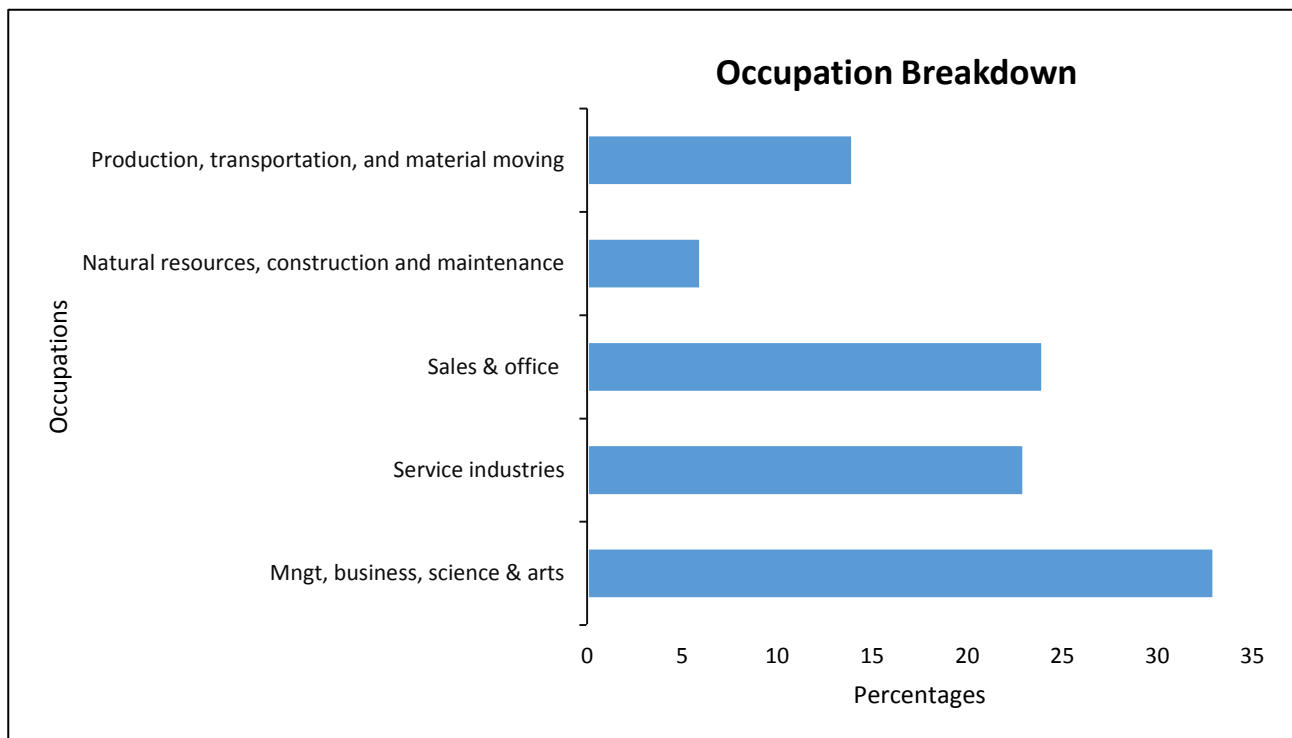
## Race

White	89%
African American	5%
American Indian	.4%
Asian	.8%
Multi-race	3%
Hispanic	3%

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 is 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 large efficiencies in healthcare delivery.

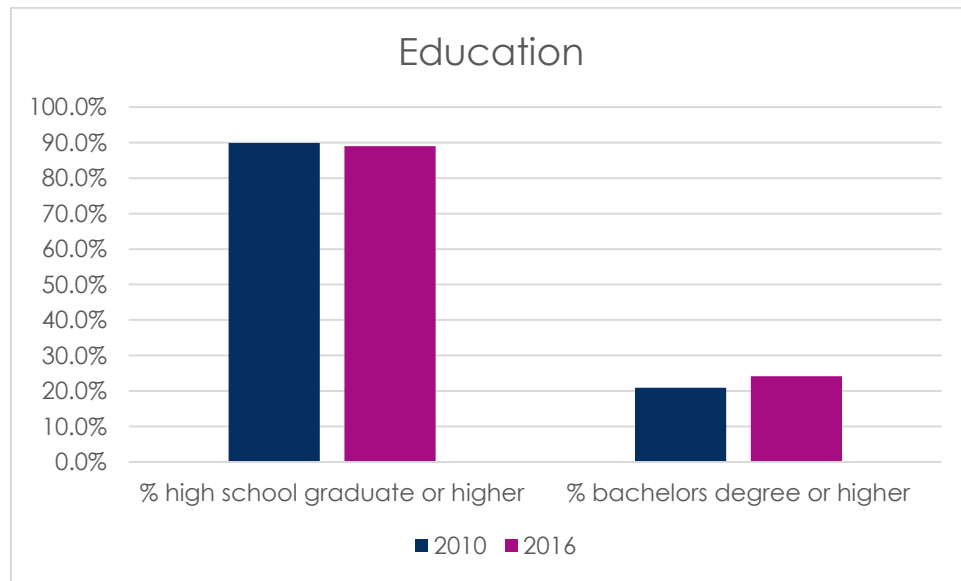
## Labor Force

The City's workforce is mainly comprised of service, government and medical occupations. Batavia is also an employment center for the county and the surrounding region. With 9,269 jobs in the City, 7,004 of those jobs are filled by those coming into the City or the County with a smaller percentage of those coming from surrounding counties. Residents fill the remaining 2,265 jobs. 4,514 commute out of the City for work with 50% of those employed in jobs within Genesee County and the other half split between bordering Erie and Monroe Counties. (Source: Genesee County Chamber of Commerce).



## Education

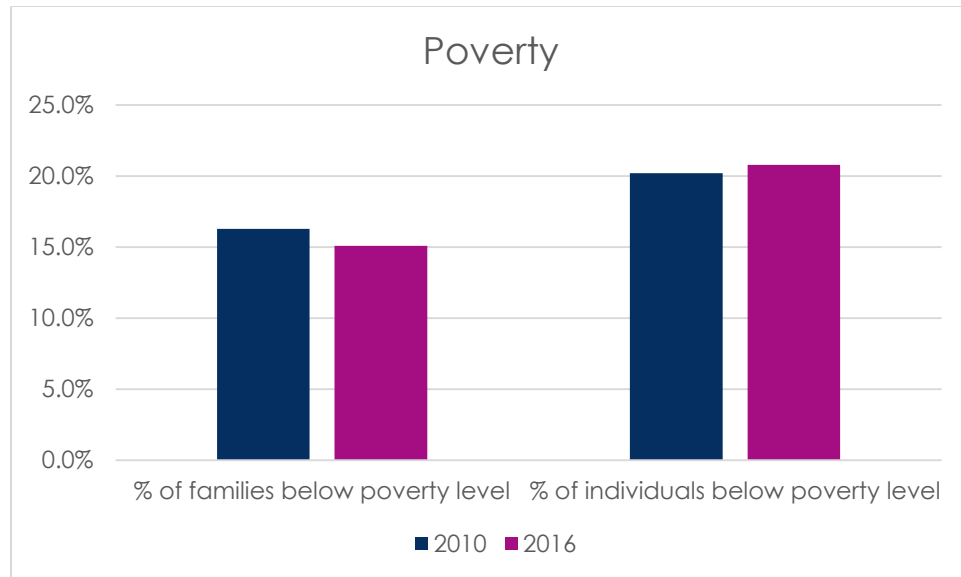
Batavians are becoming better educated at the college level. However, our number of individuals receiving a high school education are slightly less (0.9% decrease) than 2010.



The City is fortunate to have access to a breadth of higher learning institutions. Genesee Community college, located in nearby Town of Batavia, offers associate's Degrees and professional certificate programs. In addition, there are 26 colleges and universities within a 50 mile radius of the City that offer Bachelor's, Master's and Professional Degree opportunities.

## Income

Across Genesee County, median household income (HHI) are below both the state and national averages, and Batavia is no exception with an estimated median HHI of \$42,804. In comparison, the median HHI for Genesee County is \$52,641.

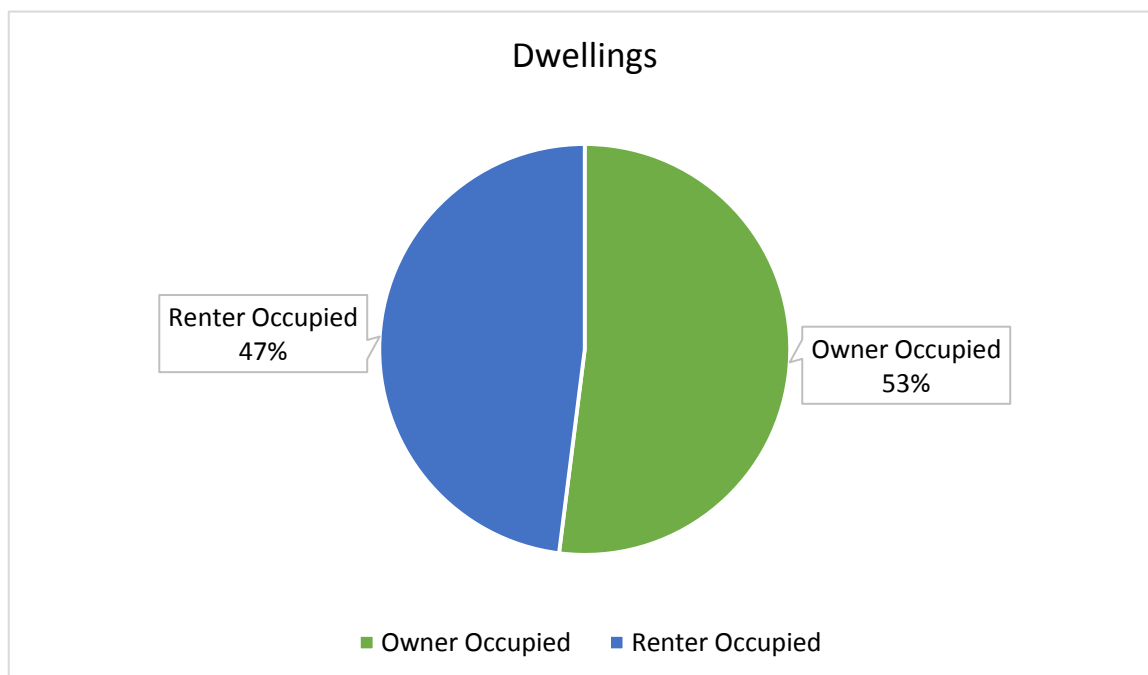


The percentages of families below poverty level has decreased since 2010, while the percentage of individuals below poverty level has slightly increased (see chart above).

## Housing

Housing occupancy in Batavia grew by just over four percent from 2000 – 2010. While the number of renter households in Batavia fell during the early 2000s, the City's home ownership rate remained around 55 percent. Most of Batavia's housing stock (59%) is comprised of single family homes. Forty percent are multifamily units, roughly half of which are smaller multifamily properties. The City's vacancy rates remain low; however, the City has seen a steady increase in vacancy rates since 2000.

Total Number of Housing Units	
6,869	
Occupied Housing Units	6,372
Vacant Housing Units	497
Homeowner Vacancy Rate	2.6%
Rental Vacancy Rate	2.0%



## 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	\$9.86	\$23.79
17/18	\$792,502,630	\$561,163,375	29.19%	\$9.27	\$10.05	\$22.99



## 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.

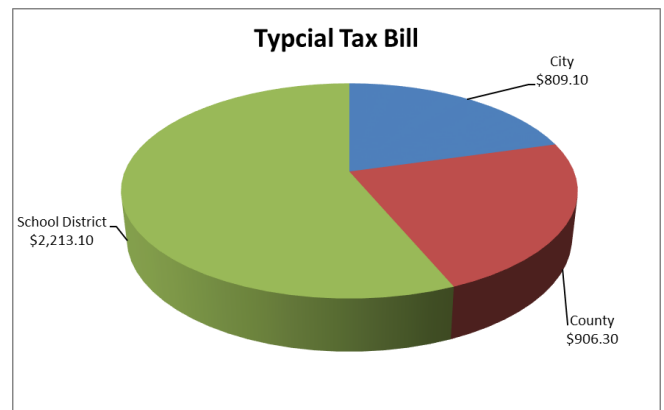
5,203,736.21	City of Batavia total tax
19,684.36	Removed exemptions
-	Omitted taxes
<u>55,741.97</u>	Special District Taxes - BID
5,279,162.54	Prior fiscal year tax levy
x <u>1.0000</u>	City of Batavia Tax Base Growth Factor
5,279,162.54	
+ <u>55,840.18</u>	Prior year PILOT receivable (FY2017/2018) ACTUAL FOR 17/18 IS \$55,589.13 so far
5,335,002.72	
x <u>1.0200</u>	Tax cap inflation figure
5,441,702.77	
- <u>58,570.00</u>	PILOT receivable-up coming fiscal year (FY 2018/2019) per budget
5,383,132.77	= Tax Levy Limit
+ 79,123.00	Available carryover
+ <u>-</u>	Net of transfer of Government Function (as determined by OSC)
5,462,255.77	
+ <u>-</u>	Exclusion for court orders/judgments arising from tort (and tort only) actions for any amount in excess of 5% of the total taxes levied in the prior fiscal year
5,462,255.77	
+ <u>-</u>	Pension exclusion
<u>5,462,255.77</u>	Tax cap levy Limit
(55,000.00)	BID Levy
(1,111.85)	Omitted taxes
<u>(153,200.43)</u>	Removed exemptions
<u>5,254,055.34</u>	City's allowable property tax levy

The proposed tax levy for FY 2019 is \$5,249,947, 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 \$90,000. Under this scenario, the typical household would pay the City \$809.10 in property taxes. This pays for the following non-exhaustive list of services:

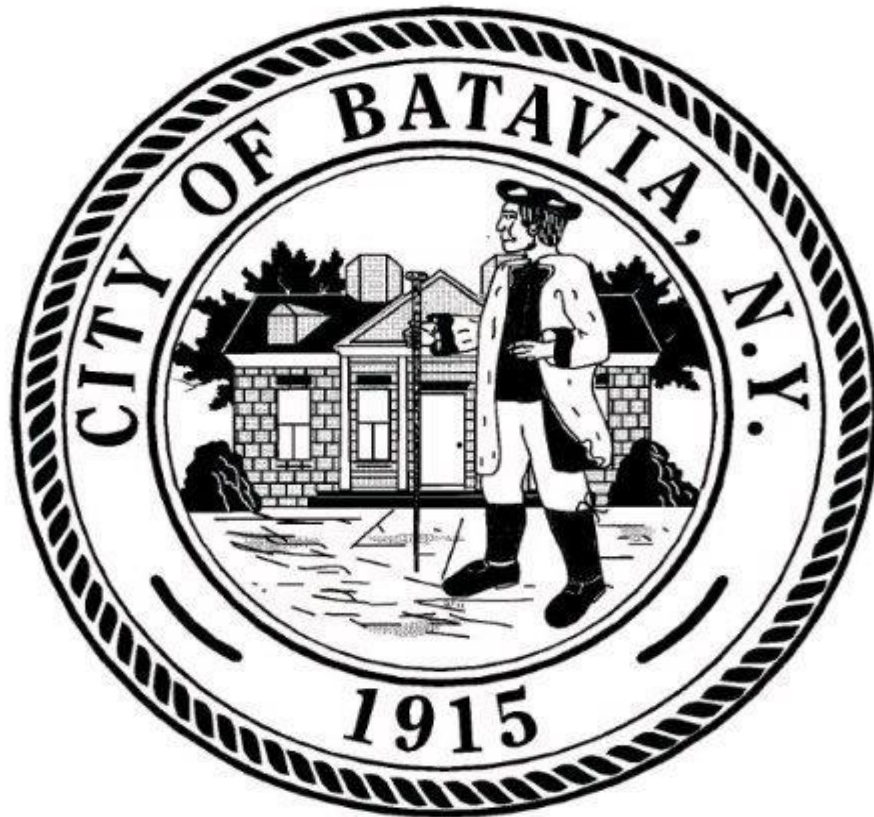
- Operation of yard waste station
- Prosecution and defense of all legal suits and proceedings
- Appraisal of real property
- Animal control
- Retention of vital records
- Professional fire suppression and prevention
- Hazardous material mitigation
- Traffic enforcement and control
- Community policing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



In addition, the City's share of total property tax can be compared to the County and the school district. For instance, the same household with a \$90,000 assessed valuation would pay \$906.30 in property taxes to Genesee County and an additional \$2,213.10 to the school district. Therefore, the City's share of the tax burden for a typical household is less than that of the County and much less than that of the school district.

## Top 10 Taxpayers

Taxpayer	Taxable Assessed Value
Batavia Realty, LLC	\$11,280,000
Niagara Mohawk dba National Grid	\$10,896,938
National Fuel Gas	\$6,706,922
390 WMS, LLC.	\$4,880,000
Graham Manufacturing Co Inc.	\$4,565,100
Chapin International, Inc.	\$4,500,000
Woodcrest Associates	\$4,410,000
West Main Associates	\$4,176,000
Batavia Townhouses, LTD	\$4,000,000
Seneca Powers Partners, L.P.	\$4,000,000

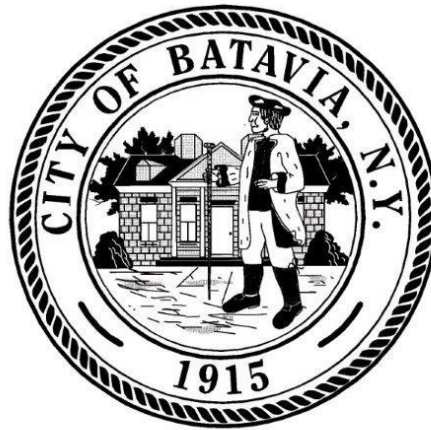


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# SECTION 4

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## BUDGET REPORTS



# Budget Summaries & Financial Overview

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## 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 FY2017-2018, 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 it’s property tax revenue based on what it is going to levy, not based on what payments are going to be received. The City budgets it’s 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. It is anticipated the direction of this fund's existence will only be for the 2018/2019 fiscal year.

**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 2018/2019 fiscal year, 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.

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

## 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	3/31/2015 balance	3/31/2016 balance	3/31/2017 balance	(1)				(2)		3/31/2019 estimated balance
				17/18 budgeted additions	17/18 budgeted expenditures	17/18 Assigned by council	3/31/2018 estimated balance	18/19 budgeted additions	18/19 budgeted expenditures	
Non Spendable Fund Balance										
Prepaid expenses	-	-	-	-	-	-	-	-	-	-
Restricted Fund Balance										
Liability insurance reserve	393,659	369,464	370,105	-	-	-	370,105	-	-	370,105
Health insurance reserve	499,675	400,895	304,636	50,000	(150,000)	-	204,636	25,000	(100,000)	129,636
Police reserve	19,205	9,227	53,356	-	(45,730)	-	7,626	-	-	7,626
Fire reserve	743,498	908,009	159,090	15,000	-	-	174,090	15,000	-	189,090
DPW reserve	247,084	460,620	342,221	15,000	(319,500)	50,000	87,721	15,000	(40,000)	62,721
Ice rink reserve	190,334	245,055	165,007	31,777	(14,000)	-	182,784	22,500	(8,000)	197,284
Dwyer stadium reserve	85,957	145,192	247,264	-	(53,000)	-	194,264	-	(94,500)	99,764
Facilities reserve	929,830	1,270,191	1,746,820	140,000	(20,500)	-	1,866,320	55,500	(22,800)	1,899,020
Sidewalk reserve	313,482	363,871	401,613	-	-	25,000	426,613	-	-	426,613
Employee Benefit Liability reserve	28,212	7,702	85,028	10,000	-	-	95,028	10,000	-	105,028
Retirement contribution reserve	422,999	433,895	288,240	-	(16,770)	-	271,470	-	(19,050)	252,420
Parking lot reserve	25,974	70,236	80,832	9,428	-	-	90,260	-	(90,000)	260
Administrative equipment reserve	50,000	57,053	108,024	-	(45,000)	300,000	363,024	-	(47,600)	315,424
EMS Program state restricted	39,190	7,692	0	-	-	-	-	-	-	-
Total restricted fund balance	3,989,099	4,749,102	4,352,236	271,205	(664,500)	375,000	4,333,941	143,000	(421,950)	4,054,991
Committed fund balance										
Williams Park	-	-	40,000	-	(15,161)	(24,839)	-	-	-	-
Vibrant Batavia	86,946	52,611	52,611	-	(4,000)	-	48,611	-	-	48,611
BAN issuance costs	-	-	-	-	-	20,000	20,000	-	(20,000)	-
Ellicott Trail	-	-	-	-	-	170,839	170,839	-	(170,839)	-
Comprehensive Plan Update	100,000	100,000	100,000	-	(25,000)	-	75,000	-	-	75,000
Total committed fund balance	186,946	152,611	192,611	-	(44,161)	166,000	314,450	-	(190,839)	123,611
Assigned Fund Balance										
Encumbrances	208,739	262,634	124,554	-	-	-	124,554	-	-	124,554
Assigned for reserves	-	1,200,000	1,200,000	-	-	(375,000)	-	-	-	-
Appropriated fund balance	275,000	275,000	250,000	-	-	-	250,000	-	-	250,000
Total assigned fund balance	483,739	1,737,634	1,574,554	-	-	(375,000)	374,554	-	-	374,554
Unassigned Fund Balance										
	1,556,092	1,849,567	1,821,971	-	-	-	1,571,971	-	-	1,321,971
Total General Fund Balance	6,215,876	8,488,914	7,941,372	271,205	(708,661)	166,000	6,594,916	143,000	(612,789)	5,875,127

### Workers Comp Fund

<b>Restricted Fund Balance</b>										
Workers Comp Reserves	234,221	239,107	439,533	-	-	-	439,533	-	-	439,533
<b>Assigned Fund Balance</b>										
Total assigned fund balance	156,242	227,395	26,969	-	-	-	26,969	-	-	26,969
<b>Total Workers Comp Fund Balance</b>	<b>390,463</b>	<b>466,502</b>	<b>466,502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>466,502</b>	<b>-</b>	<b>-</b>	<b>466,502</b>

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

(2) proposed for approval prior to March 31, 2018.

## FUND BALANCE- MAJOR/NON MAJOR FUNDS

Major Funds General Fund	3/31/2015 balance	3/31/2016 balance	3/31/2017 balance	17/18 budgeted additions	17/18 budgeted expenditures	17/18 Assigned by council	(1) 3/31/2018 estimated balance	(2) 18/19 budgeted additions	(2) 18/19 budgeted expenditures	(2) 3/31/2019 estimated balance
<b>Non Spendable Fund Balance</b>										
Prepaid expenses	-	-	-	-	-	-	-	-	-	-
<b>Restricted Fund Balance</b>										
Liability insurance reserve	393,659	369,464	370,105	-	-	-	370,105	-	-	370,105
Health insurance reserve	499,675	400,895	304,636	50,000	(150,000)	-	204,636	25,000	(100,000)	129,636
Police reserve	19,205	9,227	53,356	-	(45,730)	-	7,626	-	-	7,626
Fire reserve	743,498	908,009	159,090	15,000	-	-	174,090	15,000	-	189,090
DPW reserve	247,084	460,620	342,221	15,000	(319,500)	50,000	87,721	15,000	(40,000)	62,721
Ice rink reserve	190,334	245,055	165,007	31,777	(14,000)	-	182,784	22,500	(8,000)	197,284
Dwyer stadium reserve	85,957	145,192	247,264	-	(53,000)	-	194,264	-	(94,500)	99,764
Facilities reserve	929,830	1,270,191	1,746,820	140,000	(20,500)	-	1,866,320	55,500	(22,800)	1,899,020
Sidewalk reserve	313,482	363,871	401,613	-	-	25,000	426,613	-	-	426,613
Employee Benefit Liability reserve	28,212	7,702	85,028	10,000	-	-	95,028	10,000	-	105,028
Retirement contribution reserve	422,999	433,895	288,240	-	(16,770)	-	271,470	-	(19,050)	252,420
Parking lot reserve	25,974	70,236	80,832	9,428	-	-	90,260	-	(90,000)	260
Administrative equipment reserve	50,000	57,053	108,024	-	(45,000)	300,000	363,024	-	(47,600)	315,424
EMS Program state restricted	39,190	7,692	0	-	-	-	-	-	-	-
Total restricted fund balance	3,989,099	4,749,102	4,352,236	271,205	(664,500)	375,000	4,333,941	143,000	(421,950)	4,054,991
<b>Committed fund balance</b>										
Williams Park	-	-	40,000	-	(15,161)	(24,839)	-	-	-	-
Vibrant Batavia	86,946	52,611	52,611	-	(4,000)	-	48,611	-	-	48,611
BAN issuance costs	-	-	-	-	-	20,000	20,000	-	(20,000)	-
Ellicott Trail	-	-	-	-	-	170,839	170,839	-	(170,839)	-
Comprehensive Plan Update	100,000	100,000	100,000	-	(25,000)	-	75,000	-	-	75,000
Total committed fund balance	186,946	152,611	192,611	-	(44,161)	166,000	314,450	-	(190,839)	123,611
<b>Assigned Fund Balance</b>										
Encumbrances	208,739	262,634	124,554	-	-	-	124,554	-	-	124,554
Assigned for reserves	-	1,200,000	1,200,000	-	-	(375,000)	-	-	-	-
Appropriated fund balance	275,000	275,000	250,000	-	-	-	250,000	-	-	250,000
Total assigned fund balance	483,739	1,737,634	1,574,554	-	-	(375,000)	374,554	-	-	374,554
<b>Unassigned Fund Balance</b>										
	1,556,092	1,849,567	1,821,971	-	-	-	1,571,971	-	-	1,321,971
<b>Total General Fund Balance</b>	<b>6,215,876</b>	<b>8,488,914</b>	<b>7,941,372</b>	<b>271,205</b>	<b>(708,661)</b>	<b>166,000</b>	<b>6,594,916</b>	<b>143,000</b>	<b>(612,789)</b>	<b>5,875,127</b>
% change							-17% (a)			-11%
<b>Capital Fund</b>										
<b>Unassigned Fund Balance</b>										
	(32,994)	(30,671)	(104,051)	-	-	-	(104,051)	-	-	(104,051)
<b>Assigned Fund Balance</b>										
	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Fund Balance</b>	<b>(32,994)</b>	<b>(30,671)</b>	<b>(104,051)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(104,051)</b>	<b>-</b>	<b>-</b>	<b>(104,051)</b>
% change							0%			0%
<b>Non-Major Government Funds (aggregate):</b>										
<b>Restricted Fund Balance</b>										
Total restricted fund balance	561,838	603,024	601,653	-	-	-	601,653	-	-	601,653
<b>Assigned Fund Balance</b>										
Total assigned fund balance	460,712	563,775	509,683	-	-	-	509,683	-	-	509,683
<b>Total Non-Major Government Fund Balance</b>	<b>1,022,550</b>	<b>1,166,799</b>	<b>1,111,336</b>				<b>1,111,336</b>			<b>1,111,336</b>
% change							0%			0%

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

(2) proposed for approval prior to March 31, 2018.

## Discussion of 10% variances in fund balance totals

- (a) 3/31/2018 Factors that contributed to the City having a decrease in fund balance were primarily due to the use of reserves for the replacement of a 1995 loader with plow for the Department of Public Works in the amount of \$210,000. In addition, the City used reserves to replace 2 inground lifts and to purchase an inspection vehicle for the amounts of \$87,000 and \$22,500, respectively. The City has also budgeted for the possible use of \$150,000 in healthcare reserves in the event that it's needed. All of the above were planned for, budgeted and explained in the budget message.
  
- (b) 3/31/2019 The City's anticipated decrease in fund balance is due to the use of reserves for various equipment purchases as detailed on the previous page. In addition the use of committed fund balance in the amount of \$170,839 for Ellicott Trail has attributed to this decrease. These have been planned for in the City's capital plans, and have been budgeted for and explained in the City's budget message.

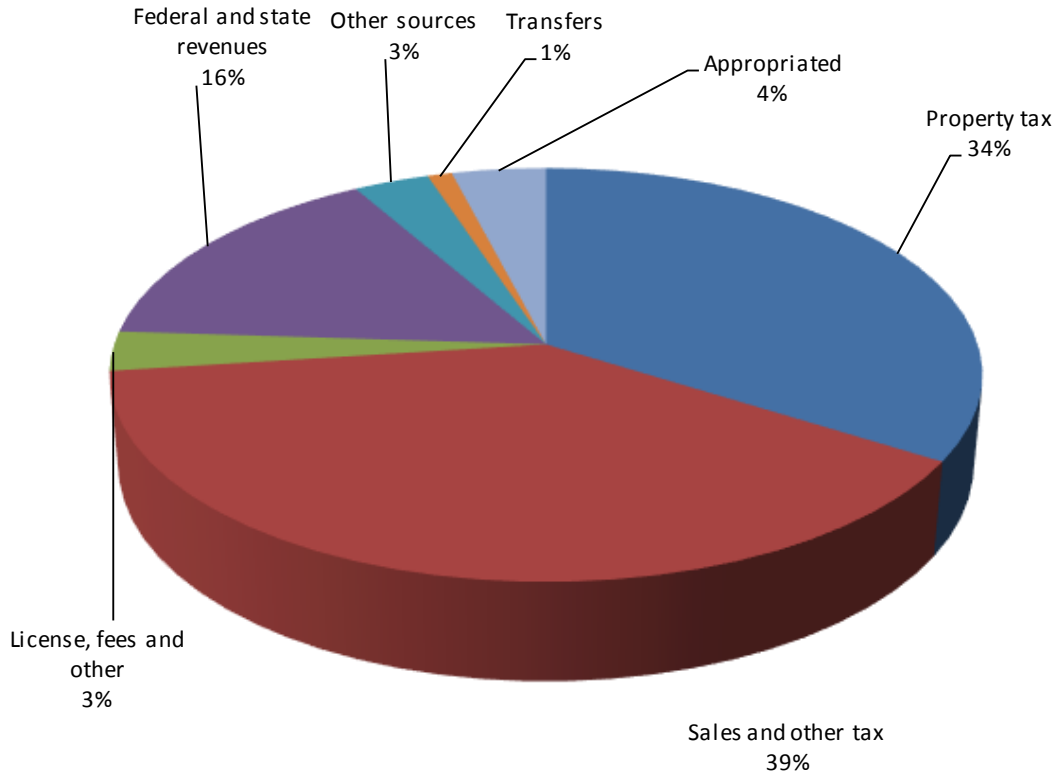
## GENERAL FUND BUDGET SUMMARY

	Actual 16/17	Budget 17/18	YTD Actual * 17/18	Projected 17/18	Proposed 18/19	19/20	Projected 20/21	21/22
<b>REVENUES:</b>								
Real property tax	(5,182,070.31)	(5,223,422.00)	(5,204,843.57)	(5,204,844.00)	(5,389,947.00)	(5,672,579.81)	(6,024,462.49)	(6,110,404.73)
Real property tax items	(382,897.54)	(285,840.00)	(162,632.84)	(285,493.37)	(288,570.00)	(295,784.25)	(303,178.86)	(310,758.33)
Sales and other taxes	(6,289,498.01)	(6,510,000.00)	(3,518,646.92)	(6,415,000.00)	(6,515,000.00)	(6,580,150.00)	(6,645,951.50)	(6,712,411.02)
Departmental income	(241,247.04)	(229,464.00)	(125,472.43)	(244,874.85)	(212,716.00)	(217,429.40)	(222,260.22)	(227,211.38)
Use of money and property	(49,780.77)	(49,730.00)	(55,773.09)	(56,961.97)	(73,825.00)	(75,670.63)	(77,562.39)	(79,501.45)
Licenses and permits	(78,951.76)	(71,750.00)	(59,515.55)	(71,474.73)	(70,550.00)	(72,313.75)	(74,121.59)	(75,974.63)
Fines and forfeitures	(156,720.00)	(145,500.00)	(101,404.50)	(155,825.00)	(155,500.00)	(157,062.50)	(158,640.81)	(160,235.10)
Sales of poperty and compensation for loss	(124,838.52)	(2,900.00)	(64,741.30)	(66,719.82)	(1,900.00)	(1,947.50)	(1,996.19)	(2,046.09)
Miscellaneous local sources	(864,531.50)	(478,300.00)	(507,134.91)	(574,711.56)	(539,640.00)	(542,131.00)	(544,684.28)	(547,301.38)
Federal and state sources	(2,584,763.93)	(2,373,252.00)	(2,158,175.75)	(2,392,916.06)	(2,621,797.00)	(2,261,535.25)	(2,263,009.71)	(2,264,500.57)
Transfers in and debt	(200,000.00)	(200,000.00)	(1,998.26)	(200,000.00)	(175,000.00)	(125,000.00)	(75,000.00)	(25,000.00)
Appropriated reserves	(1,506,049.13)	(664,500.00)	(634,428.00)	(634,428.00)	(421,950.00)	(50,000.00)	-	-
Appropriated fund balance	-	(250,000.00)	-	-	(250,000.00)	(250,000.00)	(250,000.00)	(250,000.00)
<b>TOTAL GENERAL FUND REVENUES</b>	<b>(17,661,348.51)</b>	<b>(16,484,658.00)</b>	<b>(12,594,767.12)</b>	<b>(16,303,249.36)</b>	<b>(16,716,395.00)</b>	<b>(16,301,604.09)</b>	<b>(16,640,868.03)</b>	<b>(16,765,344.68)</b>
<b>EXPENDITURES:</b>								
<b>General Government Services</b>								
Reserves	-	271,205.00	-	271,205.00	143,000.00	143,000.00	143,000.00	143,000.00
Council	47,679.73	51,580.00	29,514.90	51,719.69	48,730.00	51,388.10	51,547.78	51,709.06
City manager	159,870.24	186,400.00	118,964.85	164,901.97	166,290.00	170,326.75	174,462.61	178,700.03
Legal services	261,361.11	221,000.00	177,728.43	201,000.00	220,819.00	225,235.38	229,740.09	234,334.89
Property Loss	262,770.35	-	-	-	-	-	-	-
Contingency	-	125,000.00	-	-	125,000.00	125,000.00	125,000.00	125,000.00
Community development	74,016.83	20,000.00	78,676.51	93,074.51	20,000.00	20,000.00	20,000.00	20,000.00
Economic development	-	125,000.00	110,000.00	125,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Council on arts	2,250.00	2,250.00	6,250.00	6,250.00	2,250.00	2,250.00	2,250.00	2,250.00
Community celebrations	10,096.62	15,550.00	13,426.06	19,461.85	15,450.00	15,779.05	16,115.47	16,459.43
Debt service - Bonds	512,575.02	478,476.00	472,925.02	478,475.02	466,665.00	453,930.02	438,115.02	209,860.02
Debt service - BAN	-	-	-	-	60,750.00	-	-	-
Install. purchase debt - municipal lease	35,842.74	33,845.00	35,842.73	36,128.07	64,843.00	64,843.00	64,843.00	64,843.00
Debt service - energy lease	75,475.48	77,763.00	77,762.38	77,761.89	80,117.00	82,543.29	85,041.77	82,003.95
Other government debt	96,027.47	-	-	-	-	-	-	-
Transfers out	1,479,250.00	-	634,428.00	634,428.00	-	-	-	-
Transfers for capital projects	240,859.40	-	245,542.47	245,542.47	-	-	-	-
Transfers to other funds	322,090.00	322,690.00	322,690.00	322,690.00	2,217,286.00	2,272,962.98	2,330,531.22	2,390,082.51
<b>Total General Government Services</b>	<b>3,580,164.99</b>	<b>1,930,759.00</b>	<b>2,323,751.35</b>	<b>2,727,638.47</b>	<b>3,741,200.00</b>	<b>3,737,258.57</b>	<b>3,790,646.96</b>	<b>3,628,242.89</b>
<b>Administrative Services</b>								
Finance	101,381.51	130,345.00	85,736.75	114,092.71	112,405.00	114,724.08	117,093.76	119,515.21
Administrative services	330,209.78	333,877.00	281,323.77	320,812.74	342,035.00	354,236.63	364,216.99	374,484.17
Clerk/Treasurer	172,485.59	147,360.00	98,989.28	135,342.97	141,780.00	144,832.80	147,954.54	151,146.85
Assessment	142,192.35	148,835.00	93,866.00	142,205.36	142,750.00	144,681.50	147,417.01	150,207.68
Personnel	124,083.74	531,950.00	95,175.59	144,557.63	140,030.00	143,312.25	146,673.28	150,115.01
Elections	18,210.00	13,885.00	13,885.00	13,885.00	24,830.00	20,000.00	20,000.00	20,000.00
Information systems	80,774.70	118,828.00	93,116.32	128,147.16	123,300.00	85,471.00	88,035.13	90,676.18
Control of dogs	1,036.68	1,355.00	927.34	1,295.00	1,430.00	1,465.75	1,502.39	1,539.95
Vital statistics	17,104.74	19,430.00	13,113.34	18,581.55	18,920.00	19,380.00	19,851.31	20,334.19
Summer recreation	64,064.03	79,970.00	62,744.10	71,787.32	78,610.00	79,965.55	81,866.03	83,812.54
Youth service	149,752.33	188,315.00	112,375.34	165,690.69	185,495.00	189,706.93	194,017.77	198,429.90
Medical insurance	2,098,067.19	9,140.00	1,145,843.93	1,815,515.00	-	-	-	-
<b>Total Administrative Services</b>	<b>3,299,362.64</b>	<b>1,723,290.00</b>	<b>2,097,096.76</b>	<b>3,071,913.13</b>	<b>1,311,585.00</b>	<b>1,297,776.48</b>	<b>1,328,628.21</b>	<b>1,360,261.70</b>
<b>Police</b>	<b>3,616,076.41</b>	<b>4,298,080.00</b>	<b>2,805,217.47</b>	<b>3,800,695.84</b>	<b>3,778,030.00</b>	<b>3,848,743.00</b>	<b>3,941,405.99</b>	<b>4,036,333.44</b>
<b>Fire</b>	<b>4,445,578.34</b>	<b>4,088,565.00</b>	<b>2,836,563.56</b>	<b>3,663,912.21</b>	<b>3,622,490.00</b>	<b>3,691,501.60</b>	<b>3,781,734.37</b>	<b>3,874,192.15</b>
<b>Public Works</b>								
Engineering	14,770.20	32,000.00	4,490.00	30,000.00	32,000.00	32,640.00	33,292.80	33,958.66
Public works administration	88,868.69	106,060.00	65,968.92	93,699.32	108,540.00	111,086.50	113,694.16	116,364.46
City facilities	401,190.26	355,460.00	202,510.43	391,789.33	398,440.00	278,180.60	283,320.40	288,561.47
Inspection	284,876.22	376,710.00	241,719.98	316,920.55	317,270.00	324,878.75	332,672.87	340,656.93
Maintenance administration	170,188.63	209,664.00	133,285.89	182,299.48	189,310.00	193,771.45	198,340.37	203,019.38
Street maintenance	782,773.23	678,074.00	535,273.32	638,530.44	604,140.00	535,269.55	543,029.40	550,973.91
Public works garage	370,944.84	579,839.00	354,674.07	524,205.43	451,030.00	460,571.25	470,325.01	480,296.21
Snow removal	419,738.80	654,277.00	166,975.32	594,703.10	522,010.00	492,103.05	502,419.07	512,963.19
Street lighting & traffic signals	278,140.34	282,450.00	177,763.08	285,222.81	282,300.00	286,763.00	291,298.66	295,908.21
Sidewalk repairs	207,601.00	52,800.00	-	-	285,720.00	-	-	-
Parking lots	35,066.96	30,525.00	24,997.23	30,525.00	126,000.00	43,948.49	41,377.02	32,857.56
Parks	579,401.58	622,570.00	375,451.41	552,416.19	577,400.00	590,497.90	603,903.19	617,623.26
Historic preservation	225.51	2,100.00	340.51	1,312.00	5,450.00	5,504.50	5,559.55	5,615.14
Planning & zoning boards	1,618.46	3,400.00	1,131.87	2,685.00	3,100.00	3,131.00	3,162.31	3,193.93
Storm sewer	115,655.66	259,155.00	166,260.80	275,568.24	180,950.00	184,809.05	189,066.72	193,425.39
Refuse & recycling	60,445.98	64,990.00	36,711.69	64,990.00	64,630.00	65,611.85	66,608.74	67,620.90
Street cleaning	292,744.38	133,890.00	83,995.81	111,333.36	114,800.00	117,557.50	120,382.25	123,275.91
<b>Total Public Works</b>	<b>4,104,250.74</b>	<b>4,443,964.00</b>	<b>2,571,550.33</b>	<b>4,096,200.25</b>	<b>4,263,090.00</b>	<b>3,726,324.44</b>	<b>3,798,452.50</b>	<b>3,866,314.50</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>19,045,433.12</b>	<b>16,484,658.00</b>	<b>12,634,179.47</b>	<b>17,360,359.90</b>	<b>16,716,395.00</b>	<b>16,301,604.09</b>	<b>16,640,868.03</b>	<b>16,765,344.68</b>

\* as of 12/21/2017

## GENERAL FUND REVENUES

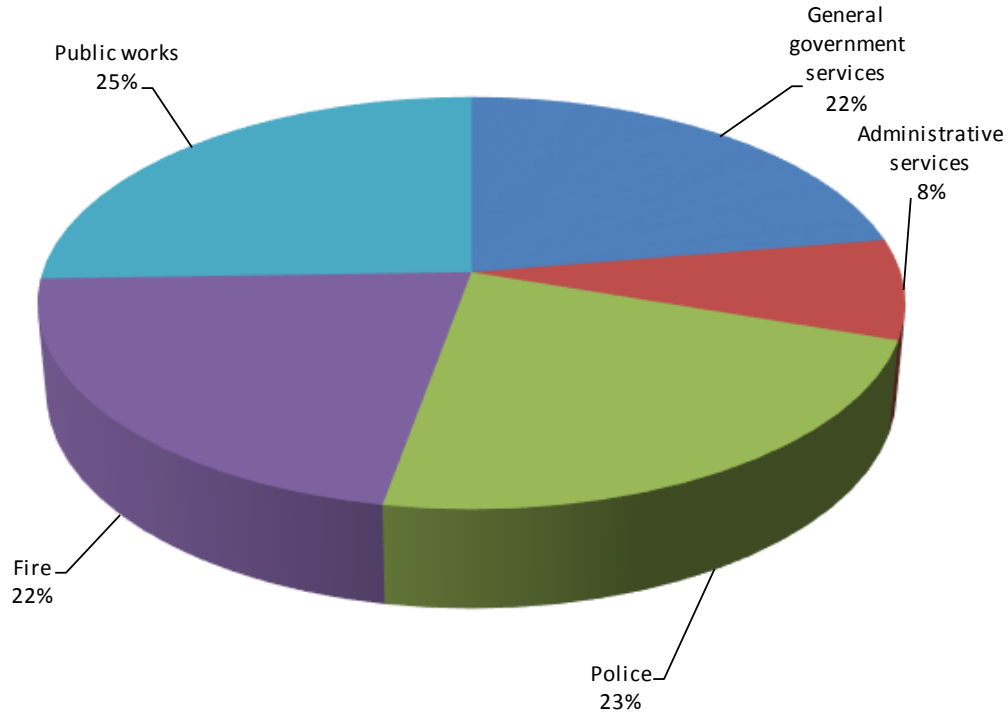
**2018/2019**



	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
Property tax	\$ (5,490,337.37)	34%	\$ (5,678,517.00)	34%
Sales and other tax	(6,415,000.00)	39%	(6,515,000.00)	39%
License, fees and other	(595,856.37)	4%	(514,491.00)	3%
Federal and state revenues	(2,392,916.06)	15%	(2,621,797.00)	16%
Other sources	(574,711.56)	4%	(539,640.00)	3%
Transfers	(200,000.00)	1%	(175,000.00)	1%
Appropriated	(634,428.00)	4%	(671,950.00)	4%
<b>TOTAL REVENUES</b>	<b>\$ (16,303,249.36)</b>	<b>100%</b>	<b>\$ (16,716,395.00)</b>	<b>100%</b>

# GENERAL FUND EXPENSE SUMMARY

2018/2019



	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
General government services	\$ 2,727,638.47	16%	\$ 3,741,200.00	22%
Administrative services	3,071,913.13	18%	1,311,585.00	8%
Police	3,800,695.84	22%	3,778,030.00	23%
Fire	3,663,912.21	21%	3,622,490.00	22%
Public works	4,096,200.25	24%	4,263,090.00	26%
TOTAL REVENUES	<u>\$ 17,360,359.90</u>	<u>100%</u>	<u>\$ 16,716,395.00</u>	<u>100%</u>

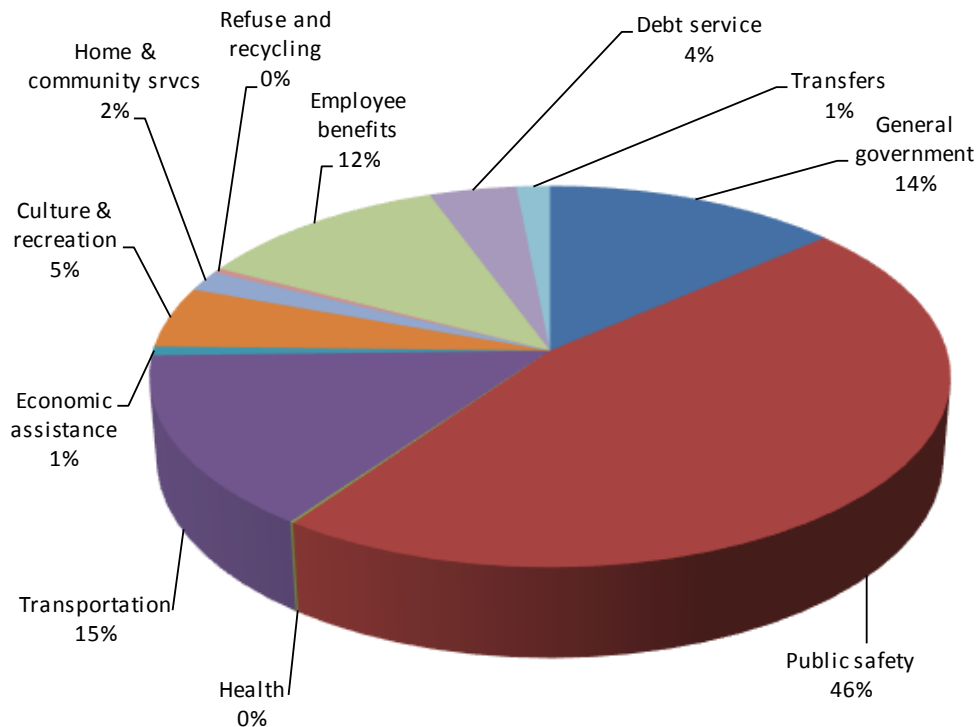
# GENERAL FUND EXPENSES BY FUNCTION

	Actual 16/17	Budget 17/18	Projected 17/18	Proposed 18/19	Projected 19/20	Projected 20/21	Projected 21/22
<b>General Government</b>							
Reserves	-	271,205.00	271,205.00	143,000.00	143,000.00	143,000.00	143,000.00
Council	47,679.73	51,580.00	51,719.69	48,730.00	51,388.10	51,547.78	51,709.06
City manager	159,870.24	186,400.00	164,901.97	166,290.00	170,326.75	174,462.61	178,700.03
Finance	101,381.51	130,345.00	114,092.71	112,405.00	114,724.08	117,093.76	119,515.21
Administrative services	330,209.78	333,877.00	320,812.74	342,035.00	354,236.63	364,216.99	374,484.17
Clerk/Treasurer	172,485.59	147,360.00	135,342.97	141,780.00	144,832.80	147,954.54	151,146.85
Assessment	142,192.35	148,835.00	142,205.36	142,750.00	144,681.50	147,417.01	150,207.68
Legal services	261,361.11	221,000.00	201,000.00	220,819.00	225,235.38	229,740.09	234,334.89
Personnel	124,083.74	531,950.00	144,557.63	140,030.00	143,312.25	146,673.28	150,115.01
Engineering	14,770.20	32,000.00	30,000.00	32,000.00	32,640.00	33,292.80	33,958.66
Elections	18,210.00	13,885.00	13,885.00	24,830.00	20,000.00	20,000.00	20,000.00
Public works administration	88,868.69	106,060.00	93,699.32	108,540.00	111,086.50	113,694.16	116,364.46
City facilities	401,190.26	355,460.00	391,789.33	398,440.00	278,180.60	283,320.40	288,561.47
Information systems	80,774.70	118,828.00	128,147.16	123,300.00	85,471.00	88,035.13	90,676.18
Property loss	262,770.35	-	-	-	-	-	-
Contingency	-	125,000.00	-	125,000.00	125,000.00	125,000.00	125,000.00
<b>Total General Government</b>	<b>2,205,848.25</b>	<b>2,773,785.00</b>	<b>2,203,358.88</b>	<b>2,269,949.00</b>	<b>2,144,115.58</b>	<b>2,185,448.55</b>	<b>2,227,773.68</b>
<b>Public Safety</b>							
Police	3,616,076.41	4,298,080.00	3,800,695.84	3,778,030.00	3,848,743.00	3,941,405.99	4,036,333.44
Fire	4,445,578.34	4,088,565.00	3,663,912.21	3,622,490.00	3,691,501.60	3,781,734.37	3,874,192.15
Control of dogs	1,036.68	1,355.00	1,295.00	1,430.00	1,465.75	1,502.39	1,539.95
Inspection	284,876.22	376,710.00	316,920.55	317,270.00	324,878.75	332,672.87	340,656.93
<b>Total Public Safety</b>	<b>8,347,567.65</b>	<b>8,764,710.00</b>	<b>7,782,823.60</b>	<b>7,719,220.00</b>	<b>7,866,589.10</b>	<b>8,057,315.63</b>	<b>8,252,722.47</b>
<b>Health</b>							
Vital statistics	17,104.74	19,430.00	18,581.55	18,920.00	19,380.00	19,851.31	20,334.19
<b>Total Health</b>	<b>17,104.74</b>	<b>19,430.00</b>	<b>18,581.55</b>	<b>18,920.00</b>	<b>19,380.00</b>	<b>19,851.31</b>	<b>20,334.19</b>
<b>Transportation</b>							
Maintenance administration	170,188.63	209,664.00	182,299.48	189,310.00	193,771.45	198,340.37	203,019.38
Street maintenance	782,773.23	678,074.00	638,530.44	604,140.00	535,269.55	543,029.40	550,973.91
Public works garage	370,944.84	579,839.00	524,205.43	451,030.00	460,571.25	470,325.01	480,296.21
Snow removal	419,738.80	654,277.00	594,703.10	522,010.00	492,103.05	502,419.07	512,963.19
Street lighting & traffic signals	278,140.34	282,450.00	285,222.81	282,300.00	286,763.00	291,298.66	295,908.21
Sidewalk repairs	207,601.00	52,800.00	-	285,720.00	-	-	-
Parking lots	35,066.96	30,525.00	30,525.00	126,000.00	43,948.49	41,377.02	32,857.56
<b>Total Transportation</b>	<b>2,264,453.80</b>	<b>2,487,629.00</b>	<b>2,255,486.26</b>	<b>2,460,510.00</b>	<b>2,012,426.79</b>	<b>2,046,789.52</b>	<b>2,076,018.45</b>
<b>Economic Assistance</b>							
Community development	74,016.83	20,000.00	93,074.51	20,000.00	20,000.00	20,000.00	20,000.00
Economic development	-	125,000.00	125,000.00	110,000.00	110,000.00	110,000.00	110,000.00
<b>Total Economic Assistance</b>	<b>74,016.83</b>	<b>145,000.00</b>	<b>218,074.51</b>	<b>130,000.00</b>	<b>130,000.00</b>	<b>130,000.00</b>	<b>130,000.00</b>
<b>Culture and Recreation</b>							
Council on arts	2,250.00	2,250.00	6,250.00	2,250.00	2,250.00	2,250.00	2,250.00
Parks	579,401.58	622,570.00	552,416.19	577,400.00	590,497.90	603,903.19	617,623.26
Summer recreation	64,064.03	79,970.00	71,787.32	78,610.00	79,965.55	81,866.03	83,812.54
Youth service	149,752.33	188,315.00	165,690.69	185,495.00	189,706.93	194,017.77	198,429.90
Historic preservation	225.51	2,100.00	1,312.00	5,450.00	5,504.50	5,559.55	5,615.14
Community celebrations	10,096.62	15,550.00	19,461.85	15,450.00	15,779.05	16,115.47	16,459.43
<b>Total Culture and Recreation</b>	<b>805,790.07</b>	<b>910,755.00</b>	<b>816,918.05</b>	<b>864,655.00</b>	<b>883,703.93</b>	<b>903,712.00</b>	<b>924,190.27</b>
<b>Home and Community Services</b>							
Planning & zoning boards	1,618.46	3,400.00	2,685.00	3,100.00	3,131.00	3,162.31	3,193.93
Storm sewer	115,655.66	259,155.00	275,568.24	180,950.00	184,809.05	189,066.72	193,425.39
Street cleaning	292,744.38	133,890.00	111,333.36	114,800.00	117,557.50	120,382.25	123,275.91
<b>Total Home and Community Services</b>	<b>410,018.50</b>	<b>396,445.00</b>	<b>389,586.60</b>	<b>298,850.00</b>	<b>305,497.55</b>	<b>312,611.28</b>	<b>319,895.23</b>
<b>Refuse and Recycling</b>	<b>60,445.98</b>	<b>64,990.00</b>	<b>64,990.00</b>	<b>64,630.00</b>	<b>65,611.85</b>	<b>66,608.74</b>	<b>67,620.90</b>
<b>Employee Benefits</b>							
Medical insurance	2,098,067.19	9,140.00	1,815,515.00	1,959,720.00	1,998,914.40	2,038,892.69	2,079,670.54
<b>Total Employee Benefits</b>	<b>2,098,067.19</b>	<b>9,140.00</b>	<b>1,815,515.00</b>	<b>1,959,720.00</b>	<b>1,998,914.40</b>	<b>2,038,892.69</b>	<b>2,079,670.54</b>
<b>Debt Service:</b>							
<b>Principal</b>							
Bonds	385,000.00	363,000.00	363,000.00	363,000.00	362,000.00	358,000.00	140,000.00
BAN	-	-	-	-	-	-	-
Install. purchase debt - municipal lease	29,396.76	30,118.00	32,402.20	61,811.00	58,397.00	58,397.00	58,397.00
Energy lease	67,101.22	70,630.00	70,629.00	74,291.00	78,091.43	82,034.60	80,514.43
Other government debt	94,500.00	-	-	-	-	-	-
<b>Total Principal</b>	<b>575,997.98</b>	<b>463,748.00</b>	<b>466,031.20</b>	<b>499,102.00</b>	<b>498,488.43</b>	<b>498,431.60</b>	<b>278,911.43</b>
<b>Interest</b>							
Bonds	127,575.02	115,476.00	115,475.02	103,665.00	91,930.02	80,115.02	69,860.02
BAN	-	-	-	60,750.00	-	-	-
Install. purchase debt - municipal lease	6,445.98	3,727.00	3,725.87	3,032.00	6,446.00	6,446.00	6,446.00
Energy lease	8,374.26	7,133.00	7,132.89	5,826.00	4,451.86	3,007.17	1,489.52
Other government debt	1,527.47	-	-	-	-	-	-
<b>Total Interest</b>	<b>143,922.73</b>	<b>126,336.00</b>	<b>126,333.78</b>	<b>173,273.00</b>	<b>102,827.88</b>	<b>89,568.19</b>	<b>77,795.54</b>
<b>Total Debt Service</b>	<b>719,920.71</b>	<b>590,084.00</b>	<b>592,364.98</b>	<b>672,375.00</b>	<b>601,316.31</b>	<b>587,999.79</b>	<b>356,706.97</b>
<b>Transfers</b>							
Out	1,479,250.00	-	634,428.00	-	-	-	-
For capital projects	240,859.40	-	245,542.47	-	-	-	-
To other funds	322,090.00	322,690.00	322,690.00	257,566.00	274,048.58	291,638.53	310,411.97
<b>Total Transfers</b>	<b>2,042,199.40</b>	<b>322,690.00</b>	<b>1,202,660.47</b>	<b>257,566.00</b>	<b>274,048.58</b>	<b>291,638.53</b>	<b>310,411.97</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>19,045,433.12</b>	<b>16,484,658.00</b>	<b>17,360,359.90</b>	<b>16,716,395.00</b>	<b>16,301,604.09</b>	<b>16,640,868.03</b>	<b>16,765,344.68</b>



## GENERAL FUND EXPENSE BY FUNCTION

### 2017/2018



	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
General government	\$ 2,203,358.88	13%	\$ 2,269,949.00	14%
Public safety	7,782,823.60	45%	7,719,220.00	46%
Health	18,581.55	0.1%	18,920.00	0.1%
Transportation	2,255,486.26	13%	2,460,510.00	15%
Economic assistance	218,074.51	1.3%	130,000.00	0.8%
Culture and recreation	816,918.05	5%	864,655.00	5%
Home & community srvcs	389,586.60	2%	298,850.00	2%
Refuse and recycling	64,990.00	0.4%	64,630.00	0.4%
Employee benefits	1,815,515.00	10%	1,959,720.00	11.7%
Debt service	592,364.98	3%	672,375.00	4%
Transfers	1,202,660.47	7%	257,566.00	2%
TOTAL REVENUES	\$ 17,360,359.90	100%	\$ 16,716,395.00	100%



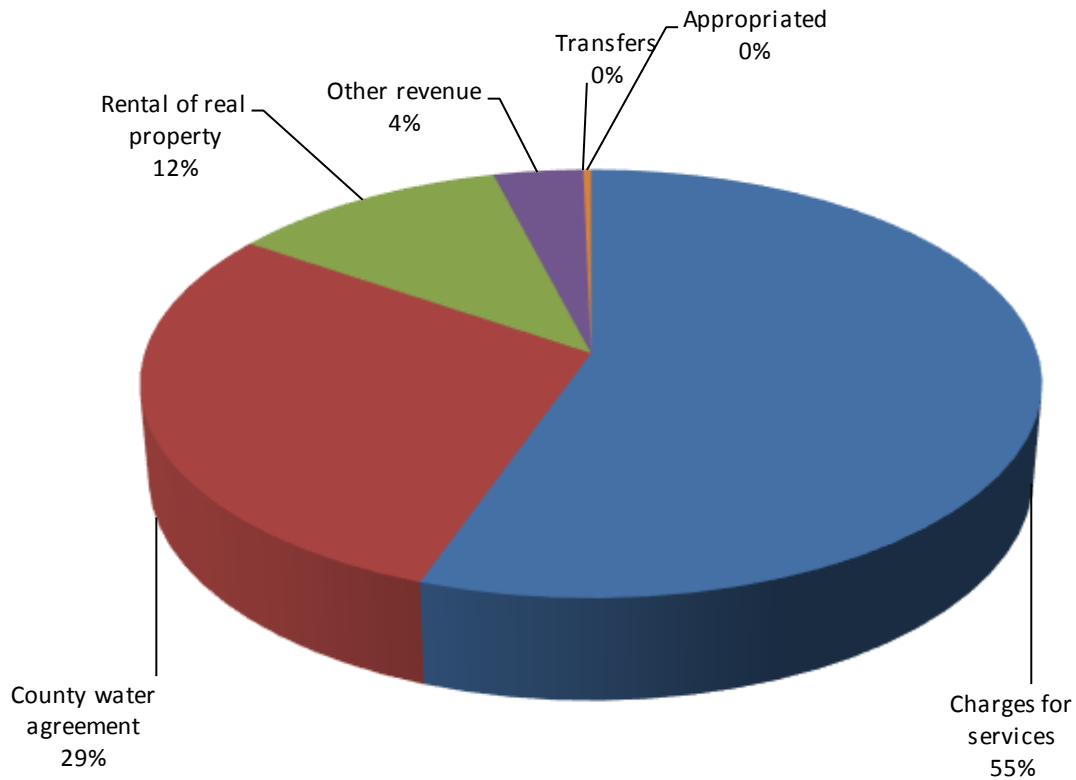
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## WATER FUND BUDGET SUMMARY

	Actual 16/17	Budget 17/18	Projected 17/18	Proposed 18/19	Projected		
					19/20	20/21	21/22
<b>REVENUES:</b>							
Charges for services	(2,846,633.31)	(2,515,392.00)	(2,547,000.00)	(2,658,849.00)	(2,650,210.61)	(2,624,838.08)	(2,596,306.22)
County water agreement charges	(1,367,289.45)	(1,380,250.00)	(1,380,000.00)	(1,400,250.00)	(1,323,520.25)	(1,355,162.26)	(1,387,595.31)
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	(192,645.26)	(159,380.00)	(164,434.73)	(175,980.00)	(161,667.43)	(176,514.92)	(192,811.20)
Interest income	(6,355.63)	(1,000.00)	(5,154.50)	(1,500.00)	(1,000.00)	(1,000.00)	(1,000.00)
Transfers in	(323,780.29)	-	(102,902.00)	-	-	-	-
Appropriated reserves	-	(27,500.00)	-	(15,000.00)	(114,544.65)	(113,348.36)	(117,860.76)
<b>TOTAL WATER FUND REVENUES</b>	<b>(5,286,703.94)</b>	<b>(4,633,522.00)</b>	<b>(4,749,491.23)</b>	<b>(4,801,579.00)</b>	<b>(4,800,942.94)</b>	<b>(4,820,863.62)</b>	<b>(4,845,573.50)</b>
<b>EXPENDITURES:</b>							
Reserves	-	102,902.00	140,939.00	99,568.00	102,180.04	107,370.44	110,141.55
Contingency	-	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Depreciation	179,799.00	-	-	-	-	-	-
Administration - water	2,463,019.70	2,460,312.00	2,431,788.58	2,514,240.00	2,531,777.50	2,549,526.91	2,567,492.39
Pump station & filtration	1,147,361.51	1,320,000.00	1,203,964.09	1,234,810.00	1,265,680.25	1,297,322.26	1,329,755.31
Water distribution	384,563.00	438,320.00	379,724.36	390,600.00	384,990.00	394,614.75	404,480.12
Medical insurance	206,484.57	2,290.00	198,340.00	217,130.00	221,472.60	225,902.05	230,420.09
Debt service - Bonds	12,690.56	26,500.00	30,273.44	94,112.00	90,815.75	89,023.25	94,200.75
Debt service - BAN	1,967.09	1,788.00	2,011.48	-	-	-	-
Install. purchase debt - municipal lease	230.37	4,032.00	4,032.00	4,031.00	4,031.59	4,031.59	4,091.40
Debt service - energy lease	1,998.34	18,558.00	18,557.00	19,118.00	19,697.31	20,293.52	19,568.61
Transfers for capital projects	357,332.84	-	102,902.00	-	-	-	-
Transfers to other funds	243,740.00	243,820.00	243,820.00	212,970.00	165,297.90	117,778.85	70,423.28
<b>TOTAL WATER FUND EXPENDITURES</b>	<b>4,999,186.98</b>	<b>4,633,522.00</b>	<b>4,771,351.95</b>	<b>4,801,579.00</b>	<b>4,800,942.94</b>	<b>4,820,863.62</b>	<b>4,845,573.50</b>

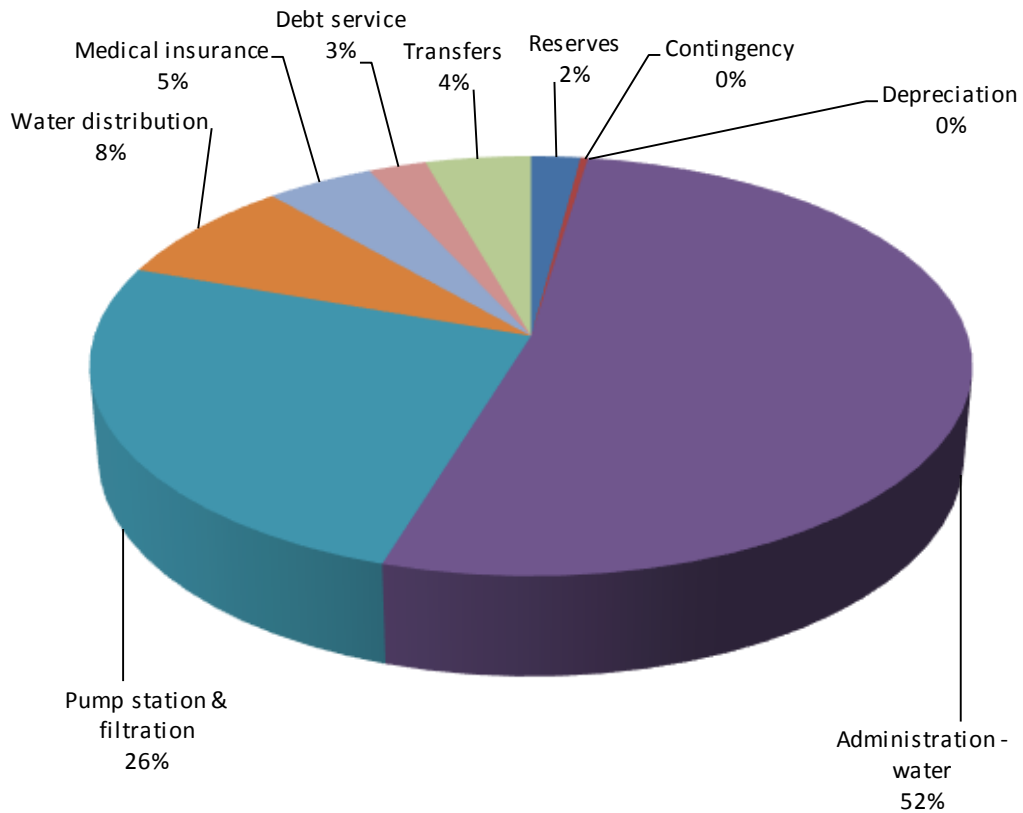
## WATER FUND REVENUES

**2018/2019**



	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
Charges for services	\$ (2,547,000.00)	54%	\$ (2,658,849.00)	55%
County water agreement	(1,380,000.00)	29%	(1,400,250.00)	29%
Rental of real property	(550,000.00)	12%	(550,000.00)	11%
Other revenue	(169,589.23)	4%	(177,480.00)	4%
Transfers	(102,902.00)	2%	-	0%
Appropriated	-	0%	(15,000.00)	0%
<b>TOTAL REVENUES</b>	<b>\$ (4,749,491.23)</b>	<b>100%</b>	<b>\$ (4,801,579.00)</b>	<b>100%</b>

## WATER FUND EXPENSES 2018/2019



	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
Reserves	\$ 140,939.00	3%	\$ 99,568.00	2%
Contingency	15,000.00	0%	15,000.00	0.3%
Depreciation	-	0%	-	0%
Administration - water	2,431,788.58	51%	2,514,240.00	52%
Pump station & filtration	1,203,964.09	25%	1,234,810.00	26%
Water distribution	379,724.36	8%	390,600.00	8%
Medical insurance	198,340.00	4%	217,130.00	5%
Debt service	54,873.92	1%	117,261.00	2%
Transfers	346,722.00	7%	212,970.00	4%
<b>TOTAL REVENUES</b>	<b>\$ 4,771,351.95</b>	<b>100%</b>	<b>\$ 4,801,579.00</b>	<b>100%</b>



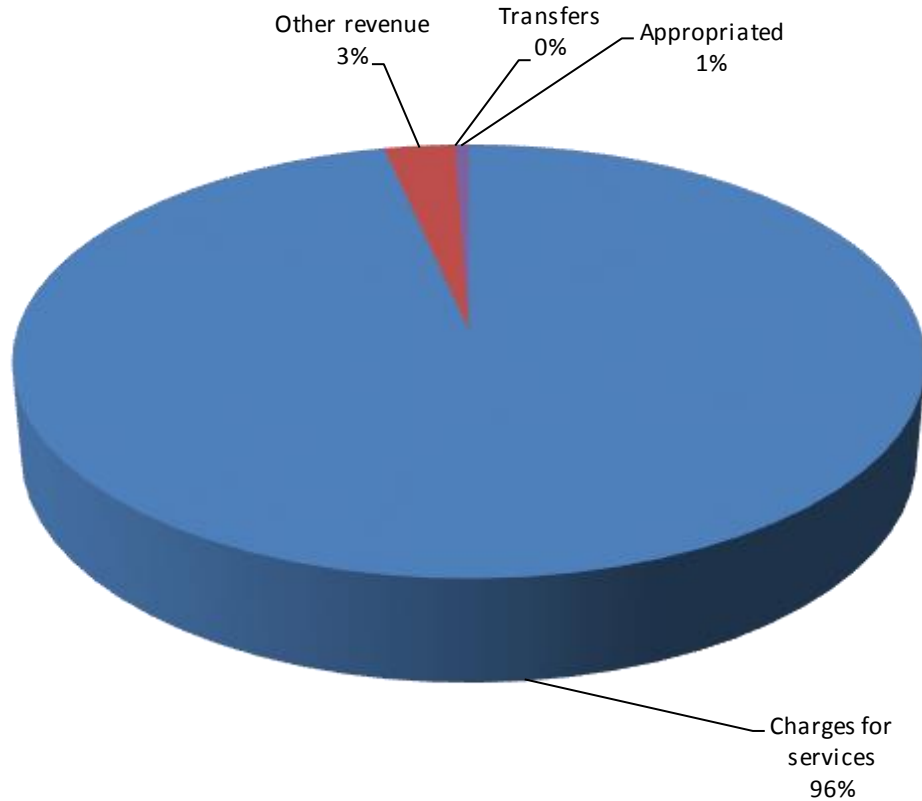
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## WASTEWATER FUND SUMMARY

	Actual 16/17	Budget 17/18	Projected 17/18	Proposed 18/19	Projected		
					19/20	20/21	21/22
<b>REVENUES:</b>							
Charges for services	(2,656,410.15)	(2,484,974.00)	(2,505,000.00)	(2,544,471.00)	(2,547,622.02)	(2,546,643.51)	(2,566,284.75)
Other operating revenue	(149,456.84)	(72,190.00)	(115,406.74)	(74,130.00)	(71,600.00)	(71,600.00)	(71,600.00)
Interest income	(9,830.60)	(1,280.00)	(8,722.59)	(2,000.00)	(1,280.00)	(1,280.00)	(1,280.00)
Transfers in	(949,839.00)	-	(680,000.00)	-	-	-	-
Appropriated reserves	-	(218,500.00)	(218,500.00)	(15,000.00)	-	-	-
<b>TOTAL WASTEWATER REVENUES</b>	<b>(3,765,536.59)</b>	<b>(2,776,944.00)</b>	<b>(3,527,629.33)</b>	<b>(2,635,601.00)</b>	<b>(2,620,502.02)</b>	<b>(2,619,523.51)</b>	<b>(2,639,164.75)</b>
<b>EXPENDITURES:</b>							
Reserves	-	680,000.00	680,000.00	465,000.00	435,779.93	530,988.33	514,656.16
Contingency	-	15,000.00	15,000.00	15,000.00	25,000.00	25,000.00	25,000.00
Depreciation	1,361,189.16	-	-	-	-	-	-
Loss on sale of assets	860.64	-	-	-	-	-	-
Administration - wastewater	251,745.84	371,892.00	315,555.07	306,140.00	313,116.90	320,258.96	327,570.25
Sanitary sewers	261,288.31	632,185.00	594,540.54	396,015.00	389,497.45	398,175.41	407,053.58
Wastewater treatment	649,204.64	810,180.00	845,492.51	763,430.00	778,338.10	793,586.55	809,183.94
Medical insurance	117,779.30	470.00	158,670.00	178,500.00	182,070.00	185,711.40	189,425.63
Debt service - Bonds	25,500.06	161,938.00	167,375.00	446,938.00	444,701.91	297,267.01	299,116.38
Debt service - BAN	-	36,672.00	36,672.00	-	-	-	-
Install. purchase debt - municipal lease	1,658.71	29,028.00	29,028.00	29,027.00	14,513.93	29,000.00	29,000.00
Debt service - energy lease	828.91	7,699.00	7,697.00	7,931.00	8,170.40	8,417.71	5,117.02
Transfers for capital projects	971,870.58	-	680,000.00	-	-	-	-
Transfers to other funds	31,810.00	31,880.00	31,880.00	27,620.00	29,313.40	31,118.14	33,041.79
<b>TOTAL WASTEWATER EXPENDITURES</b>	<b>3,673,736.15</b>	<b>2,776,944.00</b>	<b>3,561,910.12</b>	<b>2,635,601.00</b>	<b>2,620,502.02</b>	<b>2,619,523.51</b>	<b>2,639,164.75</b>

## WASTEWATER FUND REVENUE

**2018/2019**

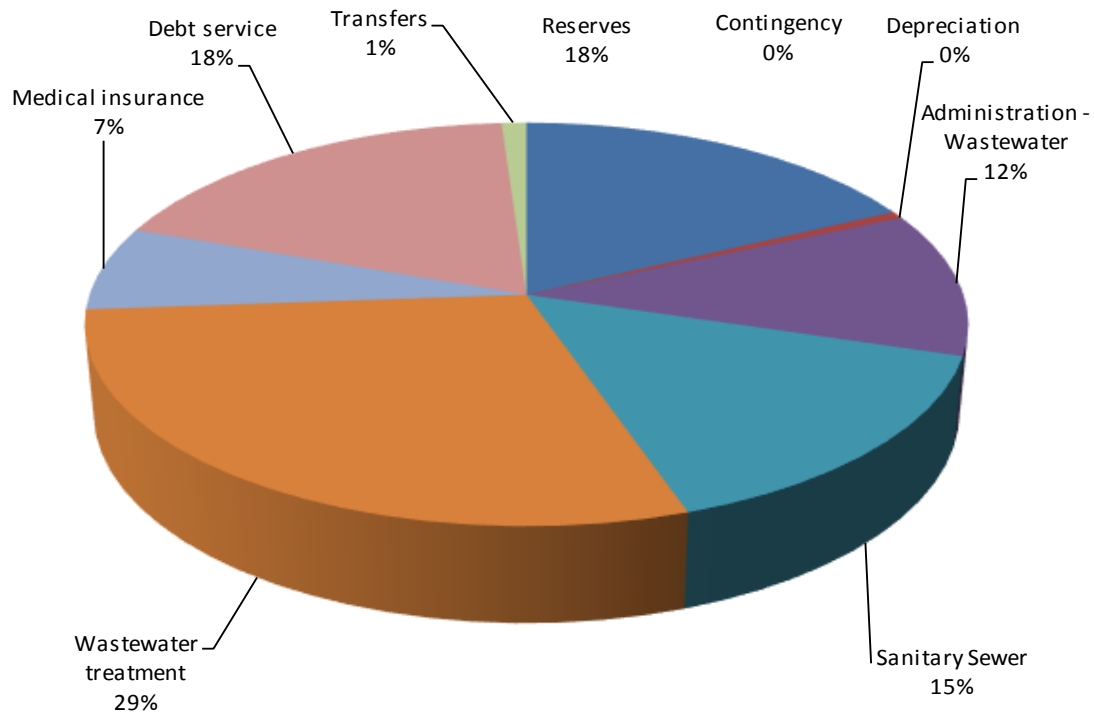


	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
Charges for services	\$ (2,505,000.00)	71%	\$ (2,544,471.00)	97%
Other revenue	(124,129.33)	4%	(76,130.00)	3%
Transfers	(680,000.00)	19%	-	0%
Appropriated	(218,500.00)	6%	(15,000.00)	1%
<b>TOTAL REVENUES</b>	<b>\$ (3,527,629.33)</b>	<b>100%</b>	<b>\$ (2,635,601.00)</b>	<b>100%</b>



# WASTEWATER FUND EXPENSES

2018/2019



	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
Reserves	\$ 680,000.00	19%	\$ 465,000.00	18%
Contingency	15,000.00	0%	15,000.00	1%
Depreciation	-	0%	-	0%
Administration - Wastewater	315,555.07	9%	306,140.00	12%
Sanitary Sewer	594,540.54	17%	396,015.00	15%
Wastewater treatment	845,492.51	24%	763,430.00	29%
Medical insurance	158,670.00	4%	178,500.00	7%
Debt service	240,772.00	7%	483,896.00	18%
Transfers	711,880.00	20%	27,620.00	1%
TOTAL REVENUES	<u>\$ 3,561,910.12</u>	<u>100%</u>	<u>\$ 2,635,601.00</u>	<u>100%</u>



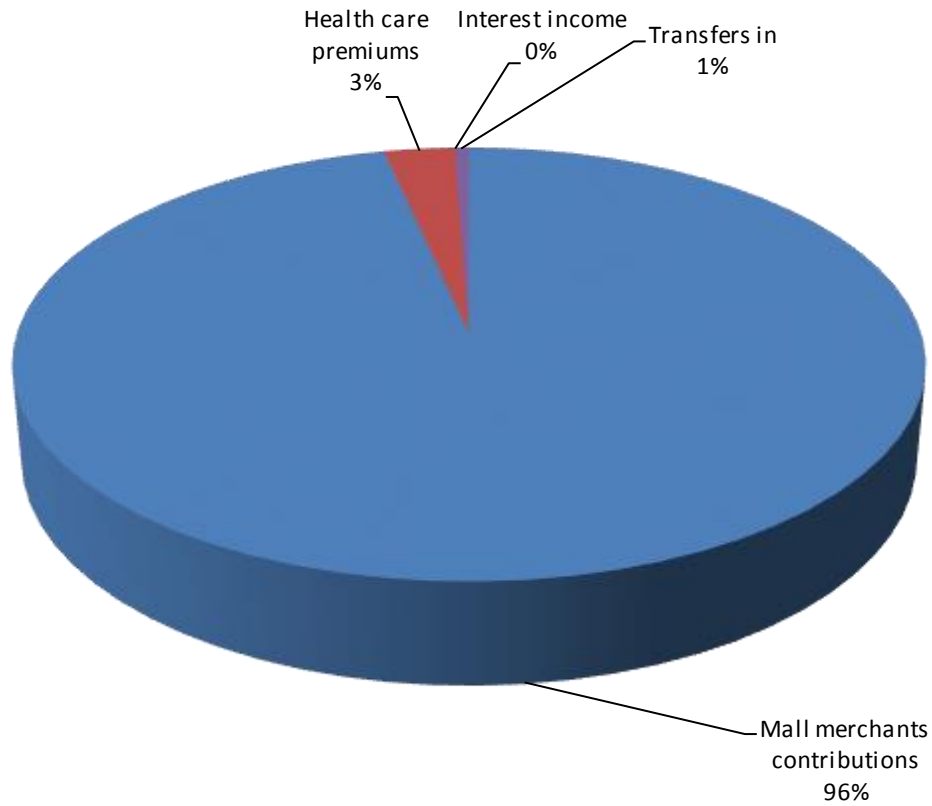
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## CITY CENTRE FUND SUMMARY

	Actual <u>16/17</u>	Budget <u>17/18</u>	Projected <u>17/18</u>	Proposed <u>18/19</u>	Projected		
					<u>19/20</u>	<u>20/21</u>	<u>21/22</u>
<b>REVENUES:</b>							
Mall merchants contributions	-	-	-	(202,832.00)	(202,832.00)	(206,648.20)	(211,162.20)
Health care premiums	-	-	-	(998.00)	(1,007.98)	(1,018.06)	(1,028.24)
Interest income	-	-	-	-	-	-	-
Transfers in	-	-	-	-	-	-	-
<b>TOTAL CITY CENTRE REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(203,830.00)</b>	<b>(203,839.98)</b>	<b>(207,666.26)</b>	<b>(212,190.44)</b>
<b>EXPENDITURES:</b>							
Administration - city centre	-	-	-	172,582.00	173,993.64	175,733.58	177,490.91
Contingency	-	-	-	8,345.00	7,659.67	9,524.15	12,066.91
Medical insurance	-	-	-	21,967.00	22,186.67	22,408.54	22,632.62
Transfers to other funds	-	-	-	936.00	-	-	-
<b>TOTAL CITY CENTRE EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>203,830.00</b>	<b>203,839.98</b>	<b>207,666.26</b>	<b>212,190.44</b>

## CITY CENTRE FUND REVENUES

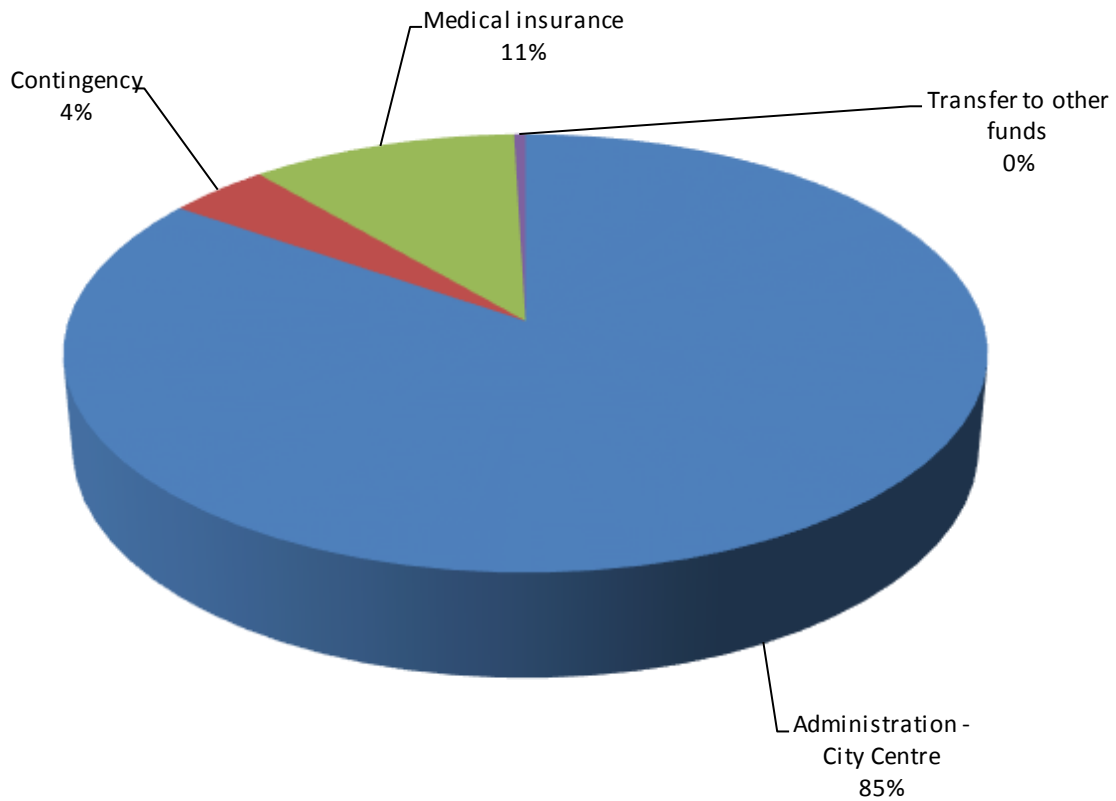
**2018/2019**



	17/18 Projected		18/19 Budget	
	Amount	Percent	Amount	Percent
Mall merchants contributions	\$ -	0%	\$ (202,832.00)	100%
Health care premiums	-	0%	(998.00)	0%
Interest income	-	0%	-	0%
Transfers in	-	0%	-	0%
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ (203,830.00)</b>	<b>100%</b>

## CITY CENTRE FUND EXPENSES

**2018/2019**



	17/18 Projected			18/19 Budget		
	<u>Amount</u>		<u>Percent</u>	<u>Amount</u>		<u>Percent</u>
Administration - City Centre	\$ -		0%	\$ 172,582.00		85%
Contingency	-		0%	8,345.00		4%
Medical Insurance	-		0%	21,967.00		11%
Transfer to other funds	-		0%	936.00		0%
<b>TOTAL REVENUES</b>	<u>\$ -</u>		<u>0%</u>	<u>\$ 203,830.00</u>		<u>100%</u>

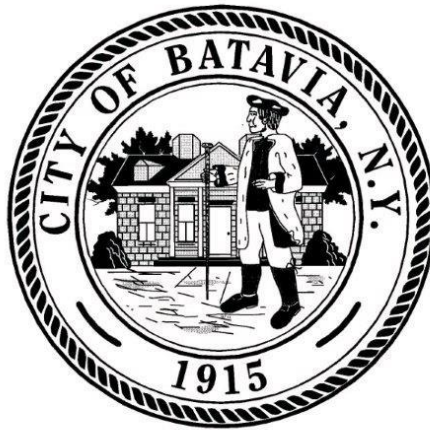


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# SECTION 5

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## FUNDS & DEPARTMENT DETAIL



# FUND DESCRIPTIONS AND STRUCTURE

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**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.

**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

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### CITY COUNCIL

The City Council is responsible for ensuring 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 decision and adopting the City's annual budget.

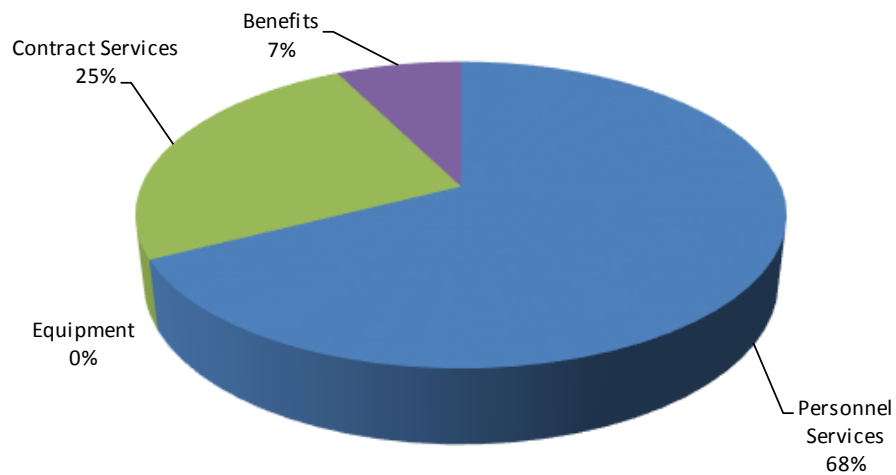
#### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	33,311.84	32,900.00	32,900.00	32,900.00	32,900.00	32,900.00	32,900.00
<b>Overtime</b>	-	-	-	-	-	-	-
<b>Equipment</b>	-	-	-	-	-	-	-
<b>Professional Fees</b>	-	-	-	-	-	-	-
<b>Travel &amp; Training</b>	813.79	5,000.00	5,000.00	2,500.00	5,050.00	5,100.50	5,151.51
<b>Utilities</b>	-	-	-	-	-	-	-
<b>Contract Services</b>	-	-	-	-	-	-	-
<b>Other Expenses</b>	9,514.31	9,500.00	9,727.47	9,700.00	9,797.00	9,894.97	9,993.92
<b>State Retirement</b>	1,491.92	1,660.00	1,572.22	1,110.00	1,121.10	1,132.31	1,143.63
<b>Social Security</b>	2,547.87	2,520.00	2,520.00	2,520.00	2,520.00	2,520.00	2,520.00
<b>Health Insurance</b>	-	-	-	-	-	-	-
<b>Total Expense</b>	47,679.73	51,580.00	51,719.69	48,730.00	51,388.10	51,547.78	51,709.06



## GENERAL GOVERNMENT SERVICES

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# 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.

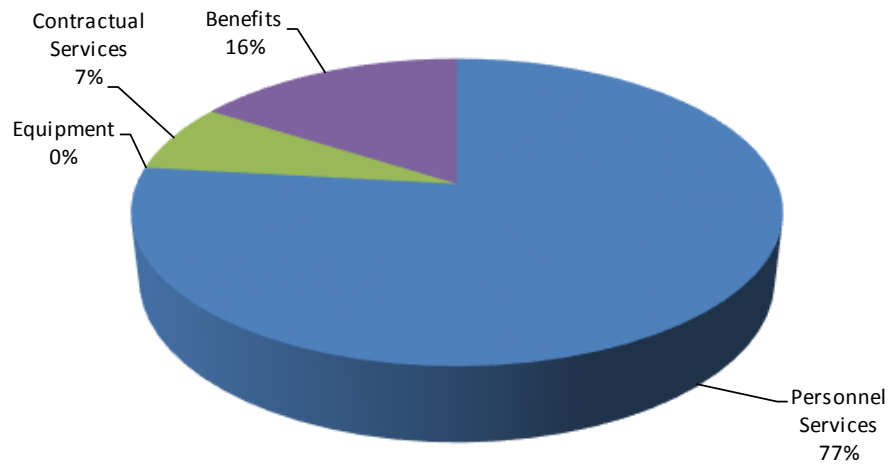
### Purpose

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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	119,845.41	124,850.00	124,850.00	127,170.00	130,349.25	133,607.98	136,948.18
<b>Overtime</b>	645.32	500.00	1,278.28	500.00	512.50	525.31	538.45
<b>Equipment</b>	-	-	-	-	-	-	-
<b>Professional Fees</b>	295.00	1,000.00	1,000.00	-	-	-	-
<b>Travel &amp; Training</b>	7,009.92	4,000.00	4,307.33	4,000.00	4,060.00	4,120.90	4,182.71
<b>Utilities</b>	1,543.89	1,300.00	1,300.00	1,300.00	1,319.50	1,339.29	1,359.38
<b>Contract Services</b>	-	-	-	-	-	-	-
<b>Other Expenses</b>	6,205.46	6,750.00	6,750.00	6,750.00	6,851.25	6,954.02	7,058.33
<b>State Retirement</b>	15,325.27	16,710.00	15,826.36	16,800.00	17,220.00	17,650.50	18,091.76
<b>Social Security</b>	8,999.97	9,590.00	9,590.00	9,770.00	10,014.25	10,264.61	10,521.22
<b>Health Insurance</b>	-	21,700.00	-	-	-	-	-
<b>Total Expense</b>	159,870.24	186,400.00	164,901.97	166,290.00	170,326.75	174,462.61	178,700.03



## GENERAL GOVERNMENT SERVICES

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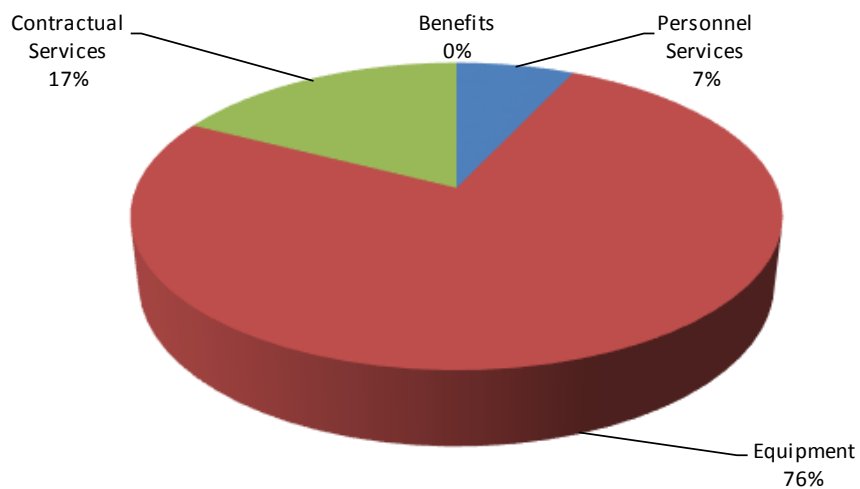
### RESERVES

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 Comp reserve fund, Insurance reserve fund, Retirement Contribution reserve fund and Employee Benefits Accrued Liability reserve fund.

## GENERAL GOVERNMENT SERVICES

### RESERVES

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Overtime	-	-	-	-	-	-	-
Equipment	-	201,777.00	201,777.00	108,000.00	108,000.00	108,000.00	108,000.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	59,428.00	59,428.00	25,000.00	25,000.00	25,000.00	25,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	271,205.00	271,205.00	143,000.00	143,000.00	143,000.00	143,000.00



## GENERAL GOVERNMENT SERVICES

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### LEGAL SERVICES

Legal services includes duties 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 includes other specialized legal counselors. These other counselors include the City's labor and prosecutorial attorneys.

#### **Major Service Activities**

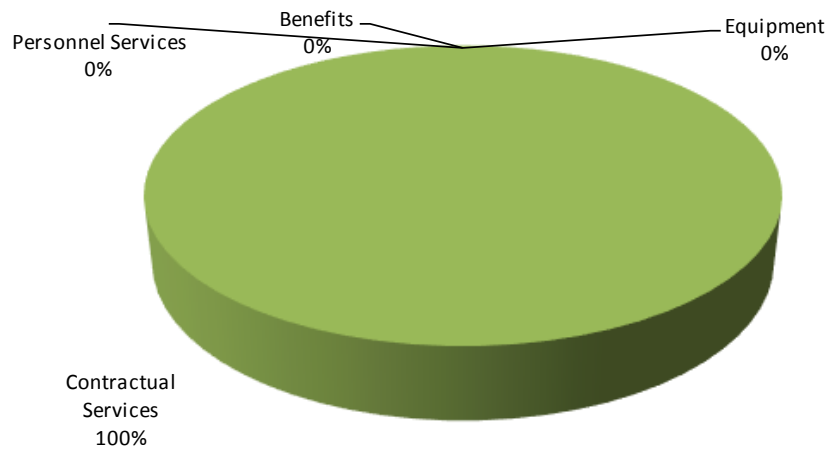
- Prosecutes or defends all actions, suits, and proceedings for, and on behalf of, the City
- Prepares all contracts, bonds, and other legal instruments for the City.
- Reviews and approves all bills tendered by special counsel.
- Prepares subpoenas, notices of claim, and initial pleadings related to 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	180,168.19	125,000.00	125,000.00	125,000.00	127,500.00	130,050.00	132,651.00
Travel & Training	53.49	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	81,139.43	96,000.00	76,000.00	95,819.00	97,735.38	99,690.09	101,683.89
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>261,361.11</b>	<b>221,000.00</b>	<b>201,000.00</b>	<b>220,819.00</b>	<b>225,235.38</b>	<b>229,740.09</b>	<b>234,334.89</b>



## GENERAL GOVERNMENT SERVICES

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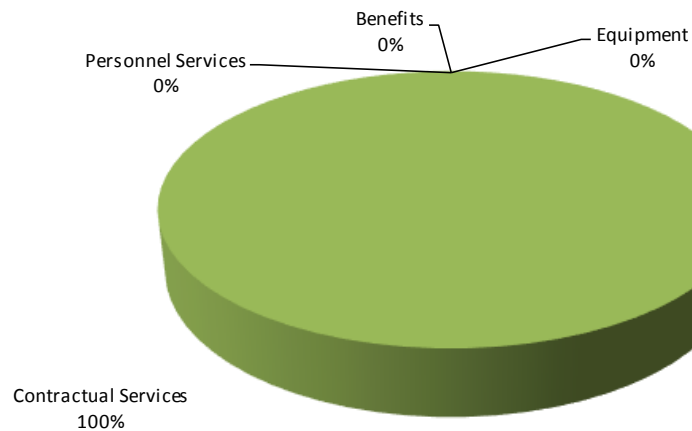
### COUNCIL ON ARTS

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

## GENERAL GOVERNMENT SERVICES

### COUNCIL ON ARTS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,250.00	2,250.00	6,250.00	2,250.00	2,250.00	2,250.00	2,250.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>6,250.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>2,250.00</b>



## GENERAL GOVERNMENT SERVICES

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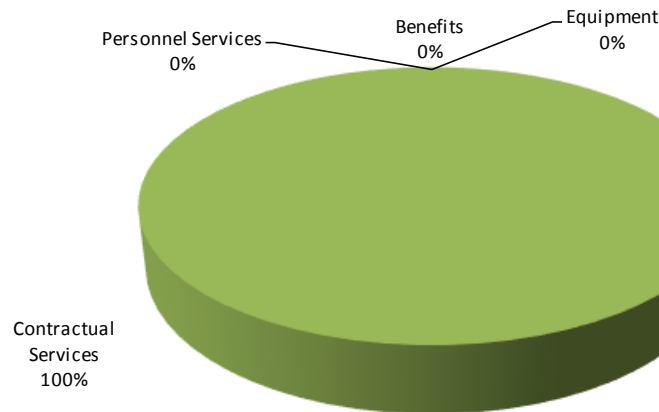
# COMMUNITY DEVELOPMENT

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

## GENERAL GOVERNMENT SERVICES

### COMMUNITY DEVELOPMENT

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	10,070.29	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	1,812.47	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	723.60	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	73,592.99	20,000.00	74,079.07	20,000.00	20,000.00	20,000.00	20,000.00
Other Expenses	423.84	-	5,618.67	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	770.41	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>74,016.83</b>	<b>20,000.00</b>	<b>93,074.51</b>	<b>20,000.00</b>	<b>20,000.00</b>	<b>20,000.00</b>	<b>20,000.00</b>



## GENERAL GOVERNMENT SERVICES

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# 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.

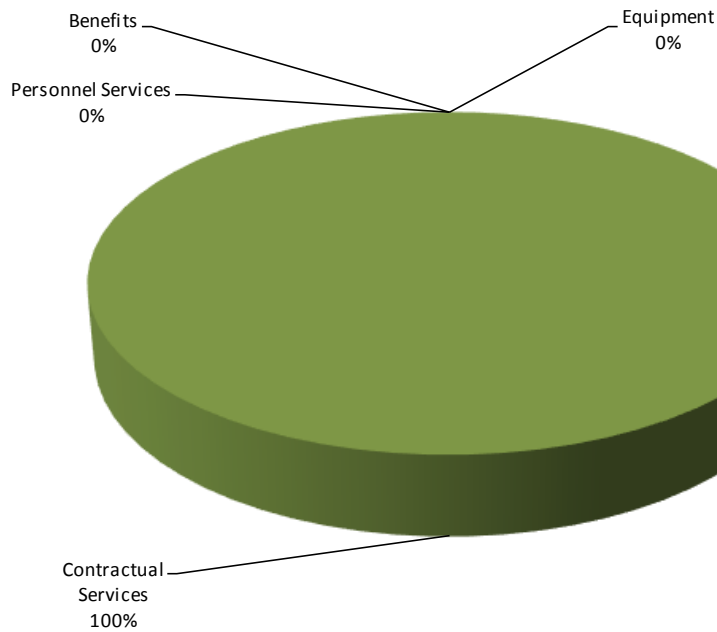
### Major Service Activities

- 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

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	125,000.00	125,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	125,000.00	125,000.00	110,000.00	110,000.00	110,000.00	110,000.00



## GENERAL GOVERNMENT SERVICES

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# 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**

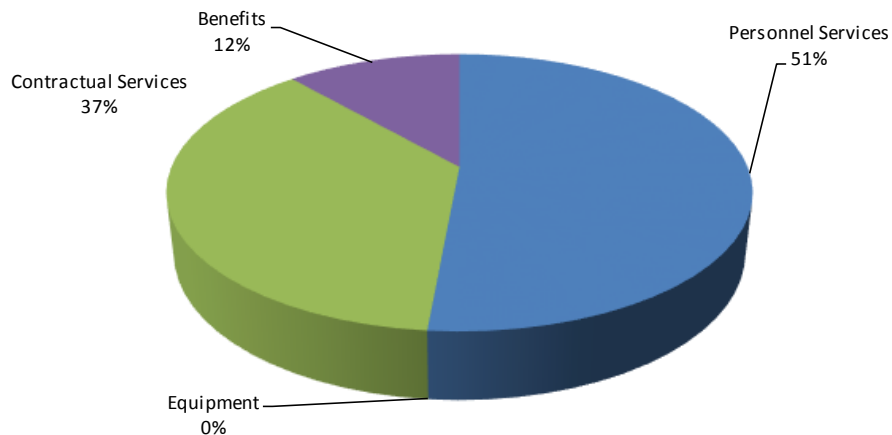
- Provide funds for various celebrations and festivals which promote the City.
- Contributes to the financing of such community events as Summer in the City, Christmas in the City, and Picnic in the Park.



## GENERAL GOVERNMENT SERVICES

### COMMUNITY CELEBRATIONS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	3,002.30	4,870.00	4,890.00	4,950.00	5,073.75	5,200.59	5,330.61
Overtime	965.07	2,000.00	2,000.00	3,000.00	3,075.00	3,151.88	3,230.67
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	4,878.08	5,850.00	11,085.26	5,720.00	5,805.80	5,892.89	5,981.28
State Retirement	953.70	1,010.00	956.59	1,170.00	1,199.25	1,229.23	1,259.96
Social Security	297.47	530.00	530.00	610.00	625.25	640.88	656.90
Health Insurance	-	1,290.00	-	-	-	-	-
<b>Total Expense</b>	<b>10,096.62</b>	<b>15,550.00</b>	<b>19,461.85</b>	<b>15,450.00</b>	<b>15,779.05</b>	<b>16,115.47</b>	<b>16,459.43</b>



## GENERAL GOVERNMENT SERVICES

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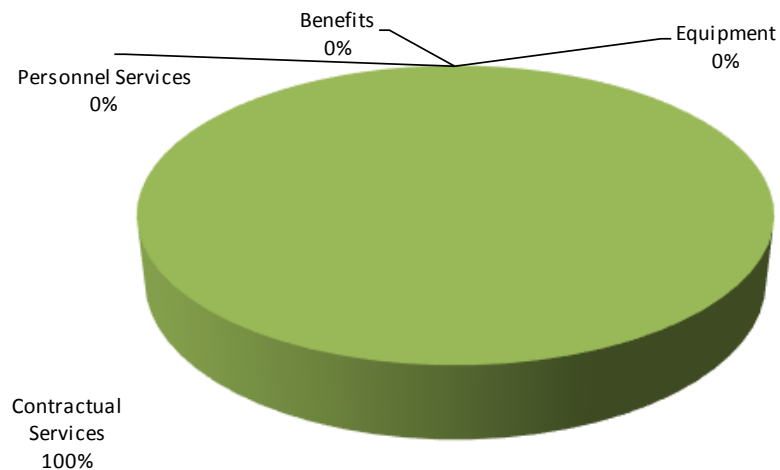
### CONTINGENCY

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 does not increase the original budget, it reallocates funding.

## GENERAL GOVERNMENT SERVICES

### CONTINGENCY

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	250,000.00	-	125,000.00	125,000.00	125,000.00	125,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	250,000.00	-	125,000.00	125,000.00	125,000.00	125,000.00



## GENERAL GOVERNMENT SERVICES

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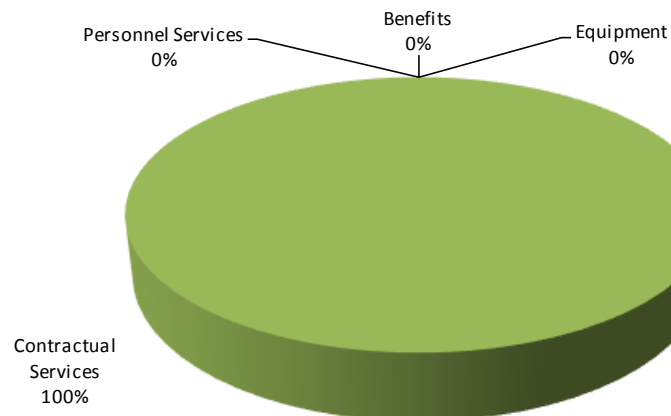
### DEBT SERVICE-BONDS

Expenditures for long-term debt principal and interest payments for Serial Bonds.

## GENERAL GOVERNMENT SERVICES

### DEBT SERVICE-BONDS

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	512,575.02	478,476.00	478,475.02	466,665.00	453,930.02	438,115.02	209,860.02
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	512,575.02	478,476.00	478,475.02	466,665.00	453,930.02	438,115.02	209,860.02



## GENERAL GOVERNMENT SERVICES

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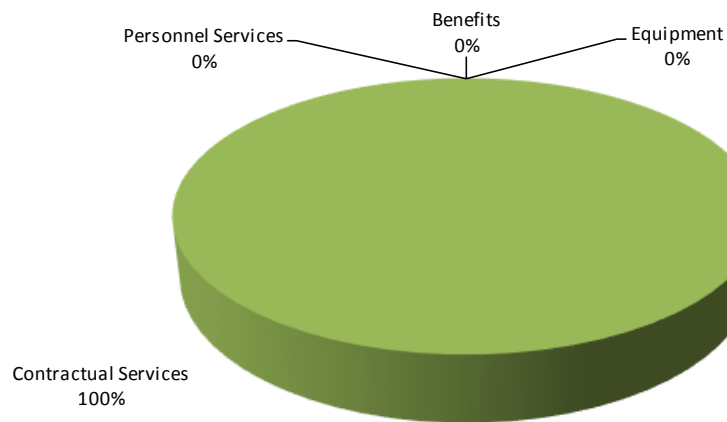
### DEBT SERVICE-BAN

Expenditures for long (or short)-term debt principal and interest payments of bond anticipation notes.

## GENERAL GOVERNMENT SERVICES

# DEBT SERVICE-BAN

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	60,750.00	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	-	60,750.00	-	-	-



## GENERAL GOVERNMENT SERVICES

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### INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

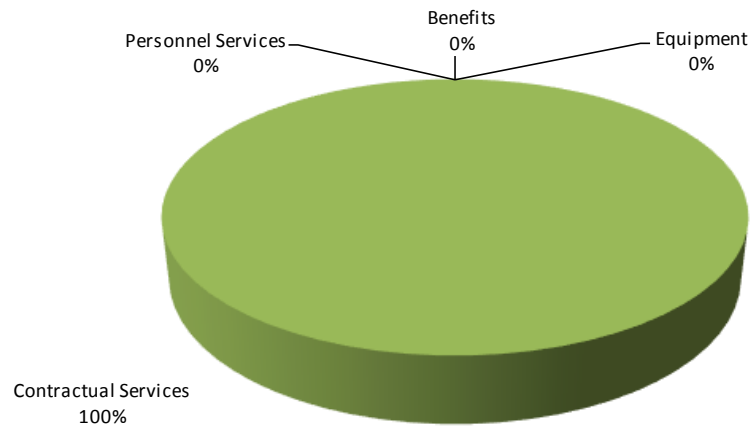
Expenditures for long-term debt principal and interest payments of Installment Purchase Debt. Debt under this category was used to purchase a Vac Con truck. The municipal lease is paid in full in fiscal year 2020.



## GENERAL GOVERNMENT SERVICES

# INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
					<b>Projected</b>		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	35,842.74	33,845.00	36,128.07	64,843.00	64,843.00	64,843.00	64,843.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>35,842.74</b>	<b>33,845.00</b>	<b>36,128.07</b>	<b>64,843.00</b>	<b>64,843.00</b>	<b>64,843.00</b>	<b>64,843.00</b>



## GENERAL GOVERNMENT SERVICES

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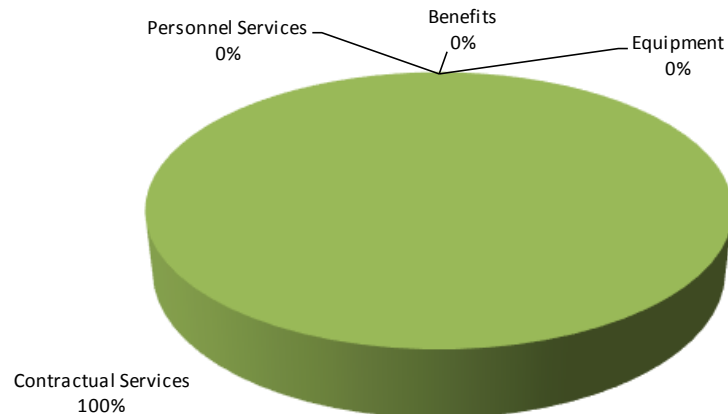
### DEBT SERVICE-ENERGY LEASE

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. The energy lease is paid in full in fiscal year 2022.

## GENERAL GOVERNMENT SERVICES

### DEBT SERVICE-ENERGY LEASE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	75,475.48	77,763.00	77,761.89	80,117.00	82,543.29	85,041.77	82,003.95
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>75,475.48</b>	<b>77,763.00</b>	<b>77,761.89</b>	<b>80,117.00</b>	<b>82,543.29</b>	<b>85,041.77</b>	<b>82,003.95</b>



## GENERAL GOVERNMENT SERVICES

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### OTHER GOVERNMENTAL DEBT PRINCIPAL

Expenditures for long-term debt principal and interest payments of other government debt. Debt under this category was used to fund the construction of the joint County/City Court Administration building. This debt is paid in full in fiscal year 2016/2017.

## GENERAL GOVERNMENT SERVICES

### OTHER GOVERNMENTAL DEBT PRINCIPAL

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
					<b>Projected</b>		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	96,027.47	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	96,027.47	-	-	-	-	-	-

## GENERAL GOVERNMENT SERVICES

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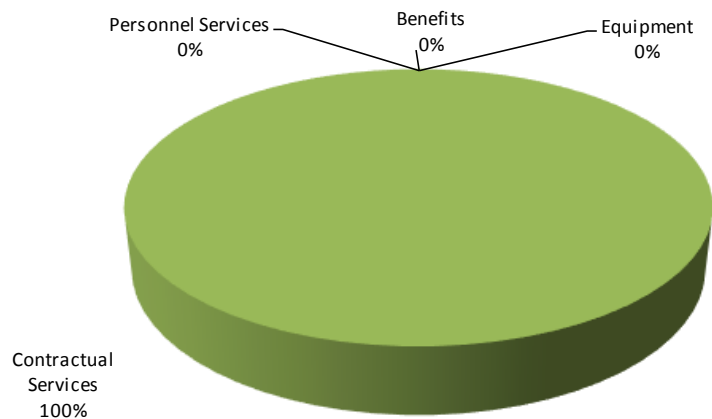
### TRANSFERS

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 transfers to the Capital Fund for capital projects.

## GENERAL GOVERNMENT SERVICES

### TRANSFERS TO OTHER FUNDS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	322,090.00	322,690.00	322,690.00	2,217,286.00	2,272,962.98	2,330,531.22	2,390,082.51
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>322,090.00</b>	<b>322,690.00</b>	<b>322,690.00</b>	<b>2,217,286.00</b>	<b>2,272,962.98</b>	<b>2,330,531.22</b>	<b>2,390,082.51</b>





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# DEPARTMENT OF ADMINISTRATIVE SERVICE

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## **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.

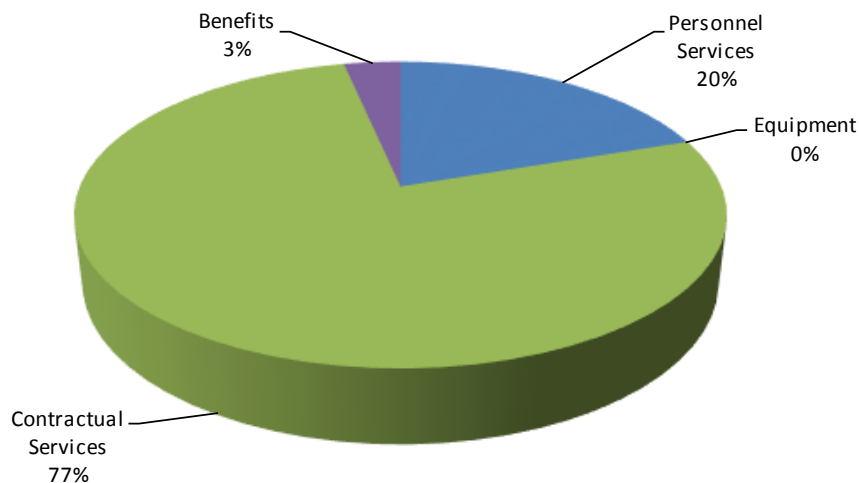
### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	62,114.47	65,820.00	55,000.00	67,910.00	69,607.75	71,347.94	73,131.64
<b>Overtime</b>	-	-	-	-	-	-	-
<b>Equipment</b>	-	-	-	-	-	-	-
<b>Professional Fees</b>	624.00	859.00	635.20	925.00	938.88	952.96	967.25
<b>Travel &amp; Training</b>	4,520.29	3,450.00	3,450.00	3,500.00	3,552.50	3,605.79	3,659.87
<b>Utilities</b>	-	480.00	750.00	500.00	507.50	515.11	522.84
<b>Contract Services</b>	2,250.00	2,150.00	2,250.00	2,250.00	2,283.75	2,318.01	2,352.78
<b>Other Expenses</b>	250,670.90	248,143.00	248,778.00	256,000.00	263,110.00	270,947.53	279,019.39
<b>State Retirement</b>	5,382.26	6,060.00	5,739.54	6,250.00	6,406.25	6,566.41	6,730.57
<b>Social Security</b>	4,647.86	5,040.00	4,210.00	5,200.00	5,330.00	5,463.25	5,599.83
<b>Health Insurance</b>	-	1,875.00	-	-	2,500.00	2,500.00	2,500.00
<b>Total Expense</b>	330,209.78	333,877.00	320,812.74	342,535.00	354,236.63	364,216.99	374,484.17



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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# 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, 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.

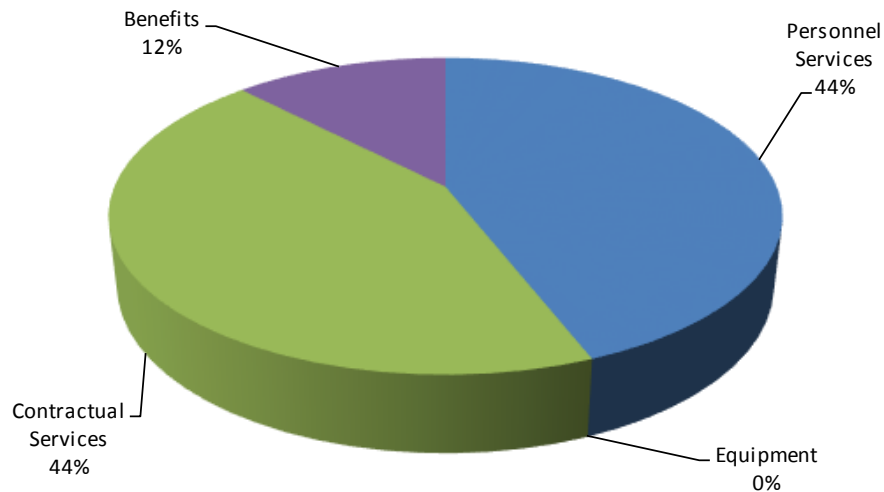
### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	43,642.00	48,290.00	48,434.00	49,500.00	50,737.50	52,005.94	53,306.09
<b>Overtime</b>	-	-	-	-	-	-	-
<b>Equipment</b>	-	-	-	-	-	-	-
<b>Professional Fees</b>	26,251.00	24,680.00	31,000.00	25,080.00	25,456.20	25,838.04	26,225.61
<b>Travel &amp; Training</b>	4,462.65	4,375.00	5,123.00	4,675.00	4,745.13	4,816.30	4,888.55
<b>Utilities</b>	208.96	350.00	125.00	150.00	152.25	154.53	156.85
<b>Contract Services</b>	12,865.00	20,000.00	13,400.00	16,000.00	16,240.00	16,483.60	16,730.85
<b>Other Expenses</b>	2,699.77	3,000.00	3,000.00	3,200.00	3,248.00	3,296.72	3,346.17
<b>State Retirement</b>	8,111.16	9,820.00	9,300.71	10,050.00	10,301.25	10,558.78	10,822.75
<b>Social Security</b>	3,140.97	3,660.00	3,710.00	3,750.00	3,843.75	3,939.84	4,038.34
<b>Health Insurance</b>	-	16,170.00	-	-	-	-	-
<b>Total Expense</b>	101,381.51	130,345.00	114,092.71	112,405.00	114,724.08	117,093.76	119,515.21



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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# 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.

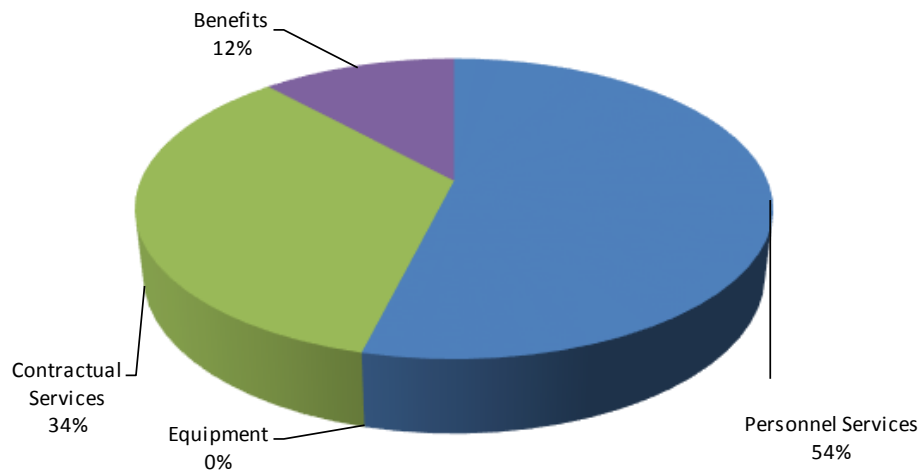
### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	67,664.61	74,790.00	74,790.00	76,390.00	78,295.25	80,248.06	82,249.63
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	2,106.35	2,050.00	2,050.00	2,080.00	2,111.20	2,142.87	2,175.01
Utilities	736.39	1,200.00	1,100.00	1,200.00	1,218.00	1,236.27	1,254.81
Contract Services	4,411.00	5,940.00	6,887.26	5,940.00	6,029.10	6,119.54	6,211.33
Other Expenses	82,556.50	34,500.00	34,500.00	39,500.00	40,092.50	40,693.89	41,304.30
State Retirement	9,971.34	10,860.00	10,285.71	10,820.00	11,090.50	11,367.76	11,651.96
Social Security	5,039.40	5,730.00	5,730.00	5,850.00	5,996.25	6,146.16	6,299.81
Health Insurance	-	12,290.00	-	-	-	-	-
<b>Total Expense</b>	<b>172,485.59</b>	<b>147,360.00</b>	<b>135,342.97</b>	<b>141,780.00</b>	<b>144,832.80</b>	<b>147,954.54</b>	<b>151,146.85</b>



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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# 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**

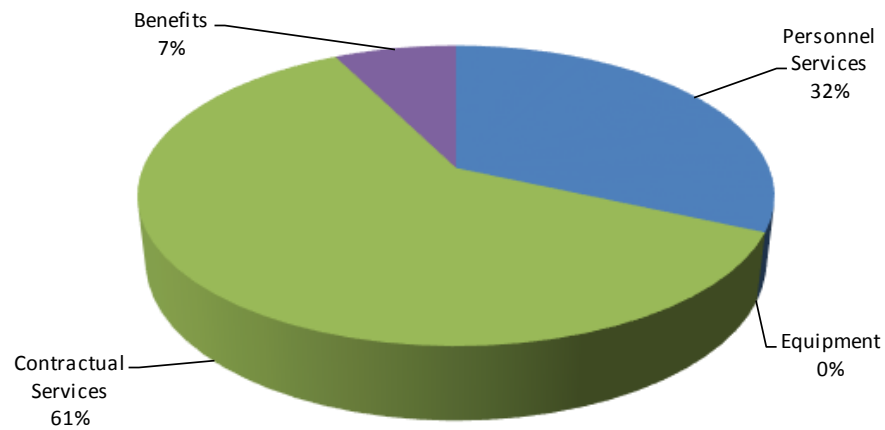
- Records property ownership and appraises all real property for assessment purposes
- Collects and records physical building information
- Administers property tax exemption programs
- Prepares and files quarterly and annual assessment reports as prescribed by the State



## DEPARTMENT OF ADMINISTRATIVE SERVICES

# CITY ASSESSMENT

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20 Projected</b>	<b>20/21 Projected</b>	<b>21/22 Projected</b>
Salaries	41,827.77	43,540.00	43,540.00	44,610.00	44,956.50	46,080.41	47,232.42
Overtime	515.37	700.00	700.00	700.00	717.50	735.44	753.82
Equipment	-	-	-	-	-	-	-
Professional Fees	9,390.30	3,000.00	5,000.00	3,000.00	3,045.00	3,090.68	3,137.04
Travel & Training	170.85	300.00	300.00	300.00	304.50	309.07	313.70
Utilities	463.60	800.00	800.00	800.00	812.00	824.18	836.54
Contract Services	78,308.60	79,855.00	79,855.00	80,750.00	81,961.25	83,190.67	84,438.53
Other Expenses	1,950.07	2,000.00	2,000.00	2,000.00	2,030.00	2,060.45	2,091.36
State Retirement	6,326.51	6,990.00	6,620.36	7,120.00	7,298.00	7,480.45	7,667.46
Social Security	3,239.28	3,390.00	3,390.00	3,470.00	3,556.75	3,645.67	3,736.81
Health Insurance	-	8,260.00	-	-	-	-	-
<b>Total Expense</b>	<b>142,192.35</b>	<b>148,835.00</b>	<b>142,205.36</b>	<b>142,750.00</b>	<b>144,681.50</b>	<b>147,417.01</b>	<b>150,207.68</b>



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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# 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.

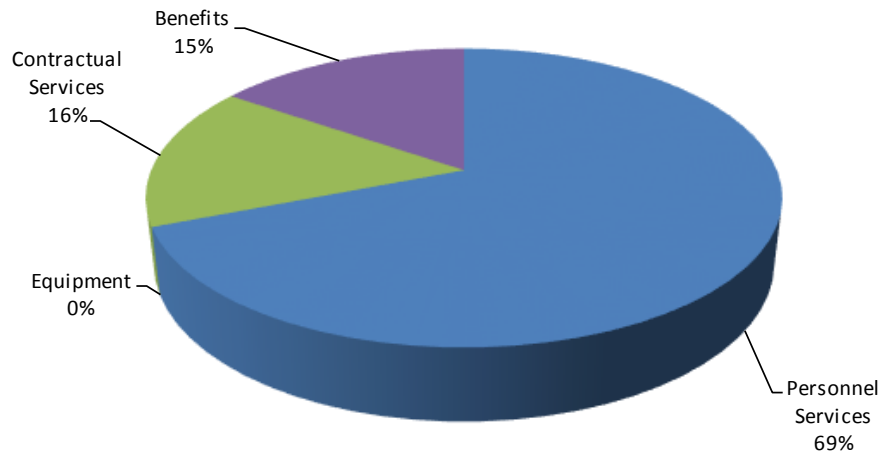
### **Major Service Activities**

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	90,487.28	92,920.00	92,920.00	96,630.00	99,045.75	101,521.89	104,059.94
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	7,500.00	-	-	-	-
Travel & Training	2,957.73	4,300.00	8,083.15	4,300.00	4,364.50	4,429.97	4,496.42
Utilities	481.12	850.00	850.00	850.00	862.75	875.69	888.83
Contract Services	-	-	-	-	-	-	-
Other Expenses	10,754.14	15,100.00	15,100.00	16,700.00	16,950.50	17,204.76	17,462.83
State Retirement	12,605.82	13,720.00	12,994.48	14,150.00	14,503.75	14,866.34	15,238.00
Social Security	6,797.65	7,110.00	7,110.00	7,400.00	7,585.00	7,774.63	7,968.99
Health Insurance	-	397,950.00	-	-	-	-	-
<b>Total Expense</b>	<b>124,083.74</b>	<b>531,950.00</b>	<b>144,557.63</b>	<b>140,030.00</b>	<b>143,312.25</b>	<b>146,673.28</b>	<b>150,115.01</b>



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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### 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.

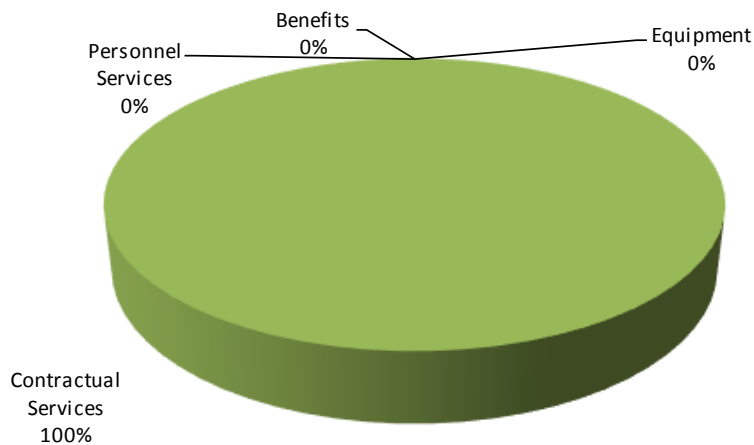
#### **Major Service Activities**

- Assist the County Board of Elections as needed

## DEPARTMENT OF ADMINISTRATIVE SERVICES

### ELECTIONS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	18,210.00	13,885.00	13,885.00	24,830.00	20,000.00	20,000.00	20,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>18,210.00</b>	<b>13,885.00</b>	<b>13,885.00</b>	<b>24,830.00</b>	<b>20,000.00</b>	<b>20,000.00</b>	<b>20,000.00</b>



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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# 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.

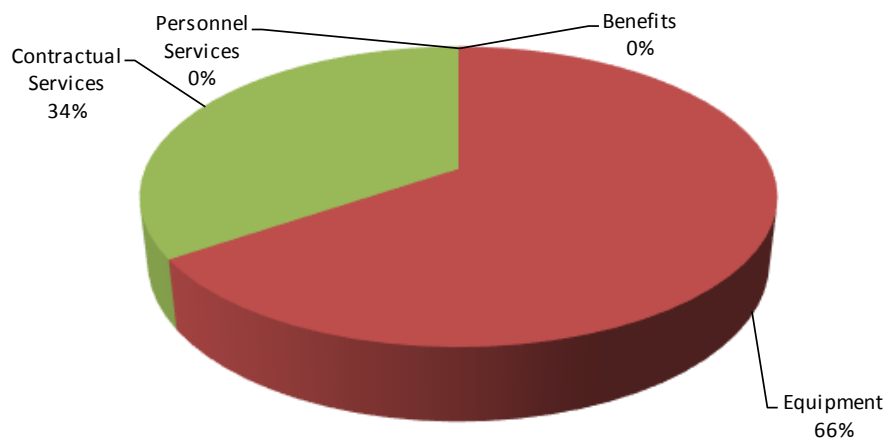
### **Major Service Activities**

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	35,675.70	73,828.00	83,147.16	80,800.00	41,696.00	42,946.88	44,235.29
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	45,099.00	45,000.00	45,000.00	42,500.00	43,775.00	45,088.25	46,440.90
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>80,774.70</b>	<b>118,828.00</b>	<b>128,147.16</b>	<b>123,300.00</b>	<b>85,471.00</b>	<b>88,035.13</b>	<b>90,676.18</b>



## 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**

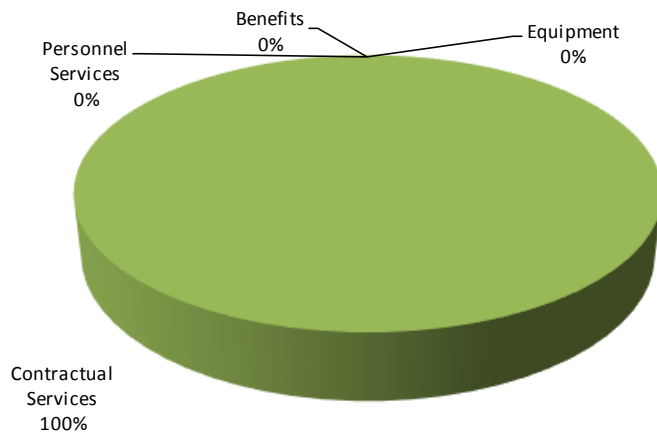
- Issue original dog licenses and annual renewals



## DEPARTMENT OF ADMINISTRATIVE SERVICES

### CONTROL OF DOGS

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	850.00	895.00	895.00	970.00	994.25	1,019.11	1,044.58
Other Expenses	186.68	460.00	400.00	460.00	471.50	483.29	495.37
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	1,036.68	1,355.00	1,295.00	1,430.00	1,465.75	1,502.39	1,539.95



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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# 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.

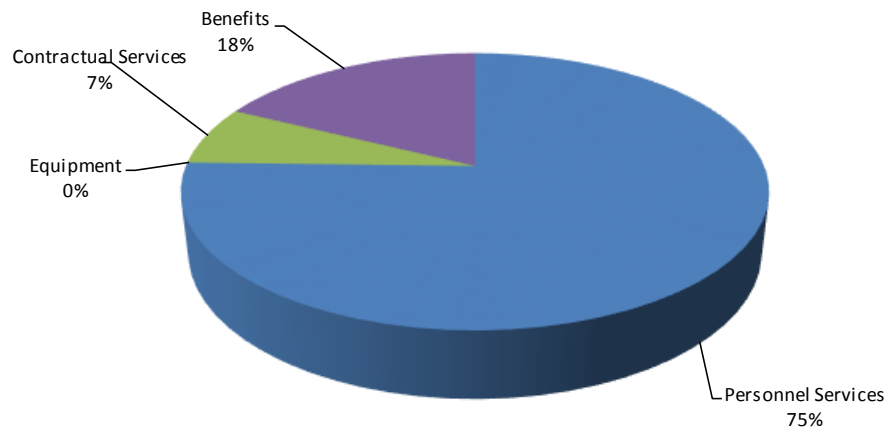
### Major Service Activities

- 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

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	13,148.11	14,170.00	14,170.00	14,270.00	14,626.75	14,992.42	15,367.23
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	106.18	200.00	200.00	200.00	203.00	206.05	209.14
Contract Services	-	-	-	-	-	-	-
Other Expenses	806.59	1,100.00	1,000.00	1,100.00	1,116.50	1,133.25	1,150.25
State Retirement	2,067.92	2,240.00	2,121.55	2,260.00	2,316.50	2,374.41	2,433.77
Social Security	975.94	1,090.00	1,090.00	1,090.00	1,117.25	1,145.18	1,173.81
Health Insurance	-	630.00	-	-	-	-	-
<b>Total Expense</b>	<b>17,104.74</b>	<b>19,430.00</b>	<b>18,581.55</b>	<b>18,920.00</b>	<b>19,380.00</b>	<b>19,851.31</b>	<b>20,334.19</b>



## 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.

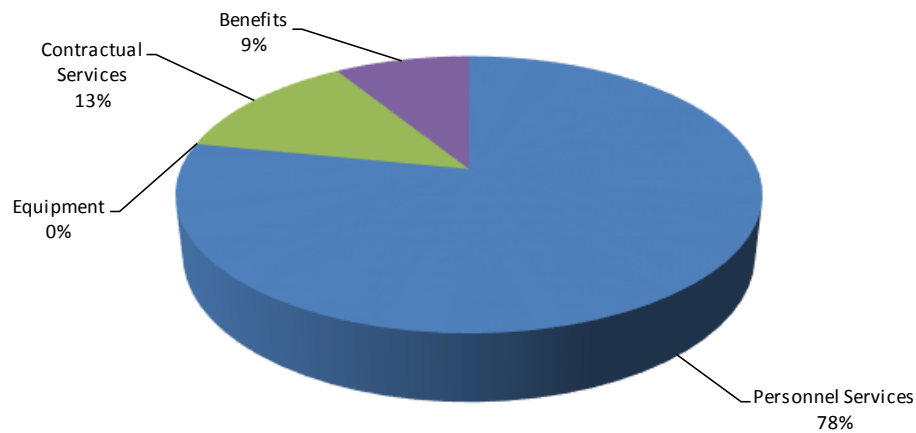
### Major Service Activities

- Administers six week summer program to children ages 6-14
- Structured tennis programs and activities

## DEPARTMENT OF ADMINISTRATIVE SERVICES

# SUMMER RECREATION

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	48,233.00	56,420.00	54,320.00	61,250.00	62,781.25	64,350.78	65,959.55
Overtime	403.03	-	278.78	150.00	153.75	157.59	161.53
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,110.68	2,945.00	2,210.00	2,945.00	2,989.18	3,034.01	3,079.52
Utilities	193.41	250.00	207.52	250.00	253.75	257.56	261.42
Contract Services	2,391.50	2,475.00	1,915.00	1,425.00	1,446.38	1,468.07	1,490.09
Other Expenses	5,969.18	6,550.00	6,405.00	5,600.00	5,176.50	5,254.15	5,332.96
State Retirement	2,067.92	2,250.00	2,131.02	2,290.00	2,347.25	2,405.93	2,466.08
Social Security	3,695.31	4,320.00	4,320.00	4,700.00	4,817.50	4,937.94	5,061.39
Health Insurance	-	4,760.00	-	-	-	-	-
<b>Total Expense</b>	<b>64,064.03</b>	<b>79,970.00</b>	<b>71,787.32</b>	<b>78,610.00</b>	<b>79,965.55</b>	<b>81,866.03</b>	<b>83,812.54</b>



## 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

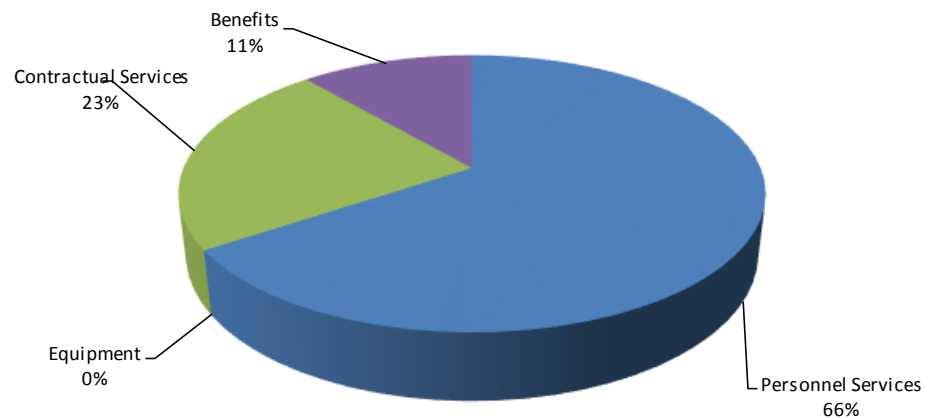
### **Strategic Initiatives-Program Analysis**

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>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	95,041.08	103,690.00	106,050.00	121,730.00	124,773.25	127,892.58	131,089.90
Overtime	40.51	100.00	144.44	100.00	102.50	105.06	107.69
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	929.00	900.00	900.00	900.00	913.50	927.20	941.11
Utilities	4,517.50	5,150.00	4,750.00	4,900.00	4,973.50	5,048.10	5,123.82
Contract Services	21,224.79	24,465.00	24,465.00	25,495.00	25,877.43	26,265.59	26,659.57
Other Expenses	9,865.35	11,650.00	10,000.00	11,250.00	11,418.75	11,590.03	11,763.88
State Retirement	10,962.81	11,890.00	11,261.25	12,610.00	12,925.25	13,248.38	13,579.59
Social Security	7,171.29	7,940.00	8,120.00	8,510.00	8,722.75	8,940.82	9,164.34
Health Insurance	-	22,530.00	-	-	-	-	-
<b>Total Expense</b>	<b>149,752.33</b>	<b>188,315.00</b>	<b>165,690.69</b>	<b>185,495.00</b>	<b>189,706.93</b>	<b>194,017.77</b>	<b>198,429.90</b>



## MEDICAL INSURANCE

Hospital, medical and dental insurance expenditures paid by the City on behalf of employees.



## DEPARTMENT OF ADMINISTRATIVE SERVICES

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# MEDICAL INSURANCE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
					<b>Projected</b>		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	8,339.05	9,140.00	9,140.00	-	-	-	-
Health Insurance	2,089,728.14	-	1,806,375.00	-	-	-	-
<b>Total Expense</b>	<b>2,098,067.19</b>	<b>9,140.00</b>	<b>1,815,515.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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# POLICE DEPARTMENT

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## **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**

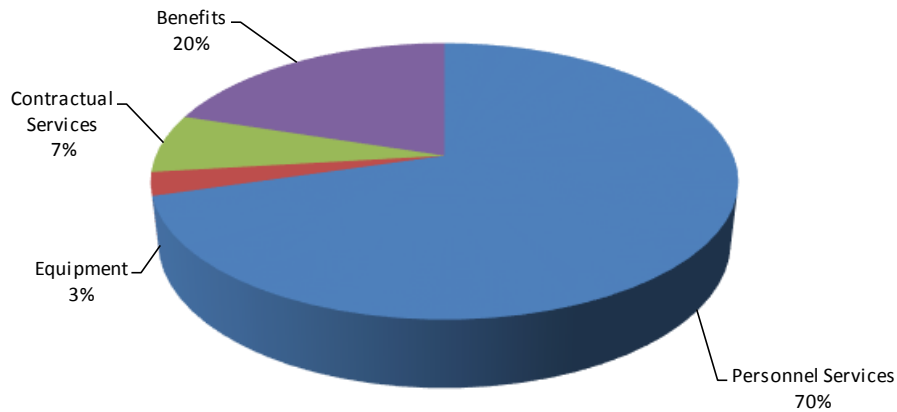
The Police Department provides crime suppression, traffic control, event management and community policing activities within the City. The department is tasked with establishing and implementing processes and procedures that provide the most effective possible policing for our citizens and visitors.

## **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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	2,230,340.95	2,396,300.00	2,396,300.00	2,405,240.00	2,465,371.00	2,527,005.28	2,590,180.41
<b>Overtime</b>	256,817.58	248,000.00	269,870.26	260,000.00	256,250.00	262,656.25	269,222.66
<b>Equipment</b>	123,135.98	137,800.00	162,853.60	102,960.00	104,504.40	106,071.97	107,663.05
<b>Professional Fees</b>	6,463.00	6,470.00	6,470.00	-	-	-	-
<b>Travel &amp; Training</b>	42,659.29	49,700.00	49,700.00	59,700.00	60,595.50	61,504.43	62,427.00
<b>Utilities</b>	28,663.93	33,550.00	33,550.00	34,440.00	34,956.60	35,480.95	36,013.16
<b>Contract Services</b>	-	-	-	8,970.00	-	-	-
<b>Other Expenses</b>	135,342.55	146,400.00	151,583.28	157,390.00	150,597.25	152,807.16	155,050.22
<b>State Retirement</b>	607,456.96	572,270.00	520,271.73	550,830.00	564,600.75	578,715.77	593,183.66
<b>Social Security</b>	185,196.17	208,620.00	210,096.97	207,470.00	211,867.50	217,164.19	222,593.29
<b>Health Insurance</b>	-	498,970.00	-	-	-	-	-
<b>Total Expense</b>	3,616,076.41	4,298,080.00	3,800,695.84	3,787,000.00	3,848,743.00	3,941,405.99	4,036,333.44





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# FIRE DEPARTMENT

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## **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.

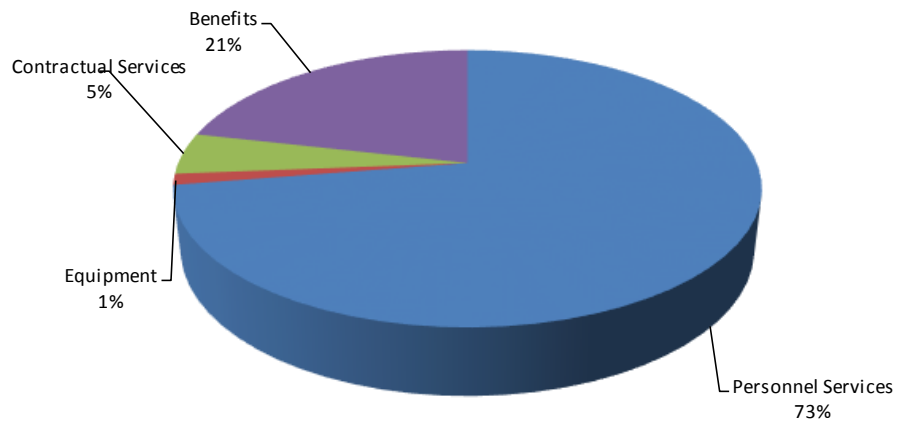
## **Major Service Activities**

- 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

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	2,367,696.20	2,493,400.00	2,497,150.00	2,500,440.00	2,562,951.00	2,627,024.78	2,692,700.39
Overtime	148,706.95	144,000.00	184,000.00	124,500.00	127,612.50	130,802.81	134,072.88
Equipment	1,051,934.91	21,275.00	21,275.00	46,345.00	47,040.18	47,745.78	48,461.96
Professional Fees	-	-	-	-	-	-	-
Travel & Training	19,033.69	31,500.00	37,457.10	18,300.00	18,574.50	18,853.12	19,135.91
Utilities	26,044.97	25,960.00	25,960.00	26,110.00	26,501.65	26,899.17	27,302.66
Contract Services	20,397.49	22,925.00	26,000.00	24,550.00	24,918.25	25,292.02	25,671.40
Other Expenses	82,613.49	99,185.00	106,822.84	106,185.00	88,442.03	89,768.66	91,115.19
State Retirement	538,472.04	613,920.00	558,137.27	566,900.00	581,072.50	595,599.31	610,489.30
Social Security	190,678.60	203,760.00	207,110.00	209,160.00	214,389.00	219,748.73	225,242.44
Health Insurance	-	432,640.00	-	-	-	-	-
<b>Total Expense</b>	<b>4,445,578.34</b>	<b>4,088,565.00</b>	<b>3,663,912.21</b>	<b>3,622,490.00</b>	<b>3,691,501.60</b>	<b>3,781,734.37</b>	<b>3,874,192.15</b>





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# DEPARTMENT OF PUBLIC WORKS

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## 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

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# 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.

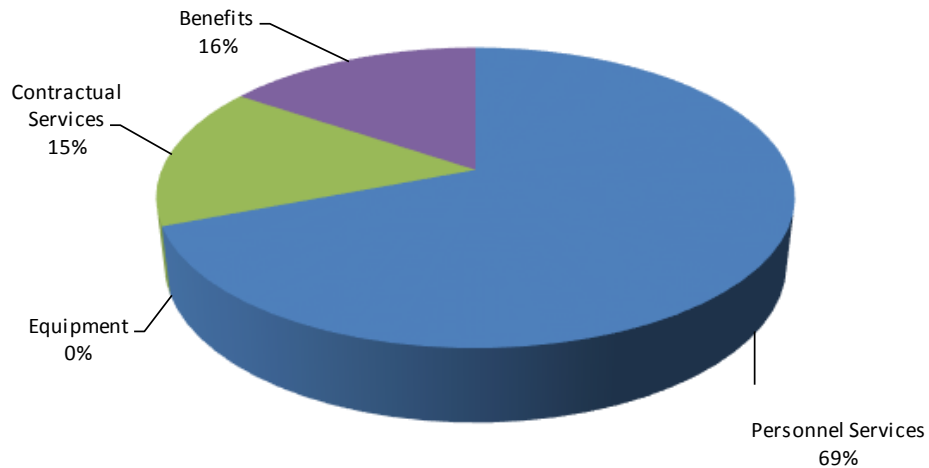
### **Major Service Activities**

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

## DEPARTMENT OF PUBLIC WORKS

# PUBLIC WORKS ADMINISTRATION

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	68,494.11	72,730.00	72,000.00	74,980.00	76,854.50	78,775.86	80,745.26
<b>Overtime</b>	-	-	4.13	-	-	-	-
<b>Equipment</b>	-	-	-	-	-	-	-
<b>Professional Fees</b>	-	180.00	180.00	11,000.00	11,165.00	11,332.48	11,502.46
<b>Travel &amp; Training</b>	1,764.70	1,800.00	1,800.00	1,800.00	1,827.00	1,854.41	1,882.22
<b>Utilities</b>	1,161.35	1,500.00	1,200.00	1,250.00	1,268.75	1,287.78	1,307.10
<b>Contract Services</b>	-	-	-	-	-	-	-
<b>Other Expenses</b>	2,077.57	2,650.00	2,650.00	2,650.00	2,689.75	2,730.10	2,771.05
<b>State Retirement</b>	10,207.41	10,870.00	10,295.19	11,120.00	11,398.00	11,682.95	11,975.02
<b>Social Security</b>	5,163.55	5,570.00	5,570.00	5,740.00	5,883.50	6,030.59	6,181.35
<b>Health Insurance</b>	-	10,760.00	-	-	-	-	-
<b>Total Expense</b>	88,868.69	106,060.00	93,699.32	108,540.00	111,086.50	113,694.16	116,364.46



# 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.

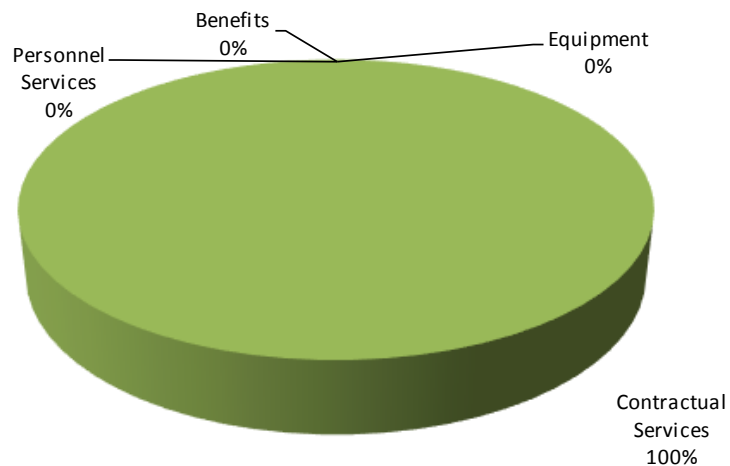
### Major Service Activities

- 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>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	14,770.20	32,000.00	30,000.00	32,000.00	32,640.00	33,292.80	33,958.66
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	14,770.20	32,000.00	30,000.00	32,000.00	32,640.00	33,292.80	33,958.66



## DEPARTMENT OF PUBLIC WORKS

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### 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**

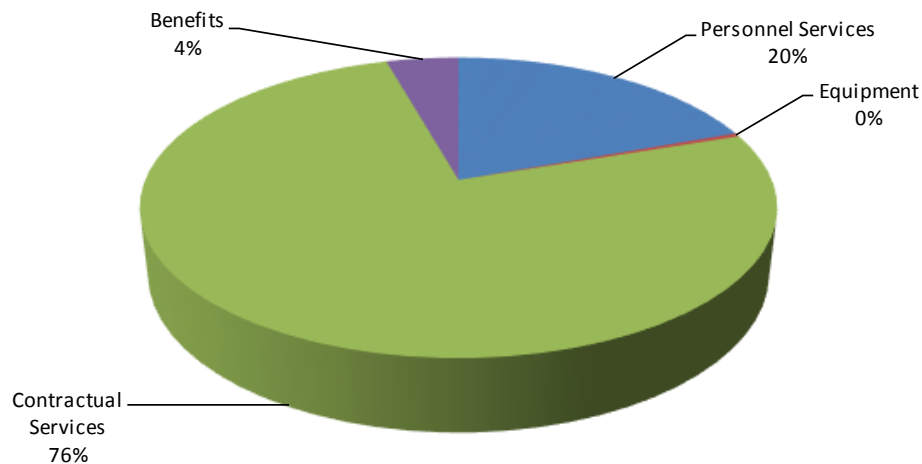
- Provide for labor and maintenance costs associated with the upkeep of City Hall
- Provide for other costs necessary in maintaining City facilities



## DEPARTMENT OF PUBLIC WORKS

### CITY FACILITIES

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	61,148.09	74,180.00	113,332.94	77,080.00	79,000.30	80,968.51	82,985.82
<b>Overtime</b>	417.61	500.00	566.02	500.00	512.50	525.31	538.45
<b>Equipment</b>	1,498.00	1,750.00	1,750.00	1,500.00	1,522.50	1,545.34	1,568.52
<b>Professional Fees</b>	-	-	-	-	-	-	-
<b>Travel &amp; Training</b>	-	-	-	-	-	-	-
<b>Utilities</b>	21,650.69	34,500.00	34,905.42	32,500.00	32,987.50	33,482.31	33,984.55
<b>Contract Services</b>	210,068.34	86,100.00	86,100.00	108,120.00	109,741.80	111,387.93	113,058.75
<b>Other Expenses</b>	91,385.19	129,800.00	135,800.00	161,300.00	36,540.00	37,088.10	37,644.42
<b>State Retirement</b>	10,330.16	11,170.00	10,579.32	11,500.00	11,787.50	12,082.19	12,384.24
<b>Social Security</b>	4,692.18	5,740.00	8,755.63	5,940.00	6,088.50	6,240.71	6,396.73
<b>Health Insurance</b>	-	11,720.00	-	-	-	-	-
<b>Total Expense</b>	401,190.26	355,460.00	391,789.33	398,440.00	278,180.60	283,320.40	288,561.47



## DEPARTMENT OF PUBLIC WORKS

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# 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.

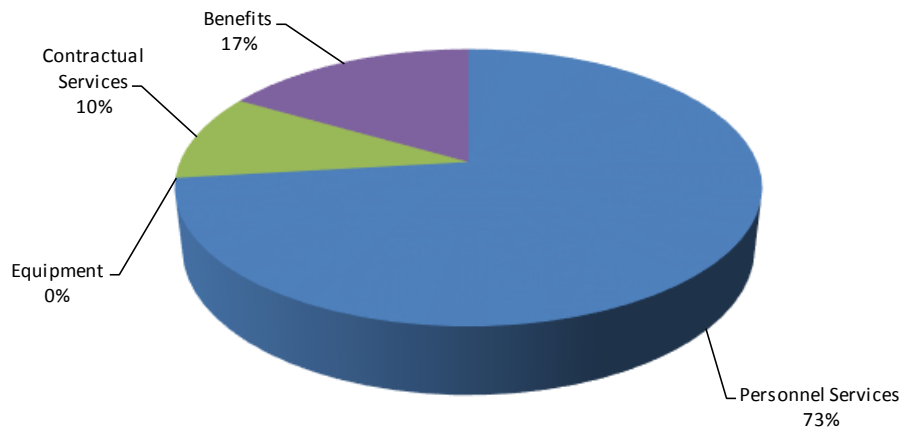
### **Major Service Activities**

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	211,740.46	221,450.00	220,000.00	230,570.00	236,334.25	242,242.61	248,298.67
Overtime	1,232.68	1,500.00	1,500.00	1,500.00	1,537.50	1,575.94	1,615.34
Equipment	-	22,500.00	18,000.00	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	2,260.00	1,900.00	1,900.00	1,900.00	1,928.50	1,957.43	1,986.79
Utilities	1,473.56	2,000.00	1,500.00	1,800.00	1,827.00	1,854.41	1,882.22
Contract Services	15,231.90	18,300.00	18,300.00	19,850.00	20,147.75	20,449.97	20,756.72
Other Expenses	7,067.55	9,450.00	7,876.00	8,750.00	8,881.25	9,014.47	9,149.69
State Retirement	29,791.28	32,440.00	30,724.55	35,080.00	35,957.00	36,855.93	37,777.32
Social Security	16,078.79	17,120.00	17,120.00	17,820.00	18,265.50	18,722.14	19,190.19
Health Insurance	-	50,050.00	-	-	-	-	-
<b>Total Expense</b>	<b>284,876.22</b>	<b>376,710.00</b>	<b>316,920.55</b>	<b>317,270.00</b>	<b>324,878.75</b>	<b>332,672.87</b>	<b>340,656.93</b>



## DEPARTMENT OF PUBLIC WORKS

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# 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.

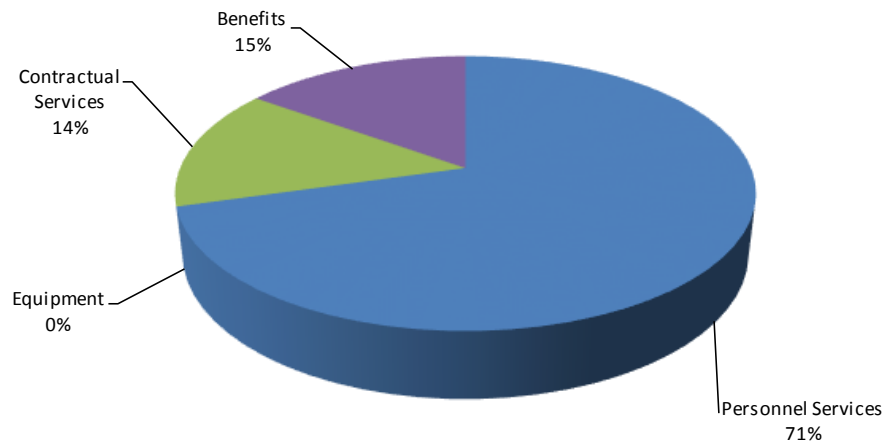
### **Major Service Activities**

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

## DEPARTMENT OF PUBLIC WORKS

# BUREAU OF MAINTENANCE ADMINISTRATION

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	123,054.87	129,150.00	129,150.00	133,550.00	136,888.75	140,310.97	143,818.74
Overtime	-	-	-	-	-	-	-
Equipment	450.00	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	6,329.22	6,400.00	6,882.57	5,300.00	5,379.50	5,460.19	5,542.10
Utilities	2,775.49	4,200.00	4,200.00	3,800.00	3,857.00	3,914.86	3,973.58
Contract Services	-	-	-	-	-	-	-
Other Expenses	11,884.94	14,844.00	15,224.00	18,030.00	18,300.45	18,574.96	18,853.58
State Retirement	16,590.58	17,910.00	16,962.91	18,410.00	18,870.25	19,342.01	19,825.56
Social Security	9,103.53	9,880.00	9,880.00	10,220.00	10,475.50	10,737.39	11,005.82
Health Insurance	-	27,280.00	-	-	-	-	-
<b>Total Expense</b>	<b>170,188.63</b>	<b>209,664.00</b>	<b>182,299.48</b>	<b>189,310.00</b>	<b>193,771.45</b>	<b>198,340.37</b>	<b>203,019.38</b>



## STREET MAINTENANCE

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

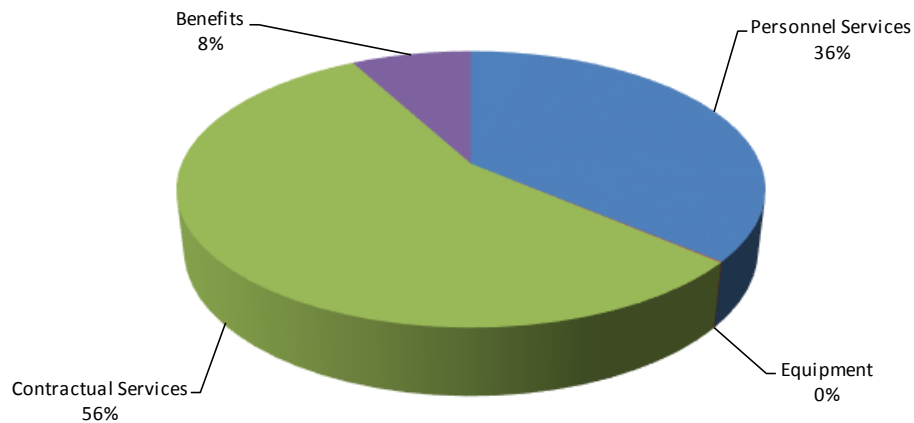
### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	329,734.99	213,930.00	231,187.61	217,450.00	222,886.25	228,458.41	234,169.87
Overtime	2,365.71	1,330.00	2,000.00	1,330.00	1,363.25	1,397.33	1,432.26
Equipment	99,771.45	90,200.00	90,200.00	450.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	297,026.65	268,914.00	268,914.00	337,270.00	262,189.05	263,121.89	264,068.71
State Retirement	29,064.20	30,470.00	28,858.72	30,900.00	31,672.50	32,464.31	33,275.92
Social Security	24,810.23	16,470.00	17,370.11	16,740.00	17,158.50	17,587.46	18,027.15
Health Insurance	-	56,760.00	-	-	-	-	-
<b>Total Expense</b>	<b>782,773.23</b>	<b>678,074.00</b>	<b>638,530.44</b>	<b>604,140.00</b>	<b>535,269.55</b>	<b>543,029.40</b>	<b>550,973.91</b>



## DEPARTMENT OF PUBLIC WORKS

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# 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**

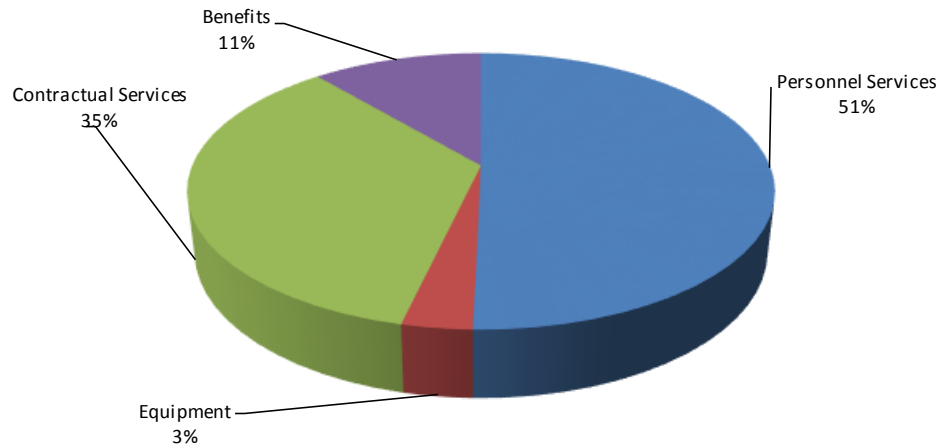
- Maintenance and repair of the entire fleet of city vehicles, heavy and small equipment



## DEPARTMENT OF PUBLIC WORKS

# PUBLIC WORKS GARAGE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	202,182.02	221,430.00	221,430.00	226,130.00	231,783.25	237,577.83	243,517.28
<b>Overtime</b>	117.90	1,000.00	1,000.00	1,000.00	1,025.00	1,050.63	1,076.89
<b>Equipment</b>	10,948.91	90,600.00	87,855.49	14,800.00	15,022.00	15,247.33	15,476.04
<b>Professional Fees</b>	-	-	-	-	-	-	-
<b>Travel &amp; Training</b>	-	-	-	-	-	-	-
<b>Utilities</b>	66,386.10	102,950.00	102,950.00	98,900.00	100,383.50	101,889.25	103,417.59
<b>Contract Services</b>	3,428.69	9,069.00	9,069.00	10,800.00	10,962.00	11,126.43	11,293.33
<b>Other Expenses</b>	43,082.77	46,700.00	54,300.00	48,950.00	49,684.25	50,429.51	51,185.96
<b>State Retirement</b>	29,385.25	32,130.00	30,430.94	32,620.00	33,435.50	34,271.39	35,128.17
<b>Social Security</b>	15,413.20	17,170.00	17,170.00	17,830.00	18,275.75	18,732.64	19,200.96
<b>Health Insurance</b>	-	58,790.00	-	-	-	-	-
<b>Total Expense</b>	370,944.84	579,839.00	524,205.43	451,030.00	460,571.25	470,325.01	480,296.21



## 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.

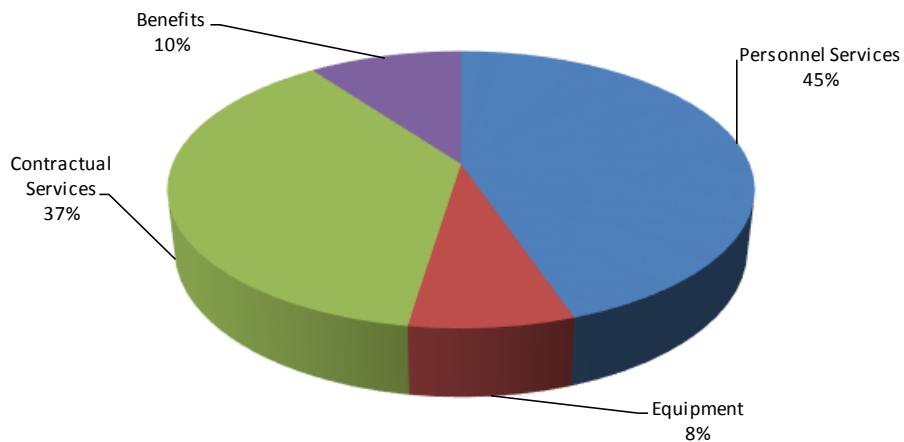
### Major Service Activities

- 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

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	50,944.74	116,690.00	116,690.00	118,610.00	121,575.25	124,614.63	127,730.00
Overtime	57,674.61	115,000.00	115,000.00	115,000.00	117,875.00	120,821.88	123,842.42
Equipment	81,680.00	121,800.00	95,000.00	40,000.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	188,419.94	217,417.00	217,417.00	195,720.00	198,655.80	201,635.64	204,660.17
State Retirement	32,901.65	34,680.00	32,846.10	34,800.00	35,670.00	36,561.75	37,475.79
Social Security	8,117.86	17,730.00	17,750.00	17,880.00	18,327.00	18,785.18	19,254.80
Health Insurance	-	30,960.00	-	-	-	-	-
<b>Total Expense</b>	<b>419,738.80</b>	<b>654,277.00</b>	<b>594,703.10</b>	<b>522,010.00</b>	<b>492,103.05</b>	<b>502,419.07</b>	<b>512,963.19</b>



## DEPARTMENT OF PUBLIC WORKS

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# 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.

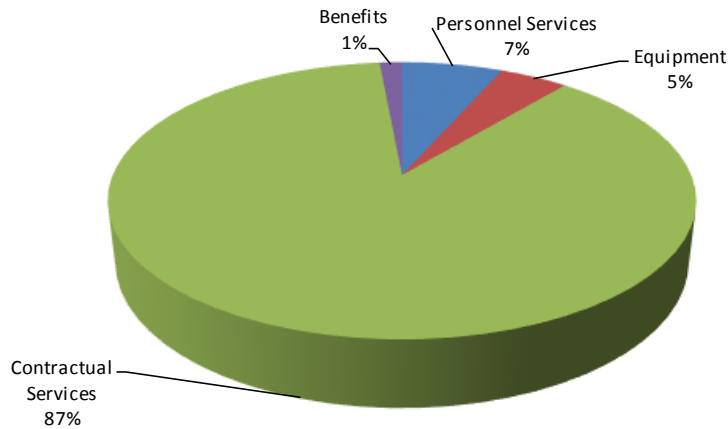
### **Major Service Activities**

- 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

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	21,039.35	17,590.00	17,590.00	17,960.00	18,409.00	18,869.23	19,340.96
Overtime	549.80	750.00	750.00	750.00	768.75	787.97	807.67
Equipment	11,123.10	9,700.00	16,194.00	12,700.00	12,890.50	13,083.86	13,280.12
Professional Fees	-	-	-	-	-	-	-
Travel & Training	939.57	750.00	750.00	750.00	761.25	772.67	784.26
Utilities	217,204.61	233,000.00	233,000.00	233,000.00	236,495.00	240,042.43	243,643.06
Contract Services	14,691.00	3,500.00	3,500.00	3,500.00	3,552.50	3,605.79	3,659.87
Other Expenses	8,469.86	9,500.00	9,500.00	9,500.00	9,642.50	9,787.14	9,933.94
State Retirement	2,483.39	2,670.00	2,528.81	2,710.00	2,777.75	2,847.19	2,918.37
Social Security	1,639.66	1,410.00	1,410.00	1,430.00	1,465.75	1,502.39	1,539.95
Health Insurance	-	3,580.00	-	-	-	-	-
<b>Total Expense</b>	<b>278,140.34</b>	<b>282,450.00</b>	<b>285,222.81</b>	<b>282,300.00</b>	<b>286,763.00</b>	<b>291,298.66</b>	<b>295,908.21</b>



## SIDEWALK REPAIRS

This cost center is used for sidewalk replacement.

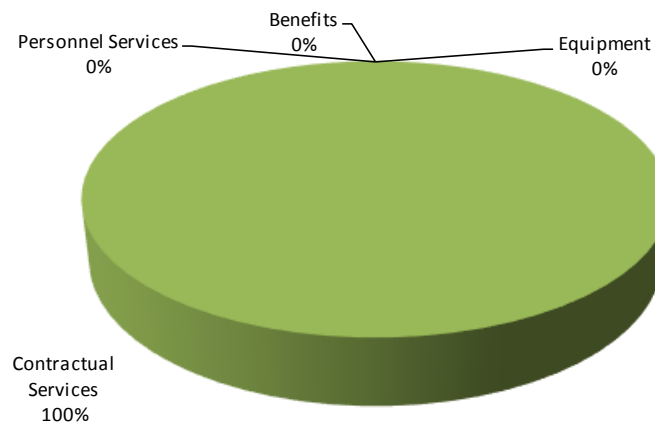
### **Major Service Activity**

- Contract replacement of sidewalks

## DEPARTMENT OF PUBLIC WORKS

# SIDEWALK REPAIRS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	207,601.00	52,800.00	-	285,720.00	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	207,601.00	52,800.00	-	285,720.00	-	-	-



## DEPARTMENT OF PUBLIC WORKS

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### PARKING LOTS

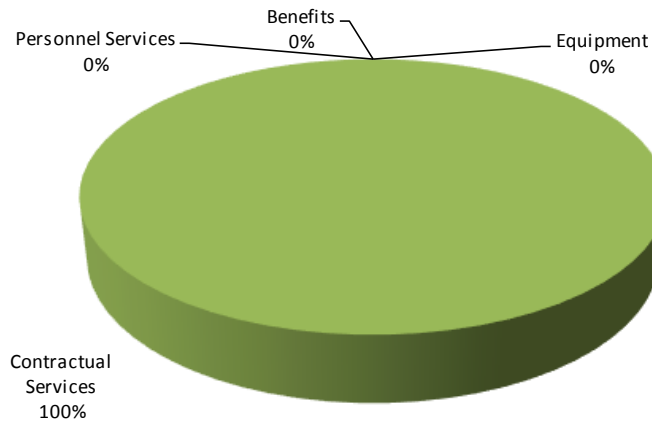
The Bureau of Maintenance is responsible for maintaining 12 municipal parking lots. This cost center identifies capital improvements to municipal parking lots consistent with the City's Parking Lot and Sports Surface Management Plan.



## DEPARTMENT OF PUBLIC WORKS

### PARKING LOTS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
					<b>Projected</b>		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	35,066.96	30,525.00	30,525.00	126,000.00	43,948.49	41,377.02	32,857.56
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>35,066.96</b>	<b>30,525.00</b>	<b>30,525.00</b>	<b>126,000.00</b>	<b>43,948.49</b>	<b>41,377.02</b>	<b>32,857.56</b>



## DEPARTMENT OF PUBLIC WORKS

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### 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.

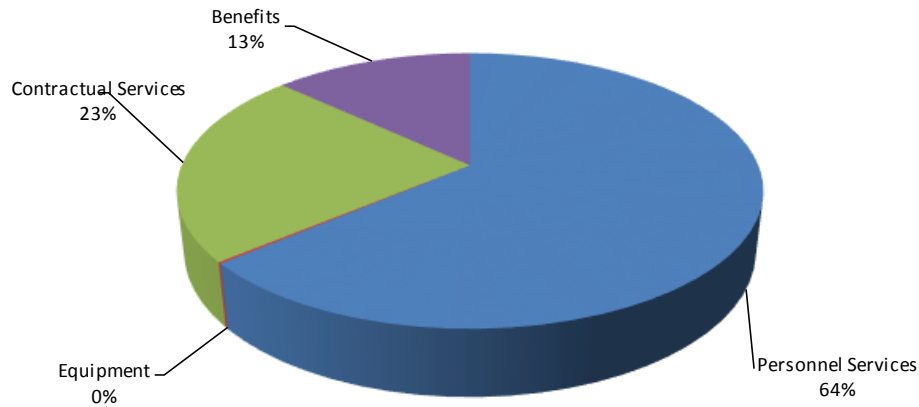
#### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	308,528.39	349,390.00	349,390.00	357,940.00	366,888.50	376,060.71	385,462.23
Overtime	5,494.20	10,000.00	10,000.00	10,000.00	10,250.00	10,506.25	10,768.91
Equipment	70,255.28	3,435.00	3,435.00	1,200.00	1,218.00	1,236.27	1,254.81
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	14,775.00	-	-	-	-	-	-
Other Expenses	112,091.07	100,165.00	117,635.00	132,510.00	134,497.65	136,515.11	138,562.84
State Retirement	44,795.50	46,970.00	44,486.19	47,600.00	48,790.00	50,009.75	51,259.99
Social Security	23,462.14	27,470.00	27,470.00	28,150.00	28,853.75	29,575.09	30,314.47
Health Insurance	-	85,140.00	-	-	-	-	-
<b>Total Expense</b>	<b>579,401.58</b>	<b>622,570.00</b>	<b>552,416.19</b>	<b>577,400.00</b>	<b>590,497.90</b>	<b>603,903.19</b>	<b>617,623.26</b>



## HISTORIC PRESERVATION

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

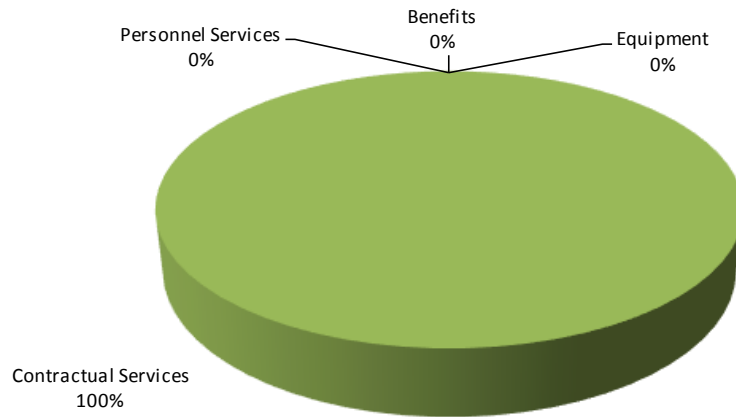
### **Major Service Activities**

- 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>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	15.00	400.00	212.00	300.00	303.00	306.03	309.09
Utilities	-	-	-	-	-	-	-
Contract Services	-	500.00	200.00	500.00	505.00	510.05	515.15
Other Expenses	210.51	1,200.00	900.00	4,650.00	4,696.50	4,743.47	4,790.90
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	225.51	2,100.00	1,312.00	5,450.00	5,504.50	5,559.55	5,615.14



## PLANNING AND ZONING BOARDS

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

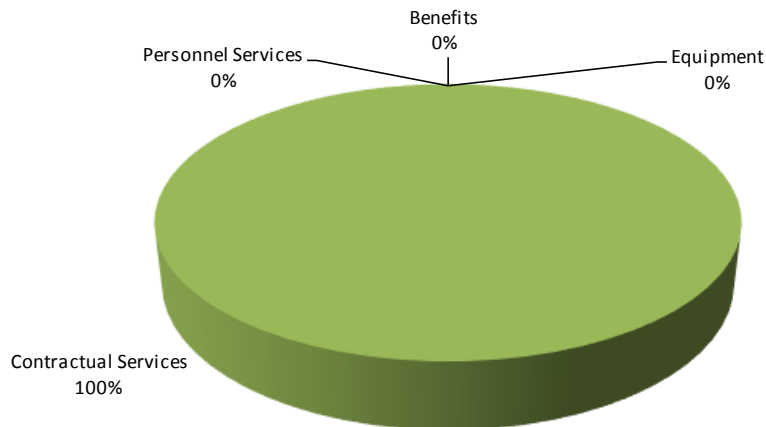
### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	490.00	900.00	585.00	800.00	808.00	816.08	824.24
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,128.46	2,500.00	2,100.00	2,300.00	2,323.00	2,346.23	2,369.69
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,618.46</b>	<b>3,400.00</b>	<b>2,685.00</b>	<b>3,100.00</b>	<b>3,131.00</b>	<b>3,162.31</b>	<b>3,193.93</b>



# 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

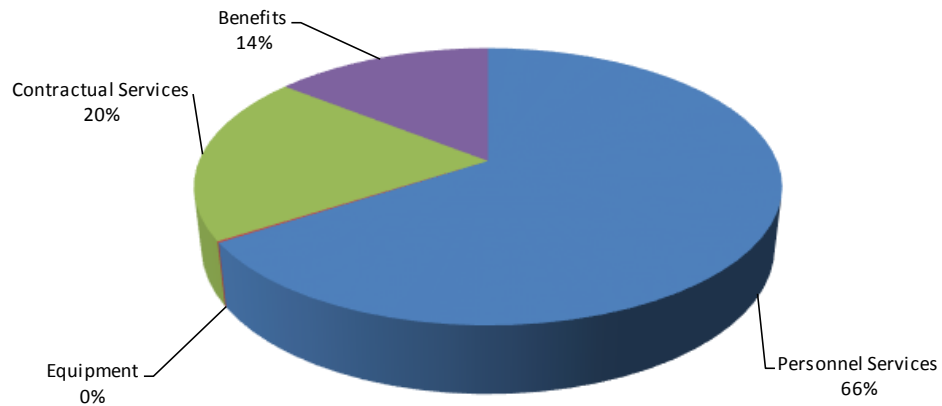
- Clean and inspect all storm sewer lines
- Repair catch basins and manholes
- Maintenance of electrical, control and pumping systems at pump stations



## DEPARTMENT OF PUBLIC WORKS

# STORM SEWER

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	72,383.39	115,770.00	115,770.00	117,680.00	120,622.00	123,637.55	126,728.49
Overtime	291.39	1,300.00	1,300.00	1,300.00	1,332.50	1,365.81	1,399.96
Equipment	934.16	900.00	900.00	300.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	8,125.72	12,000.00	12,000.00	12,000.00	12,180.00	12,362.70	12,548.14
Contract Services	-	-	5,327.00	-	-	-	-
Other Expenses	12,749.48	73,275.00	112,275.00	23,720.00	24,075.80	24,436.94	24,803.49
State Retirement	15,806.84	16,610.00	15,731.65	16,850.00	17,271.25	17,703.03	18,145.61
Social Security	5,364.68	8,960.00	12,264.59	9,100.00	9,327.50	9,560.69	9,799.70
Health Insurance	-	30,340.00	-	-	-	-	-
<b>Total Expense</b>	<b>115,655.66</b>	<b>259,155.00</b>	<b>275,568.24</b>	<b>180,950.00</b>	<b>184,809.05</b>	<b>189,066.72</b>	<b>193,425.39</b>



## 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.

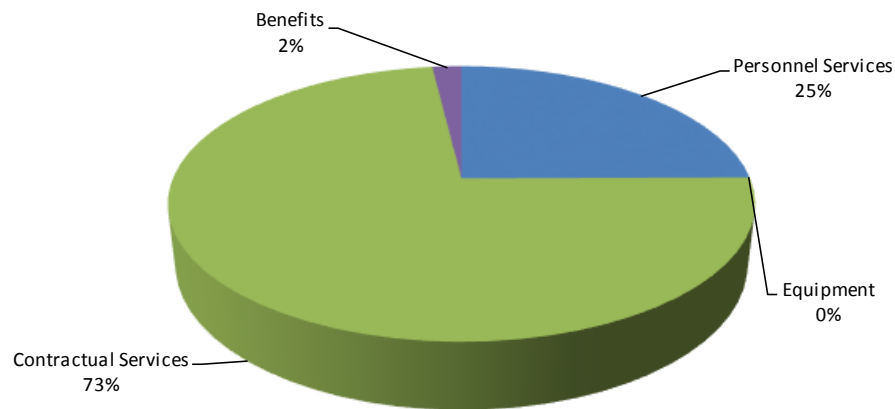
### **Major Service Activities**

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	14,078.02	15,040.00	15,040.00	16,090.00	16,331.35	16,576.32	16,824.97
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	45,290.79	48,800.00	48,800.00	47,300.00	48,009.50	48,729.64	49,460.59
State Retirement	-	-	-	-	-	-	-
Social Security	1,077.17	1,150.00	1,150.00	1,240.00	1,271.00	1,302.78	1,335.34
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>60,445.98</b>	<b>64,990.00</b>	<b>64,990.00</b>	<b>64,630.00</b>	<b>65,611.85</b>	<b>66,608.74</b>	<b>67,620.90</b>



## DEPARTMENT OF PUBLIC WORKS

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# 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.

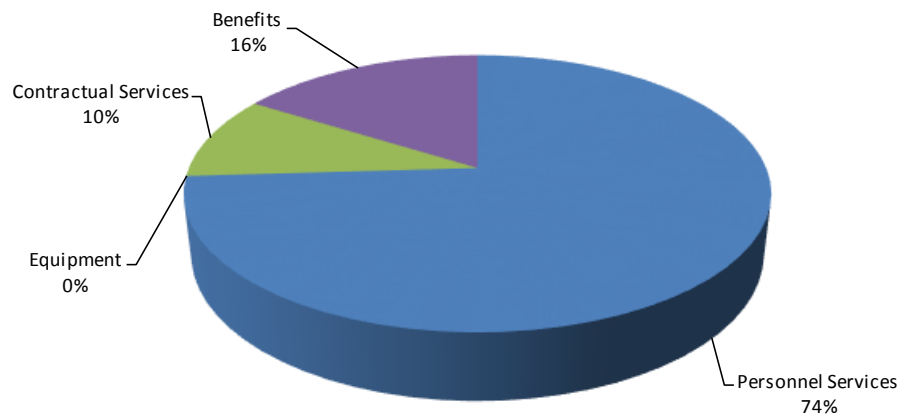
### Major Service Activities

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

## DEPARTMENT OF PUBLIC WORKS

# STREET CLEANING

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	65,723.84	82,660.00	82,660.00	84,020.00	86,120.50	88,273.51	90,480.35
Overtime	2,747.88	1,000.00	1,000.00	1,000.00	1,025.00	1,050.63	1,076.89
Equipment	198,517.00	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	9,336.62	10,050.00	10,050.00	11,250.00	11,418.75	11,590.03	11,763.88
State Retirement	11,302.74	11,850.00	11,223.36	12,020.00	12,320.50	12,628.51	12,944.23
Social Security	5,116.30	6,400.00	6,400.00	6,510.00	6,672.75	6,839.57	7,010.56
Health Insurance	-	21,930.00	-	-	-	-	-
<b>Total Expense</b>	<b>292,744.38</b>	<b>133,890.00</b>	<b>111,333.36</b>	<b>114,800.00</b>	<b>117,557.50</b>	<b>120,382.25</b>	<b>123,275.91</b>





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## WATER FUND

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### RESERVES

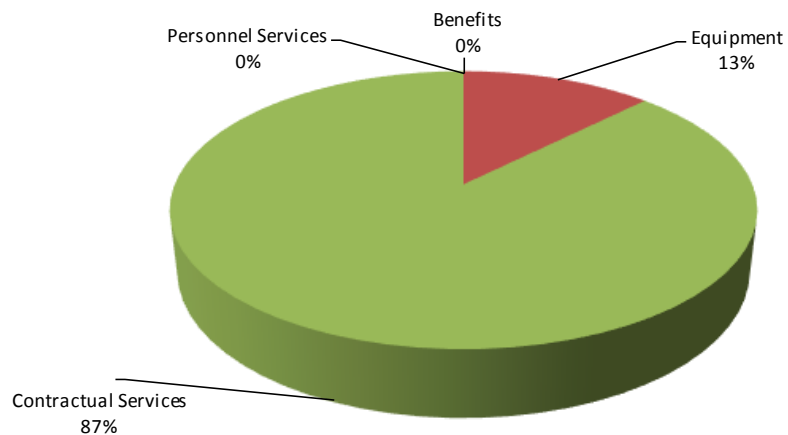
These are budgetary accounts set up for the purpose of funding various reserves established pursuant to General Municipal Law, §6-c and §6-j. They include several Capital (type) reserve funds.



## WATER FUND

### RESERVES

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	12,500.00	12,500.00	12,500.00	12,500.00	15,000.00	15,000.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	90,402.00	128,439.00	87,068.00	89,680.04	92,370.44	95,141.55
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	102,902.00	140,939.00	99,568.00	102,180.04	107,370.44	110,141.55



## WATER FUND

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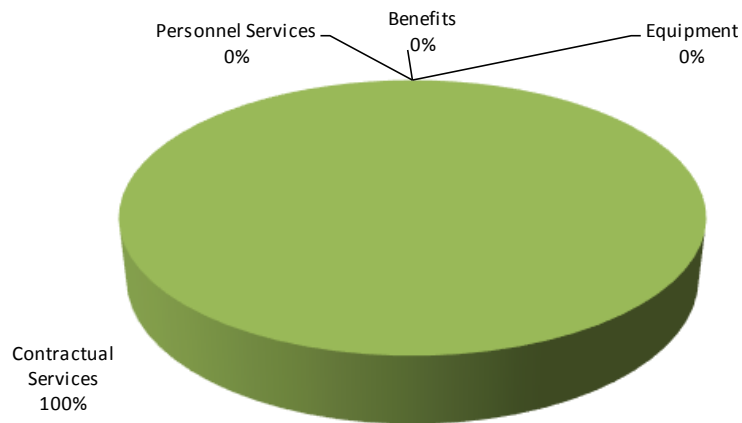
### CONTINGENCY

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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	15,000.00	15,000.00	15,000.00	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

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# 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.

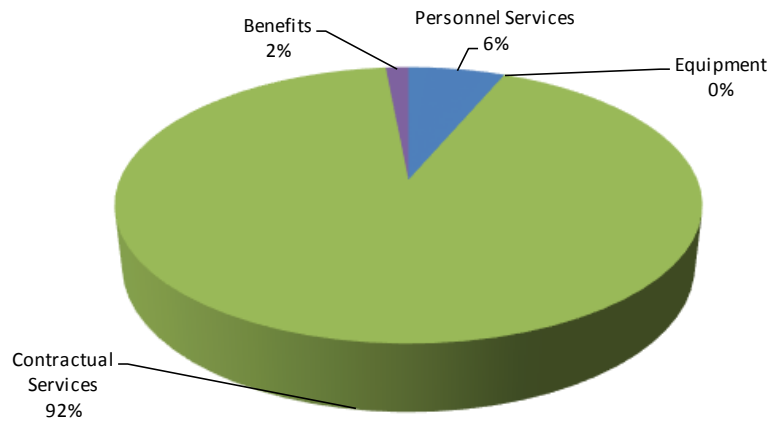
### Major Service Activities

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

## WATER FUND

### ADMINISTRATION

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	146,689.24	155,270.00	155,270.00	159,350.00	163,333.75	167,417.09	171,602.52
Overtime	6.55	500.00	500.00	500.00	512.50	525.31	538.45
Equipment	-	-	-	-	-	-	-
Professional Fees	333.20	500.00	600.00	500.00	500.00	500.00	500.00
Travel & Training	1,011.78	1,800.00	1,800.00	1,800.00	1,845.00	1,891.13	1,938.40
Utilities	804.60	1,250.00	1,250.00	900.00	922.50	945.56	969.20
Contract Services	2,150,256.41	2,175,500.00	2,175,500.00	2,265,300.00	2,276,626.50	2,288,009.63	2,299,449.68
Other Expenses	43,916.52	61,962.00	61,962.00	48,360.00	49,569.00	50,808.23	52,078.43
State Retirement	109,029.95	24,270.00	22,986.58	25,240.00	25,871.00	26,517.78	27,180.72
Social Security	10,971.45	11,920.00	11,920.00	12,290.00	12,597.25	12,912.18	13,234.99
Health Insurance	-	27,340.00	-	-	-	-	-
<b>Total Expense</b>	<b>2,463,019.70</b>	<b>2,460,312.00</b>	<b>2,431,788.58</b>	<b>2,514,240.00</b>	<b>2,531,777.50</b>	<b>2,549,526.91</b>	<b>2,567,492.39</b>



## WATER FUND

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### PUMP AND FILTRATION

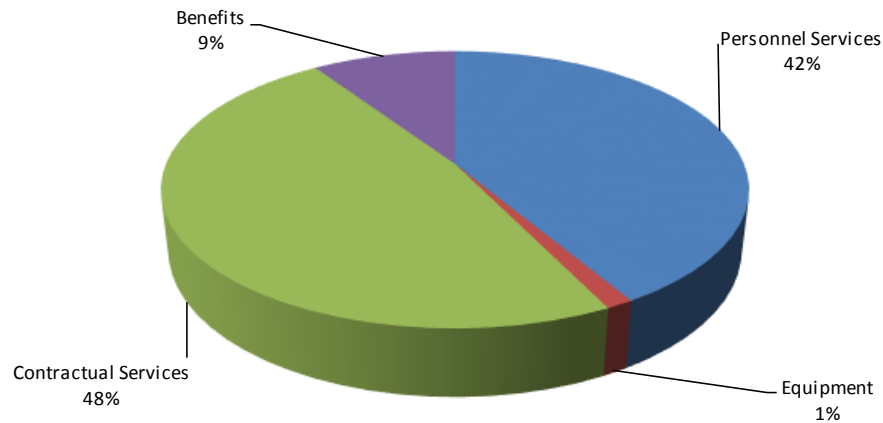
This account provides funding for the maintenance and operation of the Water Treatment Plant, which provides residents of Batavia with water. Proper water treatment is a highly technical, sensitive process involving intake, chemical treatment, filtration, chlorination, storage and distribution to customers.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



## WATER FUND

# PUMP AND FILTRATION

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	455,770.94	459,910.00	459,910.00	480,600.00	492,615.00	504,930.38	517,553.63
Overtime	29,941.48	31,000.00	31,000.00	31,000.00	31,775.00	32,569.38	33,383.61
Equipment	14,943.08	13,700.00	13,700.00	15,900.00	16,297.50	16,704.94	17,122.56
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,350.01	3,500.00	3,500.00	3,500.00	3,587.50	3,677.19	3,769.12
Utilities	148,416.90	164,000.00	164,000.00	161,500.00	165,537.50	169,675.94	173,917.84
Contract Services	46,655.54	77,500.00	77,500.00	79,100.00	81,077.50	83,104.44	85,182.05
Other Expenses	346,379.58	346,300.00	346,300.00	346,800.00	355,470.00	364,356.75	373,465.67
State Retirement	69,213.96	74,430.00	70,494.09	77,050.00	78,976.25	80,950.66	82,974.42
Social Security	36,065.02	37,560.00	37,560.00	39,360.00	40,344.00	41,352.60	42,386.42
Health Insurance	(1,375.00)	112,100.00	-	-	-	-	-
<b>Total Expense</b>	<b>1,147,361.51</b>	<b>1,320,000.00</b>	<b>1,203,964.09</b>	<b>1,234,810.00</b>	<b>1,265,680.25</b>	<b>1,297,322.26</b>	<b>1,329,755.31</b>



## WATER FUND

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# WATER DISTRIBUTION

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

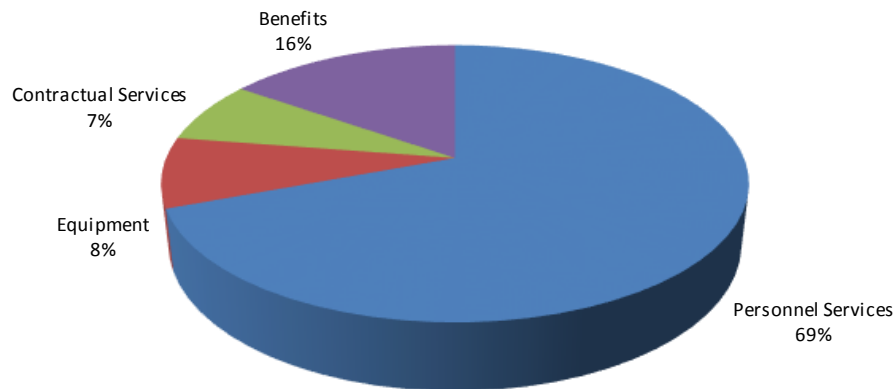
### Major Service Activities

- 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	275,677.04	254,860.00	254,914.50	260,420.00	266,930.50	273,603.76	280,443.86
Overtime	7,624.64	10,000.00	10,000.00	10,000.00	10,250.00	10,506.25	10,768.91
Equipment	20,731.94	29,750.00	29,750.00	32,100.00	17,527.50	17,965.69	18,414.83
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	24,439.11	28,250.00	28,250.00	28,250.00	28,956.25	29,680.16	30,422.16
State Retirement	35,834.51	38,580.00	36,539.86	39,140.00	40,118.50	41,121.46	42,149.50
Social Security	20,255.76	20,270.00	20,270.00	20,690.00	21,207.25	21,737.43	22,280.87
Health Insurance	-	56,610.00	-	-	-	-	-
<b>Total Expense</b>	<b>384,563.00</b>	<b>438,320.00</b>	<b>379,724.36</b>	<b>390,600.00</b>	<b>384,990.00</b>	<b>394,614.75</b>	<b>404,480.12</b>



## **WATER FUND**

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### **MEDICAL INSURANCE**

Hospital, medical and dental insurance expenditures paid by the City on behalf of employees.

## WATER FUND

# MEDICAL INSURANCE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	696.09	2,290.00	2,290.00	-	-	-	-
Health Insurance	205,788.48	-	196,050.00	-	-	-	-
<b>Total Expense</b>	<b>206,484.57</b>	<b>2,290.00</b>	<b>198,340.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## WATER FUND

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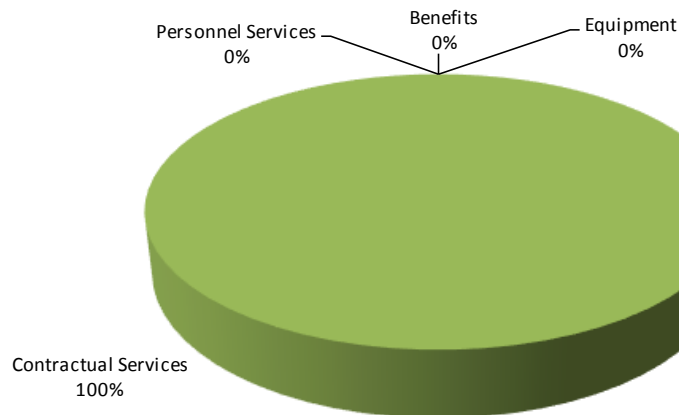
### DEBT SERVICE-BONDS

Expenditures for long-term debt principal and interest payments of serial bonds.

## WATER FUND

### DEBT SERVICE-BONDS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	12,690.56	26,500.00	30,273.44	94,112.00	90,815.75	89,023.25	94,200.75
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>12,690.56</b>	<b>26,500.00</b>	<b>30,273.44</b>	<b>94,112.00</b>	<b>90,815.75</b>	<b>89,023.25</b>	<b>94,200.75</b>



## WATER FUND

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### DEBT SERVICE-BAN

Expenditures for long-term debt principal and interest payments for bond anticipation notes.



## WATER FUND

# DEBT SERVICE-BAN

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,967.09	1,788.00	2,011.48	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	1,967.09	1,788.00	2,011.48	-	-	-	-

## WATER FUND

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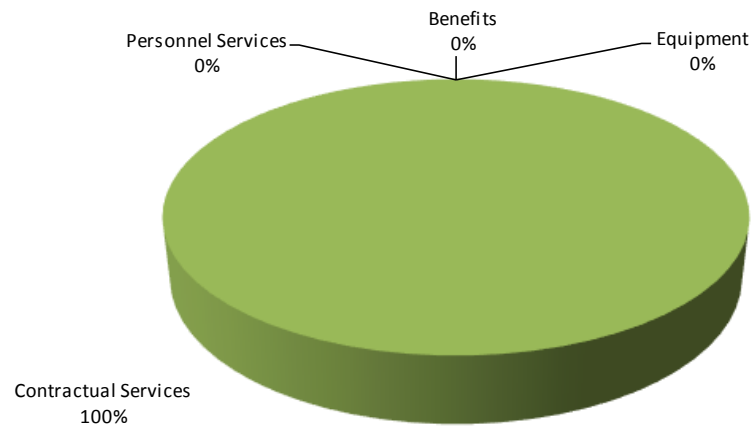
### INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

Expenditures for long-term debt principal and interest payments of Installment Purchase Debt. Debt under this category was used to purchase a Vac Con truck. The municipal lease is paid in full in fiscal year 2020.

## WATER FUND

### INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	35,842.74	33,845.00	36,128.07	64,843.00	64,843.00	64,843.00	64,843.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	35,842.74	33,845.00	36,128.07	64,843.00	64,843.00	64,843.00	64,843.00



## WATER FUND

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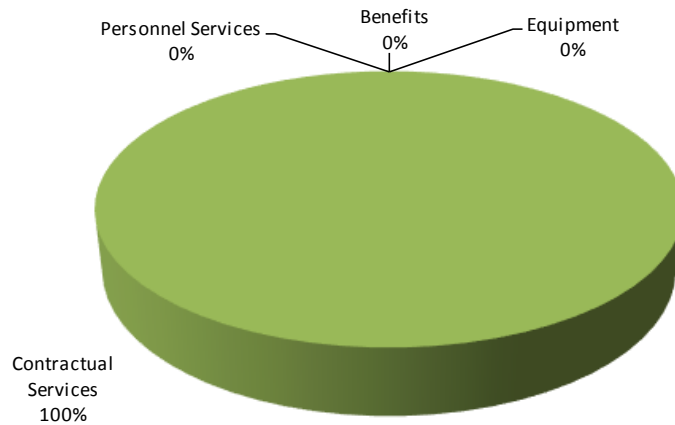
### DEBT SERVICE-ENERGY LEASE

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. The energy lease is paid in full in fiscal year 2022.

## WATER FUND

# DEBT SERVICE-ENERGY LEASE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,998.34	18,558.00	18,557.00	19,118.00	19,697.31	20,293.52	19,568.61
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,998.34</b>	<b>18,558.00</b>	<b>18,557.00</b>	<b>19,118.00</b>	<b>19,697.31</b>	<b>20,293.52</b>	<b>19,568.61</b>



## WATER FUND

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# TRANSFERS FOR CAPITAL PROJECTS

Water-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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	357,332.84	-	102,902.00	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	357,332.84	-	102,902.00	-	-	-	-

## WATER FUND

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# TRANSFERS TO OTHER FUNDS

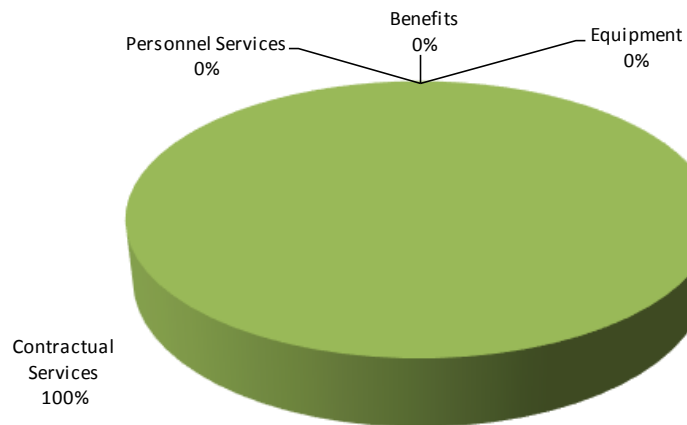
Legally authorized transfers to a fund through which the resources are to be expended.

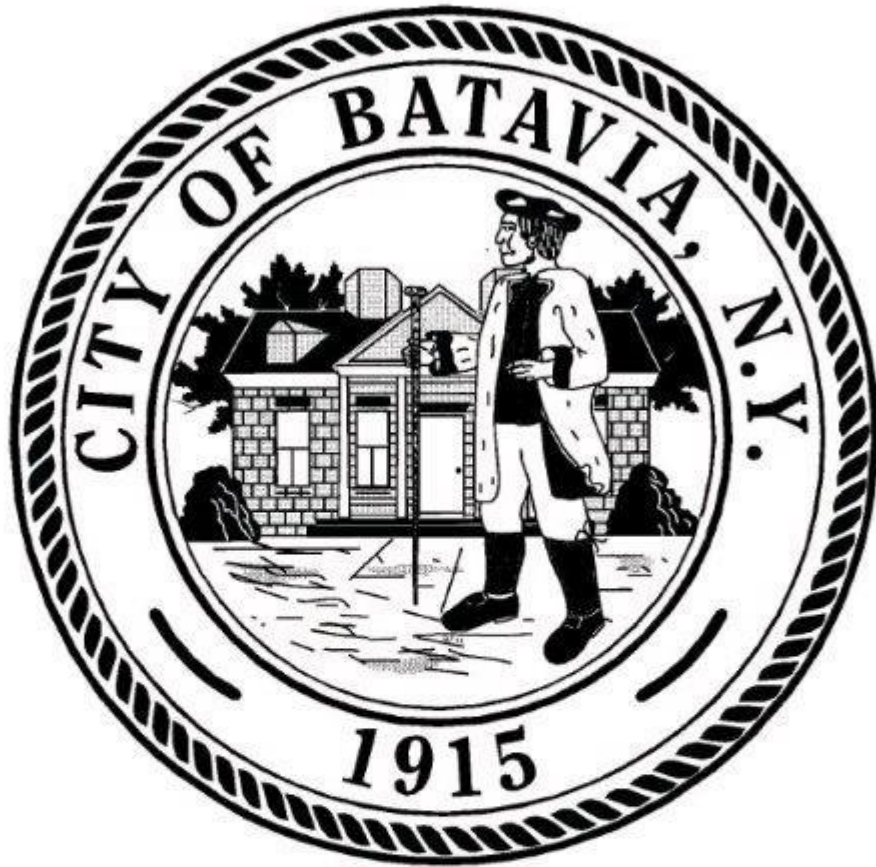


## WATER FUND

# TRANSFERS TO OTHER FUNDS

<u>Description</u>	16/17 Actual	17/18 Budget	17/18 Projected	18/19 Proposed	19/20	20/21 Projected	21/22
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	243,740.00	243,820.00	243,820.00	430,100.00	386,770.50	343,680.91	300,843.37
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	243,740.00	243,820.00	243,820.00	430,100.00	386,770.50	343,680.91	300,843.37





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## WASTEWATER FUND

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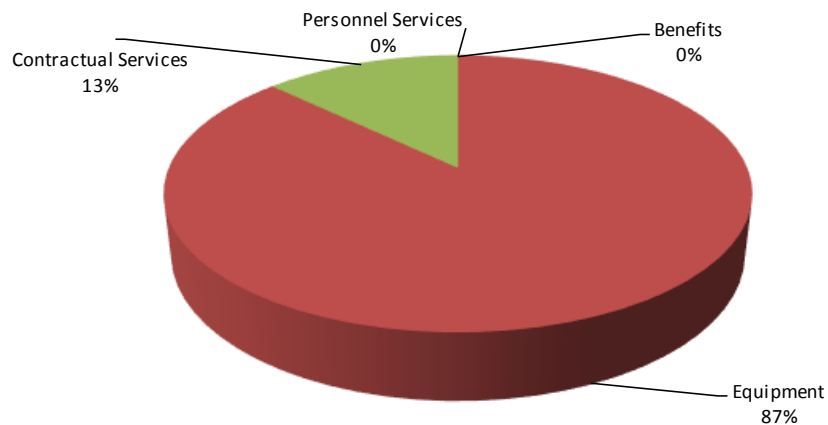
### RESERVES

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.

## WASTEWATER FUND

### RESERVES

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	620,000.00	620,000.00	405,000.00	375,779.93	480,988.33	469,656.16
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	-	-	-	-	-	-	-
<b>Total Expense</b>	-	680,000.00	680,000.00	465,000.00	435,779.93	530,988.33	514,656.16



## WASTEWATER FUND

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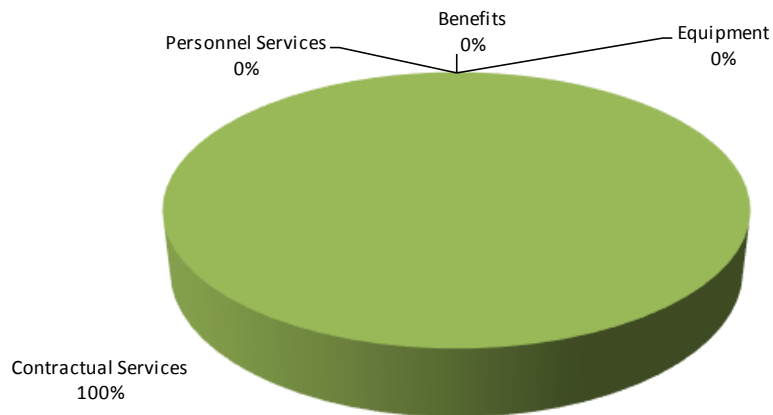
### CONTINGENCY

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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
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	-	-	-	-	-	-	-
<b>Total Expense</b>	-	15,000.00	15,000.00	15,000.00	25,000.00	25,000.00	25,000.00



## WASTEWATER FUND

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### 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.





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## WASTEWATER FUND

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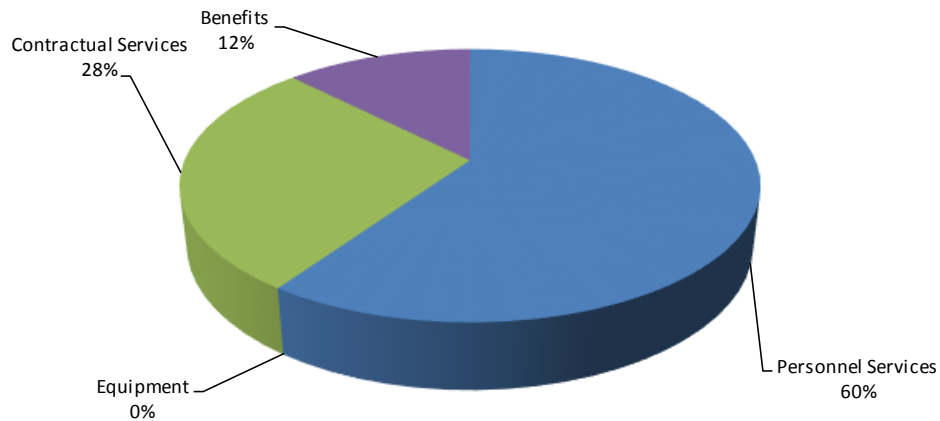
### ADMINISTRATION

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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	168,349.71	177,680.00	177,680.00	182,240.00	185,884.80	189,602.50	193,394.55
<b>Overtime</b>	6.55	400.00	400.00	400.00	408.00	416.16	424.48
<b>Equipment</b>	-	15,000.00	15,000.00	-	-	-	-
<b>Professional Fees</b>	1,166.00	2,000.00	2,000.00	2,000.00	2,060.00	2,121.80	2,185.45
<b>Travel &amp; Training</b>	4,449.01	3,500.00	3,500.00	3,500.00	3,605.00	3,713.15	3,824.54
<b>Utilities</b>	1,310.35	2,200.00	2,200.00	1,250.00	1,287.50	1,326.13	1,365.91
<b>Contract Services</b>	382.50	28,800.00	28,800.00	28,800.00	29,664.00	30,553.92	31,470.54
<b>Other Expenses</b>	41,969.97	47,662.00	50,012.00	49,860.00	51,355.80	52,896.47	54,483.37
<b>State Retirement</b>	21,481.82	23,580.00	22,333.07	24,050.00	24,531.00	25,021.62	25,522.05
<b>Social Security</b>	12,629.93	13,630.00	13,630.00	14,040.00	14,320.80	14,607.22	14,899.36
<b>Health Insurance</b>	-	57,440.00	-	-	-	-	-
<b>Total Expense</b>	251,745.84	371,892.00	315,555.07	306,140.00	313,116.90	320,258.96	327,570.25



## WASTEWATER FUND

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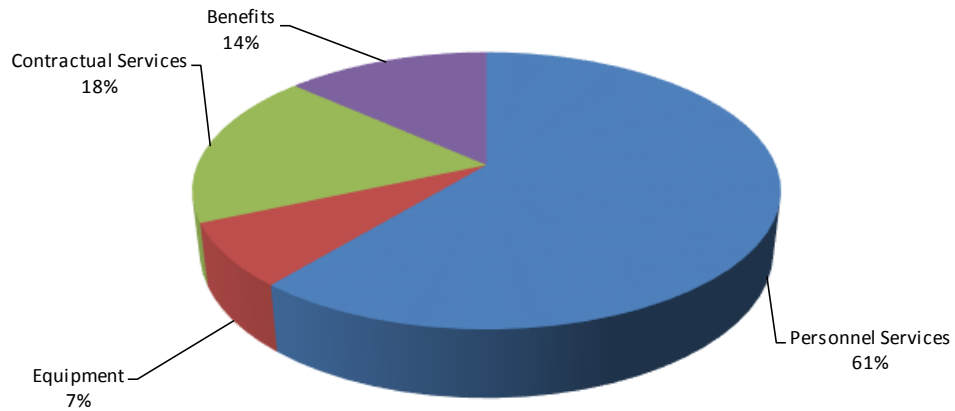
### SANITARY SEWERS

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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
<b>Salaries</b>	151,410.32	231,640.00	231,640.00	236,180.00	240,903.60	245,721.67	250,636.11
<b>Overtime</b>	5,009.54	5,500.00	6,648.57	5,500.00	5,610.00	5,722.20	5,836.64
<b>Equipment</b>	5,680.82	23,300.00	34,345.43	29,250.00	14,677.50	15,117.83	15,571.36
<b>Professional Fees</b>	-	-	-	-	-	-	-
<b>Travel &amp; Training</b>	-	-	-	-	-	-	-
<b>Utilities</b>	19,014.77	26,900.00	26,900.00	26,900.00	27,707.00	28,538.21	29,394.36
<b>Contract Services</b>	-	-	-	-	-	-	-
<b>Other Expenses</b>	36,831.54	235,705.00	235,798.56	45,065.00	46,416.95	47,809.46	49,243.74
<b>State Retirement</b>	32,057.49	34,020.00	32,221.00	34,630.00	35,322.60	36,029.05	36,749.63
<b>Social Security</b>	11,705.83	18,150.00	26,986.98	18,490.00	18,859.80	19,237.00	19,621.74
<b>Health Insurance</b>	(422.00)	56,970.00	-	-	-	-	-
<b>Total Expense</b>	261,288.31	632,185.00	594,540.54	396,015.00	389,497.45	398,175.41	407,053.58



## WASTEWATER FUND

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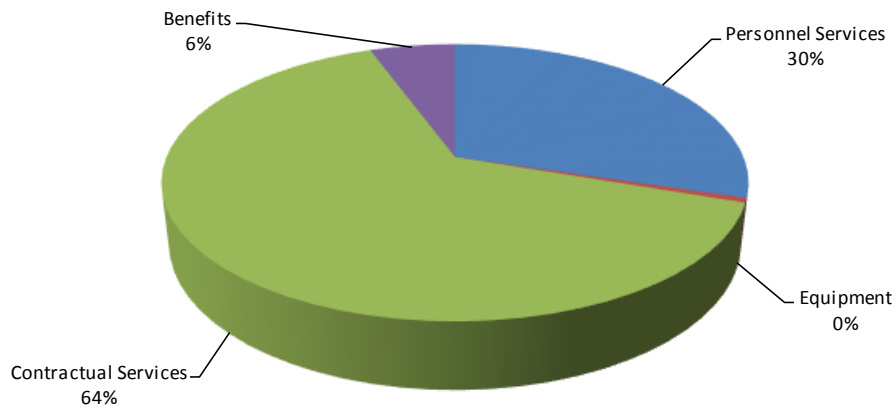
# WASTEWATER TREATMENT

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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	179,838.14	221,650.00	221,650.00	221,610.00	226,042.20	230,563.04	235,174.30
Overtime	4,064.18	5,500.00	5,500.00	5,000.00	5,100.00	5,202.00	5,306.04
Equipment	12,319.31	5,500.00	83,226.40	4,000.00	4,120.00	4,243.60	4,370.91
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	202,819.33	290,700.00	290,700.00	282,500.00	285,675.00	288,892.25	292,152.49
Contract Services	8,991.50	14,250.00	14,250.00	16,250.00	16,737.50	17,239.63	17,756.81
Other Expenses	129,253.97	186,200.00	188,909.23	191,200.00	196,936.00	202,844.08	208,929.40
State Retirement	96,438.64	25,210.00	23,876.88	25,530.00	26,040.60	26,561.41	27,092.64
Social Security	15,479.57	17,380.00	17,380.00	17,340.00	17,686.80	18,040.54	18,401.35
Health Insurance	-	43,790.00	-	-	-	-	-
<b>Total Expense</b>	<b>649,204.64</b>	<b>810,180.00</b>	<b>845,492.51</b>	<b>763,430.00</b>	<b>778,338.10</b>	<b>793,586.55</b>	<b>809,183.94</b>



## WASTEWATER FUND

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### MEDICAL INSURANCE

Hospital, medical and dental insurance expenditures paid by the City on behalf of employees.



## WASTEWATER FUND

# MEDICAL INSURANCE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	302.55	470.00	470.00	-	-	-	-
Health Insurance	117,476.75	-	158,200.00	-	-	-	-
<b>Total Expense</b>	117,779.30	470.00	158,670.00	-	-	-	-

## WASTEWATER FUND

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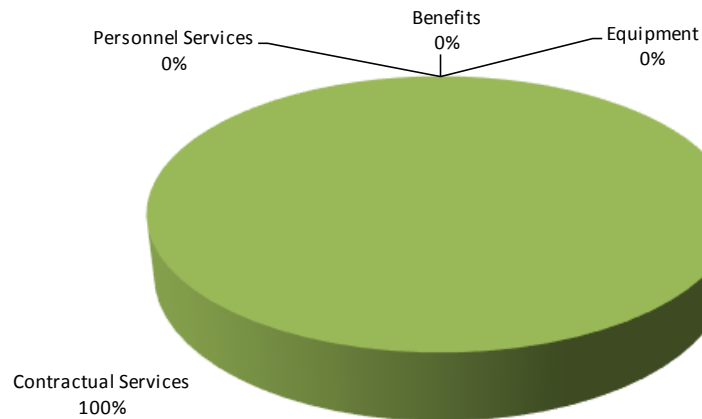
### DEBT SERVICE-BONDS

Expenditures for long-term debt principal and interest payments of serial bonds.

## WASTEWATER FUND

### DEBT SERVICE-BONDS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	25,500.06	161,938.00	167,375.00	446,938.00	444,701.91	297,267.01	299,116.38
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>25,500.06</b>	<b>161,938.00</b>	<b>167,375.00</b>	<b>446,938.00</b>	<b>444,701.91</b>	<b>297,267.01</b>	<b>299,116.38</b>



## WASTEWATER FUND

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### DEBT SERVICE-BAN

Expenditures for long-term debt principal and interest payments of bond anticipation notes.

## WASTEWATER FUND

# DEBT SERVICE-BAN

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	36,672.00	36,672.00	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	36,672.00	36,672.00	-	-	-	-

## WASTEWATER FUND

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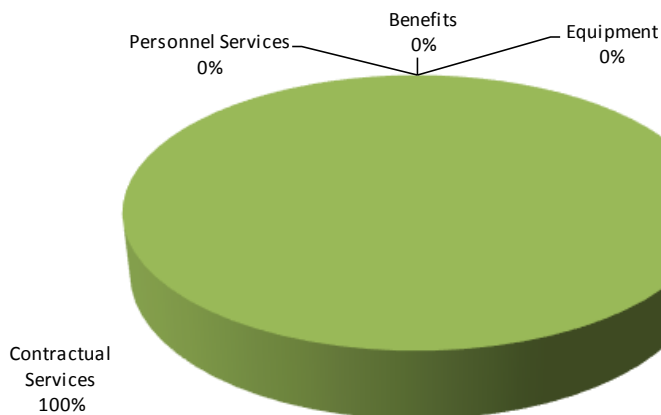
### INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

Expenditures for long-term debt principal and interest payments of Installment Purchase Debt. Debt under this category was used to purchase a Vac Con truck. The municipal lease is paid in full in fiscal year 2020.

## WASTEWATER FUND

# INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,658.71	29,028.00	29,028.00	29,027.00	14,513.93	29,000.00	29,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,658.71</b>	<b>29,028.00</b>	<b>29,028.00</b>	<b>29,027.00</b>	<b>14,513.93</b>	<b>29,000.00</b>	<b>29,000.00</b>



## WASTEWATER FUND

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### DEBT SERVICE-ENERGY LEASE

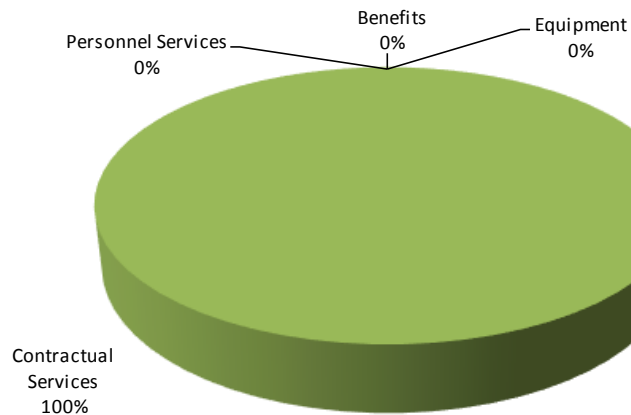
Expenditures for long-term debt principal and interest payments of other long-term debt. Debt under this category was used to fund an energy performance construction project for all City facilities. The energy lease is paid in full fiscal year 2022.



## WASTEWATER FUND

### DEBT SERVICE-ENERGY LEASE

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	828.91	7,699.00	7,697.00	7,931.00	8,170.40	8,417.71	5,117.02
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>828.91</b>	<b>7,699.00</b>	<b>7,697.00</b>	<b>7,931.00</b>	<b>8,170.40</b>	<b>8,417.71</b>	<b>5,117.02</b>



## WASTEWATER FUND

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### 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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	971,870.58	-	680,000.00	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	971,870.58	-	680,000.00	-	-	-	-

## WASTEWATER FUND

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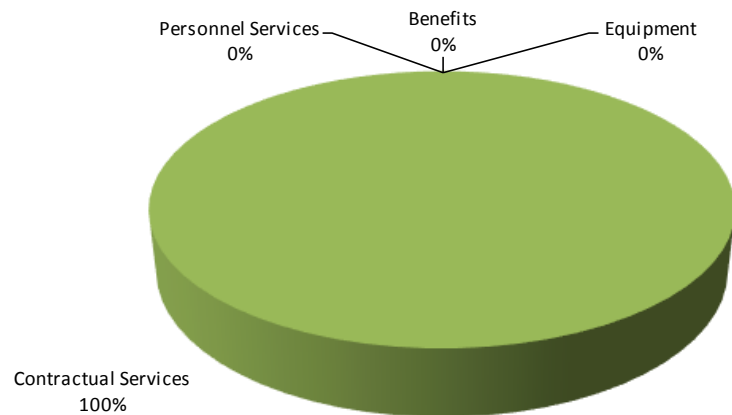
### TRANSFERS TO OTHER FUNDS

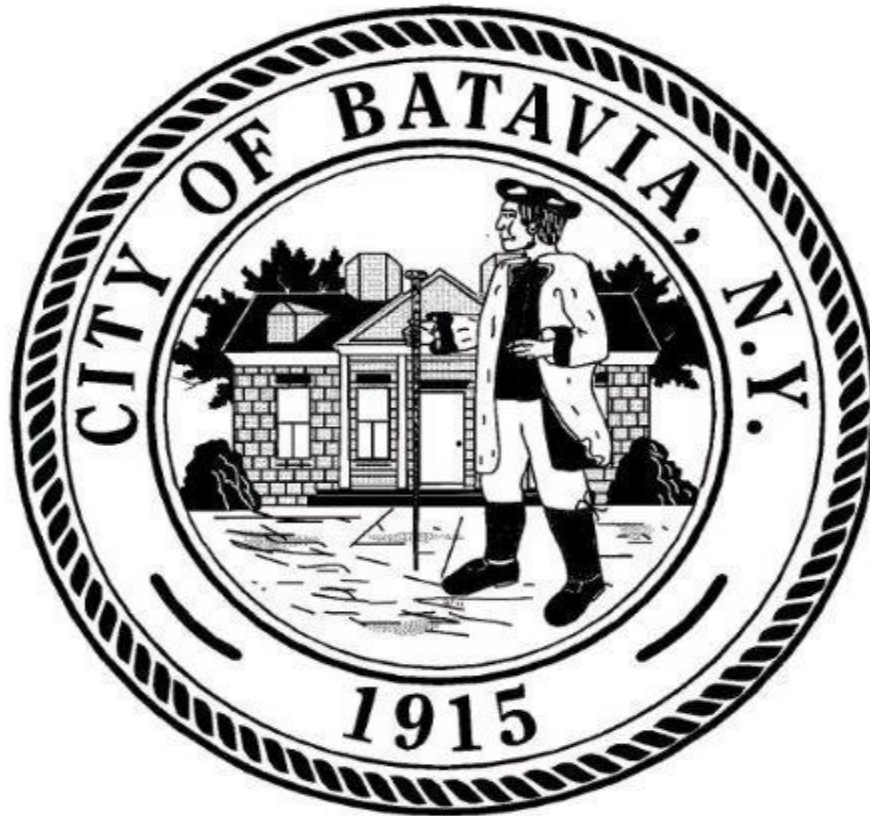
Legally authorized transfers to a fund through which the resources are to be expanded.

## WASTEWATER FUND

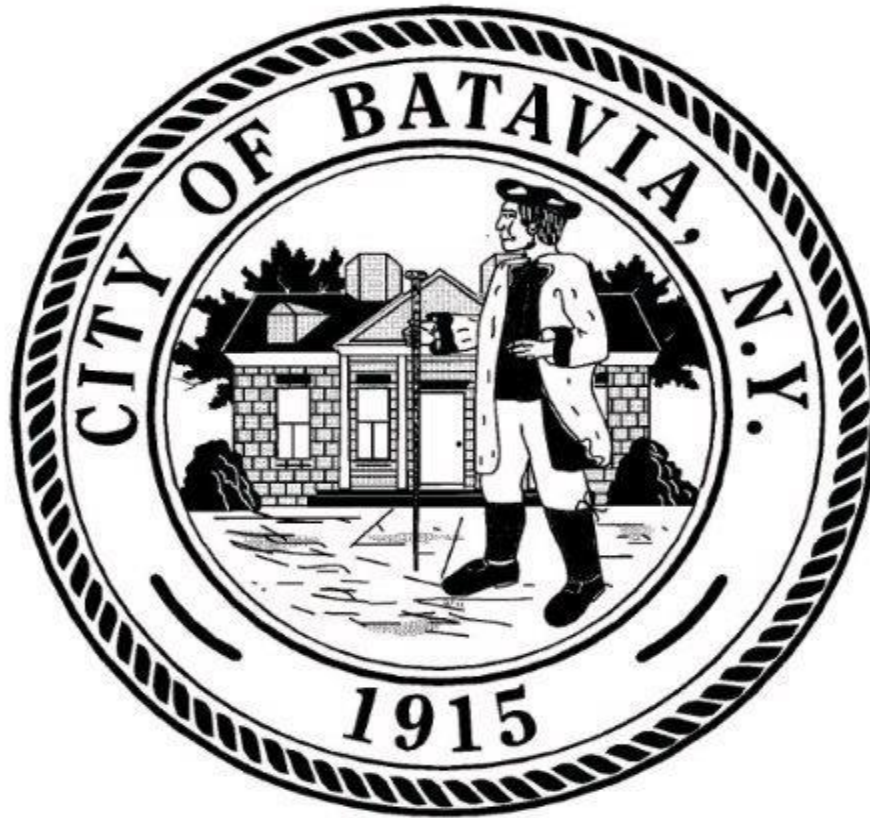
### TRANSFERS TO OTHER FUNDS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	31,810.00	31,880.00	31,880.00	206,120.00	211,383.40	216,829.54	222,467.42
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>31,810.00</b>	<b>31,880.00</b>	<b>31,880.00</b>	<b>206,120.00</b>	<b>211,383.40</b>	<b>216,829.54</b>	<b>222,467.42</b>





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### ADMINISTRATION

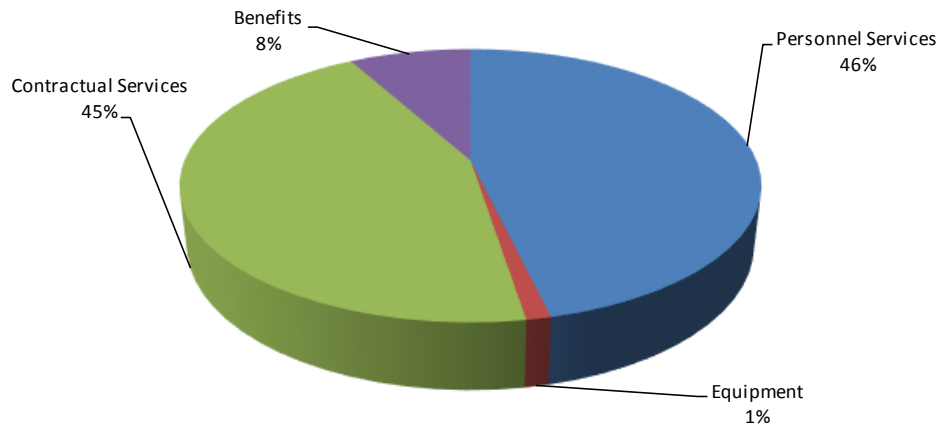
City Centre Administration has the responsibility for operation and maintenance of the City Centre Concourse.



## CITY CENTRE FUND

### ADMINISTRATION

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	69,887.00	71,284.74	71,997.59	72,717.56
Overtime	-	-	-	10,000.00	10,200.00	10,302.00	10,405.02
Equipment	-	-	-	2,000.00	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	45,000.00	45,900.00	46,359.00	46,822.59
Contract Services	-	-	-	6,500.00	6,630.00	6,696.30	6,763.26
Other Expenses	-	-	-	25,250.00	25,755.00	26,012.55	26,272.68
State Retirement	-	-	-	7,834.00	7,990.68	8,070.59	8,151.29
Social Security	-	-	-	6,111.00	6,233.22	6,295.55	6,358.51
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	-	172,582.00	173,993.64	175,733.58	177,490.91



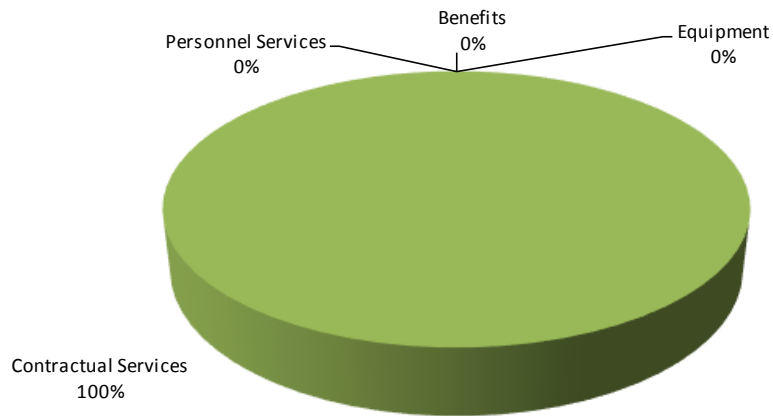
### CONTINGENCY

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

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	172,582.00	7,659.67	9,524.15	12,066.91
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	-	172,582.00	7,659.67	9,524.15	12,066.91



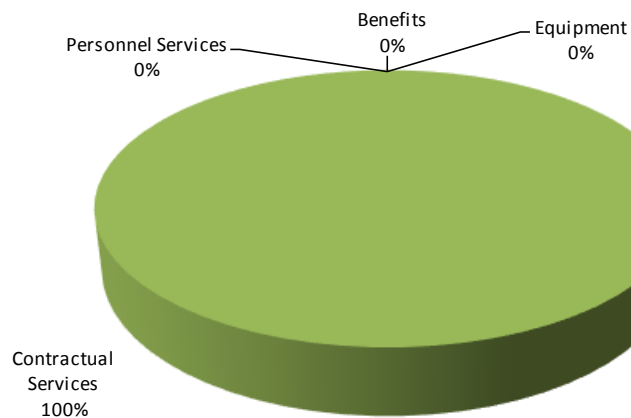
## TRANSFERS

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

## CITY CENTRE FUND

### TRANSFERS

<b>Description</b>	<b>16/17 Actual</b>	<b>17/18 Budget</b>	<b>17/18 Projected</b>	<b>18/19 Proposed</b>	<b>19/20</b>	<b>20/21 Projected</b>	<b>21/22</b>
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	22,903.00	22,186.67	22,408.54	22,632.62
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	-	22,903.00	22,186.67	22,408.54	22,632.62



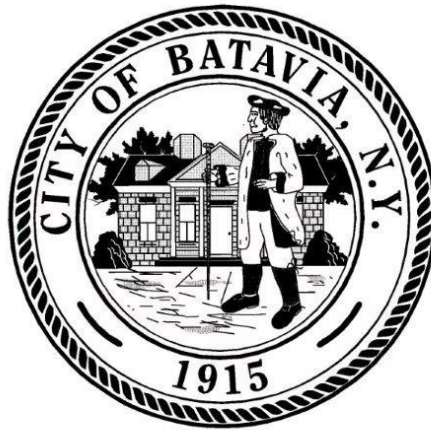


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# SECTION 6

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## MISCELLANEOUS FUNDS



# MISCELLANEOUS

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## **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 this year. It's a government fund that houses the expenses the City experiences in providing a self-insured health insurance product to their employees. In prior years this expense was incorporated into the General Fund. 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 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 only be for the 2018/2019 fiscal year.

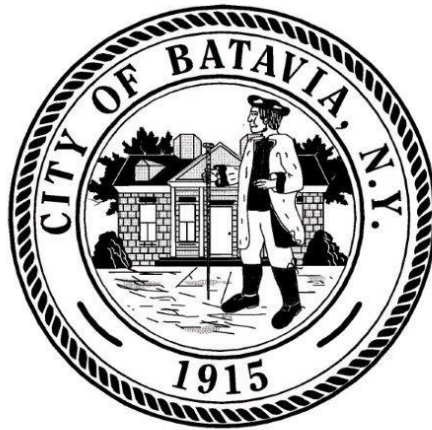


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# SECTION 7

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## CAPITAL & DEBT



# CAPITAL IMPROVEMENTS

## CAPITAL IMPROVEMENT PLANS

Following is the City's

Capital Improvement Plans for FY 17/18 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
<b>Buildings</b>	\$50,000	25-50 years
<b>Building &amp; site improvements</b>	\$50,000	10-50 years
<b>Infrastructure</b>	\$200,000	25-50 years
<b>Furniture/ Equipment</b>	\$5,000	3-20 years
<b>Vehicles</b>	\$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 development 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 FY19 will have no impact on debt service as no general obligation bonds are planned to be issued for any projects, however there is a \$60,000 bond anticipation note (BAN) interest payment as a BAN will be needed to support the capital projects for cashflow purposes until grant reimbursements are received. The replacement of a tandem axle dump truck with plow package will be financed with a seven year municipal lease and will increase lease payments by approximately \$29,000. However, this capital purchase will provide for the less repairs and maintenance on the vehicle. The sidewalk and street construction projects, funded by federal and state grants, will correct deficient or faulty infrastructure as well as gain ADA compliance with pedestrian crossings. This should have little to no impact on the operating budget other than minimize long-term general liability risk. Facility improvements will all be funded with existing reserve funds and will replace aging infrastructure. This may have some positive impact on future energy efficiencies.

## PARKING LOT PLAN

Project	Near	Near	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Dwyer Stadium	Bank		\$10,767					
Mac Arthur Park	Tennis Courts		\$5,127					
City Centre Front	Main	Jefferson	\$609					
Jefferson	PO Short Term	Jefferson	\$2,139					
Williams Park	Sports Court		\$4,006					
Williams Park	Tennis Court		\$1,964					
Lambert Park	Hillcrest	Verona	\$1,282					
Southside	Liberty	Southside	\$4,631					
East Mall	Alva	Bank		\$125,904				
Center Street	Center	E.Main			\$24,207			
Kanale Lot	Ellicott	Central			\$5,202			
Lions Park-Main	Wallace				\$9,854			
Alva Lot	Alva	Bank				\$57,248		
Williams Park	Parking						\$37,435	
Court Street	School	Center						\$115,522
<b>Total</b>			\$30,524	\$125,904	\$39,262	\$57,248	\$37,435	\$115,522
<b>Budget Contribution</b>			\$39,952	\$35,000	\$51,467	\$58,415	\$66,301	\$75,252
<b>Reserve Expenditure</b>			\$0	\$90,000	\$0	\$0	\$0	\$40,270
<b>Reserve Balance</b>			\$85,940	\$26	\$12,205	\$13,375	\$42,241	\$1,971

THE PARKING LOT/SPORTS SURFACE MANAGEMENT PLAN IS FUNDED WITH ANNUAL CONTRIBUTIONS FROM THE CITY'S GENERAL FUND. IN FY19 THE BUDGET CONTRIBUTION IS \$35,000. 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	2018-19	2019-20	2020-21	2021-22
Dwyer Stadium	Outside Painting				
	Roof at Main Building/Dugouts	48,000	100,000		
	Inside Lights T-8 Fixtures	\$3,000	\$2,000	\$2,000	\$2,000
	Stadium Lights Re-Lamp	\$2,000	\$4,800	\$4,800	\$4,800
	Hot Water Tank	\$3,500	\$3,500	\$3,500	\$3,500
	Replace Seating	\$32,000	\$32,000	\$34,000	
	Clubhouse HVAC Units			\$20,000	\$20,000
	Elevator Replacement			\$15,000	
	Total	\$94,500	\$142,300	\$77,300	\$66,300
Ice Arena	Rubber/Office Flooring Replacement	\$8,000	\$13,000	\$8,000	\$8,000
	Cooling Tower Piping				
	Infrared Heating		10,000		
	Zamboni		\$125,000		
	Total	\$8,000	\$148,000	\$8,000	\$8,000
City Hall	Rug Replacement	\$15,500	\$3,600	\$12,000	\$12,500
	Office/Interior Painting	\$7,300	\$7,500	\$8,750	\$4,400
	Roofing			\$20,000	
	Re-lamping/lighting Replacement (LED)	\$1,400	\$4,400	\$1,400	\$4,400
	Total	\$24,200	\$15,500	\$42,150	\$21,300
FD & BOM	Fire Station Upgrades		\$520,000		
	Bureau of Maintenance Upgrades		\$640,000		
	Total		\$1,160,000		
	Use of Reserves	\$125,300	\$1,465,800	\$119,450	\$95,600

1. **THE DWYER STADIUM CAPITAL PLAN** IS FUNDED WITH THE EXISTING BALANCE FROM THE RESERVE FUND. AFTER THE **FY19** CAPITAL EXPENDITURES THE RESERVE FUND BALANCE IS EXPECTED TO BE APPROXIMATELY **\$99,000**. AS SEEN IN SUBSEQUENT YEARS, IF THE RESERVE FUND IS NOT FUNDED WITH SURPLUS OR ONE-TIME REVENUES, AND THE CITY CONTINUES NOT TO APPROPRIATE AN ANNUAL BUDGET CONTRIBUTION, THE CAPITAL EXPENDITURES OUTLINED IN FUTURE YEARS WOULD HAVE TO BE FINANCED WITH GENERAL OBLIGATION BONDS, BE INCLUDED IN THE GENERAL FUND OPERATING BUDGET OR WOULD NOT BE ABLE TO BE COMPLETED.
2. **THE ICE RINK CAPITAL PLAN** IS FUNDED WITH ANNUAL LEASE PAYMENTS FROM THE OPERATOR OF THE ICE ARENA WHICH ARE PAID TO THE CITY AS OUTLINED IN THE LEASE AGREEMENT. THE CURRENT LEASE AGREEMENT EXPIRES **3/31/2021** AND FUTURE LEASE PAYMENTS ARE EXPECTED TO CONTINUE AT A MINIMUM OF **\$22,500** ANNUALLY. ANNUAL LEASE PAYMENTS PROVIDE SUFFICIENT FUNDS FOR FUTURE CAPITAL IMPROVEMENTS. THERE ARE NO ADDITIONAL BUDGET CONTRIBUTIONS THAT FUND THE RESERVE FUND OTHER THAN REVENUE FROM ANNUAL LEASE PAYMENTS. **NOTE: FY20** IDENTIFIES THE REPLACEMENT OF THE EXISTING ZAMBONI. WHILE NOT SHOWN IN THE CAPITAL PLAN, HISTORICALLY THE CITY HAS PURCHASED THE ZAMBONI AND THE ICE ARENA OPERATOR HAS PAID THE CITY THE COST OF THE ZAMBONI OVER THE FOLLOWING TEN YEARS.
3. **THE CITY HALL CAPITAL PLAN** WAS CREATED TO PLAN OUT FUTURE IMPROVEMENTS. CITY HALL IS CURRENTLY **13** YEARS OLD AND REGULAR CAPITAL IMPROVEMENTS WILL CONTINUE TO KEEP THE BUILDING LOOKING AND PERFORMING AT HIGH LEVELS.
4. **THE FIRE STATION AND BUREAU OF MAINTENANCE CAPITAL IMPROVEMENTS** INCLUDE UPGRADES FOR HVAC, GENERAL & PLUMBING, ROOFING AND ELECTRICAL IMPROVEMENTS. NEITHER FACILITY HAS HAD BUILDING MAINTENANCE IMPROVEMENTS FOR MORE THAN **20** YEARS. IT IS RECOMMENDED THAT THESE IMPROVEMENTS TAKE PLACE IN **FY20** UTILIZING RESERVE FUNDING OR GENERAL OBLIGATION BONDS.



## EQUIPMENT REPLACEMENT PLAN

Equipment Name	Age at Replacement	Department	2018-19	2019-20	2020-21
ASV-Skid-Ster	13	Public Works		\$62,100	
6 Wheel Plow	226	Public Works	\$226,000		
Chevy Pickup	20	Public Works	\$32,100		
Marked Police Car	3	Police Department	\$35,500		
Marked Police Car	4	Police Department	\$35,500		
Int. Harvester Tractor	37	Public Works		\$53,200	
Marked Police Car	4	Police Department		\$36,500	
Marked Police Car	3	Police Department		\$36,500	
CAT Loader	25	Public Works			\$247,600
Marked Police Car	4	Police Department			\$37,500
Marked Police Car	3	Police Department			\$37,500
	<b>Total</b>		\$379,00	\$126,200	\$322,600
	<b>DPW Reserve Expenditure</b>		\$40,000	\$115,300	\$247,00
	<b>Sewer Equipment Reserve Expenditure</b>		\$0	\$0	\$0
	<b>Water Equipment Reserve Expenditure</b>		\$0	\$0	\$0
	<b>Police Equipment Reserve Expenditure</b>			\$10,000	\$10,000

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	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Backwash Pumping Improvements	County	N/A	\$237,827									
Subtransformer Improvements	County	N/A	\$90,383									
Rapid Mix, Precipitator, and Filter Gallery Improvements	City	Reserves			\$628,537							
Summit Street Watermain Improvements	City	Reserves	\$122,534	\$694,359								
Union Street Watermain Improvements	City	Finance			\$203,520		\$1,153,281					
Vine, Elm, & Chase Watermain Improvements	City	Finance		\$145,305	\$823,397							
South Main & Brooklyn Watermain Improvements	City	Finance			\$136,982		\$776,229					
Jackson Street Watermain Abandonment	City	Finance					\$98,683	\$559,205				
Clinton Street Watermain Abandonment	City	Finance					\$85,415	\$484,020				
Roosevelt Avenue Watermain Improvements	City	Finance										\$1,020,436
WTP Roofing Improvements	City	Finance	\$347,000									
Lime System Improvements	County	N/A						\$658,149				
Ferric Sulfate System Improvements	County	N/A						\$294,185				
Industrial Park Feed Inspection	City	Finance					\$73,614					
WTP HVAC Improvements	City	Finance						\$148,301				
Well House Electrical System Improvements	County	N/A						\$104,778				

Project	*City or County	Funding Method	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Filter Media Improvements	County	N/A							\$412,131			
Filter Valve Replacements (Stage 1)	County	N/A							\$88,428			
High Service Pump Improvements	County	N/A							\$313,618			
VA Water Storage Tank Improvements	County	N/A									\$3,707,643	
Finished Water Reservoir Improvements	City	Finance							\$599,564			
Production Well No. 3	County	N/A								\$597,662		
Total Estimated Cost			\$708,243	\$839,664	\$1,792,436	0	\$2,187,222	\$2,248,638	\$1,413,740	\$597,662	\$3,707,643	\$1,020,436
*Improvements related to the water treatment process are paid for by Genesee County in accordance with the current water supply agreement  ** The estimated project cost reflect 2014 dollars and was inflated by 3% annually based on the anticipate schedule  <div></div> Indicates that design will be completed the previous year.												

THERE IS NO CAPITAL WORK SCHEDULED FOR FY19 DUE TO THE CHANGE IN ADMINISTRATION ON THE FOLLOWING PROJECTS: UNION, SOUTH MAIN AND BROOKLYN. IMPROVEMENTS WILL ALSO BE FUNDED WITH \$333,000 OF CDBG FUNDING. ALL EXISTING DEBT AND NEW DEBT FROM THE WATER FUND CAPITAL IMPROVEMENTS WILL NOT IMPACT THE OPERATIONS BUDGET, AND WILL BE FUNDED BY A COMBINATION OF REVENUE GENERATED FROM A CAPITAL IMPROVEMENT FEE, CAPITAL RESERVES AND GENERAL OBLIGATION BONDS. ANNUAL INCREASES IN THE WATER RATE AND METER FEE OF 3.5% ARE DUE TO A 1-3% ANNUAL DECREASE IN WATER CONSUMPTION. RAPID MIX, PRECIPITATOR AND FILTER GALLERY IMPROVEMENTS AND LIME SYSTEM IMPROVEMENTS HAVE BEEN POSTPONED UNTIL THE WATER AGREEMENTS HAVE BEEN RENEGOTIATED WITH GENESSEE COUNTY.

## SEWER CAPITAL PLAN

Project	*City or County	Funding Method	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Sanitary Lift Station Electrical Improvements	City	Facility Reserve		\$206,876								
Grit Pump & Blower Improvements	Shared	Facility Reserve	\$80,546									
State Street Sanitary Sewer Siphon Elimination	City	Facility Reserve	\$48,807	\$276,571								
Elm Street Sanitary Sewer Replacement	City	Finance		\$125,653	\$712,032							
Washington Avenue Sanitary Sewer Replacement (Bank to Ross)	City	Finance	\$106,605	\$604,092								
Central Pump Station Fire Suppression System Improvements	Shared	Facility Reserve		\$77,912								
Washington Avenue Sanitary Sewer Replacement (Jefferson to Bank)	City	Finance	\$102,197	\$579,114								
Franklin Street Sanitary Sewer Replacement	City	Finance					\$242,000	\$806,596				
Grit Cyclone Classifier Improvements	Shared	Facility Reserves			\$119,121							
WWTP Roofing System Improvements	Shared	Finance						\$855,091				
Mechanical Fine Screen Improvements	Shared	Finance			\$188,364							

Project	*City or County	Funding Method	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Central Pumping Station Electrical System Improvements	Shared	Facility					\$106,421					
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			\$191,227			\$208,959			\$228,335	
Secondary Pond No. 1 Sludge Removal	Shared	Finance	\$2,320,338									
Infiltration & inflow Study- Bank St. (Washington to North), Bank St. (Denio to Tate N of Douglas), Redfield Pkwy/Bogue Ave. , Vine t. (Farwell to Bank	City	Finance	TBD									
Total Estimated Cost			\$2,658,491	\$1,981,931	\$1,210,745	\$0	\$1,083,598	\$1,064,050	\$1,046,229	\$1,257,111	\$228,335	\$0
*The Town has purchased treatment capacity under an agreement with the City and is responsible for 15% of the costs associated with improvements at the Central Pump station and Wastewater Treatment Plant ** The estimated total City cost is based on 2014 dollars and is inflated 3% annually based on the anticipated schedule  Indicates that design will be completed the previous year												

THERE IS NO SEWER CAPITAL SCHEDULED FOR FY19 DUE TO THE CHANGE IN ADMINISTRATION. THE SEWER FUND HAS CONSIDERABLE CASH AVAILABILITY AS THE WASTEWATER PLANT DEBT SERVICE EXPIRED IN 2010. AS A RESULT HE FUND HAS CONSIDERABLE LONG-TERM DEBT CAPACITY AND THE ABILITY TO SUPPORT SIGNIFICANT CONTRIBUTIONS TO RESERVE FUNDS FOR FUTURE CAPITAL PROJECTS WITHOUT IMPACTING THE SEWER RATE. IN ADDITION, INCREASING SEWER FLOWS FROM THE TOWN OF BATAVIA HAVE SUPPORTED A LEVEL SEWER RATE.



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# DEBT SERVICE

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## 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 (9%) 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, 2018, the City's constitutional debt limit was \$49,057,396. The City's principal debt from 2017 through 2038 General Fund currently totals \$3,623,128.

## TYPES OF CITY DEBT

**EFC- San Sewer** - Issued 7/29/1999 in the amount of \$7,925,000. Impacts Sewer Fund. Used to fund sanitary sewer upgrades. Refunded in 2010. Payment in full expected 4/15/2019.

**Municipal Lease** - Entered into 11/2012 in the amount of \$283,716. Impacts General, Water and Sewer Fund. Used to purchase a Vac Con vacuum truck. Payment in full expected 4/1/2019.

**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.

## DEBT PAYMENT SCHEDULE

Due Date		Total Payments	General		Water		Sewer	
			Principal	Interest	Principal	Interest	Principal	Interest
<b><u>FY 2018-19</u></b>								
4/1/18	EFC-SAN.SEWER	139,481.50					135,000.00	4,481.50
4/1/18	MUNICIPAL LEASE-VACCON	20,157.95	3,531.20	97.23	1,961.78	54.02	14,124.80	388.92
4/1/18	BOND - VINE & ELM	18,483.44				10,365.21		8,118.23
5/1/18	LANDFILL, etc	8,250.00		8,250.00				
5/1/18	SLUDGE, WASHINGTON, ROOF	226,766.84			11,000.00	3,543.75	145,000.00	67,223.09
5/1/18	CITY CENTRE - REFUNDED MUNICIPAL LEASE - TANDEM	48,712.51		38,970.01		4,871.25		4,871.25
6/1/18	AXLE	14,292.46	12,786.00	1,506.46				
8/1/18	DWYER	130,550.00	125,000.00	5,550.00				
10/1/18	EFC-SAN.SEWER	2,367.40						2,367.40
10/1/18	MUNICIPAL LEASE-VACCON	20,157.94	3,563.32	65.11	1,979.62	36.17	14,253.27	260.45
10/1/18	BOND - VINE & ELM	74,456.25			30,400.00	10,910.75	24,600.00	8,545.50
11/1/18	LANDFILL, etc	118,250.00	110,000.00	8,250.00				
11/1/18	SLUDGE, WASHINGTON, ROOF	34,834.38				1,712.50		33,121.88
11/1/18	CITY CENTRE - REFUNDED	208,712.51	128,000.00	38,970.01	16,000.00	4,871.25	16,000.00	4,871.25
11/24/18	ENERGY LEASE MUNICIPAL LEASE - TANDEM	107,166.00	74,291.08	5,826.24	17,728.09	1,390.31	7,353.58	576.70
12/1/18	AXLE	14,293.25	12,930.00	1,363.25				
2/1/19	DWYER	3,675.00		3,675.00				
3/31/19	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00
		1,191,481.43	470,101.60	112,523.31	79,069.49	38,192.21	356,331.65	135,263.17

Due Date		Total Payments	Principal	General Interest	Principal	Water Interest	Principal	Sewer Interest
<b><u>FY 2019-20</u></b>								
4/1/19	EFC-SAN.SEWER	142,367.40					140,000.00	2,367.40
4/1/19	MUNICIPAL LEASE-VACCON	20,158.25	3,595.73	32.76	1,997.63	18.20	14,382.90	131.03
4/1/19	BOND - VINE & ELM	18,837.50				10,568.75		8,268.75
5/1/19	LANDFILL, etc	5,500.00		5,500.00				
5/1/19	SLUDGE, WASHINGTON, ROOF	214,834.38			10,000.00	1,712.50	170,000.00	33,121.88
5/1/19	CITY CENTRE - REFUNDED MUNICIPAL LEASE - TANDEM	47,112.51		37,690.01		4,711.25		4,711.25
6/1/19	AXLE	14,293.44	13,075.00	1,218.44				
8/1/19	DWYER	123,675.00	120,000.00	3,675.00				
10/1/19	BOND - VINE & ELM	73,837.50			30,000.00	10,568.75	25,000.00	8,268.75
11/1/19	LANDFILL, etc	115,500.00	110,000.00	5,500.00				
11/1/19	SLUDGE, WASHINGTON, ROOF	32,921.88				1,606.25		31,315.63
11/1/19	CITY CENTRE - REFUNDED	212,112.51	132,000.00	37,690.01	16,500.00	4,711.25	16,500.00	4,711.25
11/24/19	ENERGY LEASE MUNICIPAL LEASE - TANDEM	110,411.00	78,091.43	4,451.86	18,634.97	1,062.34	7,729.75	440.65
12/1/19	AXLE	14,293.01	13,221.00	1,072.01				
2/1/20	DWYER	1,875.00		1,875.00				
3/31/20	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00
		1,148,603.38	469,983.16	98,705.09	77,132.60	35,396.29	373,612.65	93,773.59
<b><u>FY 2020-21</u></b>								
4/1/20	BOND - VINE & ELM					10,193.75		7,956.25
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 MUNICIPAL LEASE - TANDEM	45,462.51		36,370.01		4,546.25		4,546.25
6/1/20	AXLE	14,192.93	13,369.00	823.93				
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

12/1/20	MUNICIPAL LEASE - TANDEM AXLE	14,293.20	13,519.00	774.20				
3/31/21	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00
		948,494.41	466,922.60	84,720.32	75,575.93	33,740.84	219,120.06	86,564.66
Due Date		Total Payments	General Principal	General Interest	Water Principal	Water Interest	Sewer Principal	Sewer Interest
<b><u>FY 2021-22</u></b>								
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 MUNICIPAL LEASE - TANDEM	216,009.38			10,000.00	1,500.00	175,000.00	29,509.38
6/1/21	AXLE	14,292.79	13,670.00	622.79				
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 MUNICIPAL LEASE - TANDEM	109,689.58	80,514.43	1,489.52	19,213.17	355.44	7,969.59	147.43
12/1/21	AXLE	14,292.68	13,823.00	469.68				
3/31/22	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00
		741,452.20	248,007.43	72,442.01	81,713.17	32,056.19	225,469.59	81,763.81
<b><u>FY 2022-23</u></b>								
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				
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				
3/31/23	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00
		631,903.95	172,113.00	66,833.20	63,000.00	30,175.75	223,000.00	76,782.00

Due		Total	General		Water		Sewer	
Date		Payments	Principal	Interest	Principal	Interest	Principal	Interest
<b><u>FY 2023-24</u></b>								
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
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
3/31/24	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00
		597,777.15	144,000.00	62,400.02	63,000.00	28,593.25	228,000.00	71,783.88
<b><u>FY 2024-25</u></b>								
4/1/24	BOND - VINE & ELM	15,212.50				8,506.25		6,706.25
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
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
3/31/25	DEBT PREMIUM AMORTIZATION	874.00				437.00		437.00
		591,611.53	148,000.00	58,080.02	63,500.00	26,959.50	228,500.00	66,572.01
<b><u>FY 2025-26</u></b>								
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
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
		590,117.78	148,000.00	53,640.02	63,500.00	25,304.50	238,500.00	61,173.26

Due Date		Total Payments	Principal	General Interest	Principal	Water Interest	Principal	Sewer Interest
<b><u>FY 2026-27</u></b>								
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
<b><u>FY 2027-28</u></b>								
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
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
<b><u>FY 2028-29</u></b>								
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

Due		Total	General		Water		Sewer	
Date		Payments	Principal	Interest	Principal	Interest	Principal	Interest
<b><u>FY 2029-30</u></b>								
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
<b><u>FY 2030-31</u></b>								
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
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
<b><u>FY 2031-32</u></b>								
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

Due		Total	General		Water		Sewer	
Date		Payments	Principal	Interest	Principal	Interest	Principal	Interest
<b><u>FY 2032-33</u></b>								
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
<b><u>FY 2033-34</u></b>								
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
<b><u>FY 2034-35</u></b>								
4/1/34	BOND - VINE & ELM	5,250.00				2,925.00		2,325.00
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



Due		Total	General		Water		Sewer	
Date		Payments	Principal	Interest	Principal	Interest	Principal	Interest
<b><u>FY 2035-36</u></b>								
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
<b><u>FY 2036-37</u></b>								
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
<b><u>FY 2037-38</u></b>								
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
2018-2038	Totals	11,197,195.31	3,623,127.79	837,203.99	1,325,991.19	394,985.58	4,097,033.95	937,002.81



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# SECTION 8

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## GLOSSARY



## ACRONYMS AND DEFINITIONS

AED	Automated External Defibrillator – a portable electronic device that checks the heart rhythm and can send an electric shock to the heart to try to restore a normal rhythm.
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.
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.
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.
Budget	A financial work plan embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
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.
CO	Carbon Monoxide – a colorless, odorless, and tasteless gas that is slightly less dense than air.
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.
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
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.
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.



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.
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.
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
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.
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
OPEB	Other Post Employee Benefit
Operating Budget	The annual spending plan for the daily, recurring operating costs of the government.
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.
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.
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.

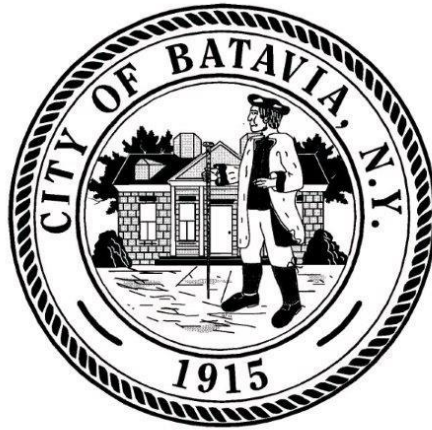


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# SECTION 9

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## 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.

### 2018/2019 Constitutional Tax Limit

\$ 556,259,283	Five year average full valuation
x2%	
<hr/>	
\$ 11,125,186	
\$ 534,597	Plus allowance exclusions
<hr/>	
\$ 11,659,783	Maximum taxing authority
\$ 5,249,947	proposed tax levy for FY 2018-2019
<hr/>	
\$ 6,409,836	Available constitutional tax authority
<b>45.03%</b>	<b>Percentage of tax limit exhausted</b>





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## FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT

	BUDGETED FY 2016/2017	BUGETED FY 2017/2018	BUDGETED FY 2018/2019	PROJECTED FY 2019/2020
<b><u>CITY MANAGER'S OFFICE</u></b>				
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Confidential Secretary	1	1	1	1
<b>Total City Manager's Office</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b><u>DEPARTMENT OF ADMINISTRATIVE SERVICES</u></b>				
<b>Bureau of Personnel</b>				
Human Resource Specialist	1	1	1	1
Human Resource Clerk	1	1	1	1
<b>Bureau of Finance</b>				
Deputy Director of Finance	1	1	1	1
Financial Clerk	1	1	1	1
<b>Bureau of Clerk/Treasurer</b>				
Clerk Treasurer	1	1	1	1
Deputy Clerk Treasurer	1	1	1	1
Clerk Typist	0.5	0.5	0.5	0.5
<b>Bureau of Assessment</b>				
Assessment Clerk	1	1	1	1
<b>Total Department of Administrative Services</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>
<b><u>POLICE DEPARTMENT</u></b>				
Clerk Typist	2	2	2	2
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	20	20	20
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
<b>Total Police Department</b>	<b>36.5</b>	<b>36.5</b>	<b>36.5</b>	<b>36.5</b>
<b><u>FIRE DEPARTMENT</u></b>				
Senior Typist	1	1	1	1
Firefighter	27	28	26	26
Fire Lieutenant	4	4	4	4
Fire Captain	4	4	4	4
Fire Chief	1	1	1	1
<b>Total Fire Department</b>	<b>37</b>	<b>38</b>	<b>36</b>	<b>36</b>

## FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT

	BUDGETED FY 2016/2017	BUGETED FY 2017/2018	BUDGETED FY 2018/2019	PROJECTED FY 2019/2020
<b><u>PUBLIC WORKS DEPARTMENT</u></b>				
Custodial Worker	0.75	0.75	1.25	1.25
Director of Public Works	1	1	1	1
<b>Engineering/Inspection</b>				
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
<b>Bureau of Maintenance</b>				
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
<b>Bureau of Water and Wastewater</b>				
Building Maintenance Worker	1	1	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
<b>Youth Bureau</b>				
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
<b>Total Department of Public Works</b>	<b>54.25</b>	<b>54.25</b>	<b>55.75</b>	<b>55.75</b>
<b>TOTAL CITY EMPLOYEES (FULL TIME EQUIVALENT)</b>	<b>138.25</b>	<b>139.25</b>	<b>138.75</b>	<b>138.75</b>

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 regards to Fire Department - decrease in staffing outline in the collective bargaining agreement. In regards to DPW increase - staffing is up due to management of City Centre Concourse.

## SALARY SCHEDULE – NON-UNION EMPLOYEES

Effective April 1, 2018

2%

Grade		Beginning A	6 mo. B	1 yr. C	2 yrs. D	4 yrs. E	7 yrs. F	10 yrs. G
II		32,248	32,866	33,649	34,451	35,581	37,137	38,921
III		33,826	34,471	35,296	36,141	37,312	38,970	40,843
IV	*	36,053	36,744	37,623	38,529	39,782	41,550	43,553
V		38,008	38,738	39,670	40,623	41,949	43,817	45,933
VI		40,615	41,405	42,402	43,420	44,849	46,845	49,112
VII		42,572	43,393	44,440	45,516	47,013	49,105	51,487
VIII		45,745	46,536	47,532	48,550	49,980	51,977	54,242
VIII		50,775	51,760	53,016	54,059	56,109	58,613	61,469
X	*	56,847	57,957	59,366	60,814	62,888	65,654	68,863
XI	*	59,681	60,845	62,329	63,849	66,030	68,935	72,309
XII	*	62,513	63,737	65,294	66,888	69,182	72,226	75,764
XIII	*	72,141	73,552	75,356	77,204	79,850	83,374	87,474
XIV	*	78,757	80,303	82,273	84,293	87,191	91,047	95,523

\*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

(Salaries/Non-Union/2018)

## SALARY SCHEDULE – SEASONAL AND PERMANENT PART-TIME EMPLOYEES

FY 2018-2019

Seasonal Part-time Employees	A 1 <sup>st</sup> Summer	B 2 <sup>nd</sup> Summer	C 3 <sup>rd</sup> Summer
<b><u>Grade I</u></b>			
Laborer	\$10.40	\$10.71	\$11.03
Groundskeeper			
Rec. Attendants			
<b><u>Grade II</u></b>			
Rec. Leader	\$10.71	\$11.03	\$11.36
<b><u>Grade III</u></b>			
Rec. Specialist	\$11.03	\$11.36	\$11.70
<b><u>Grade IV</u></b>			
Administrative Interns	\$11.70	\$12.05	\$12.41
<b>Regular (Permanent) Part-time Employees</b>	<b>Beginning</b>	<b>Completion of Year 1</b>	<b>Completion of Year 2</b>
<b><u>Grade I</u></b>			
Custodians	\$10.82	\$11.13	\$11.46
Crossing Guards			
Recycling Attendant			
Rec Leaders			
<b><u>Grade II</u></b>			
Clerk-Typist	\$11.56	\$11.90	\$12.26
<b><u>Grade III</u></b>			
Rec Specialist	\$11.96	\$12.32	\$12.69
<b><u>Grade IV</u></b>			
Ordinance Enforcement	\$13.08	\$13.47	\$13.87
Administrative Interns			
<b><u>Grade V</u></b>			
Dispatcher	\$17.90	\$18.44	\$18.99
<b><u>Grade VI</u></b>			
Parking/Animal Control	\$18.65	\$19.21	\$19.79

# SALARY SCHEDULE – CSEA EMPLOYEES

## CSEA Salary Schedule Hired before February 11, 1985 Effective 4/1/18 2.50%

Grade	Appt	6 mos.	1 year	2 years	4 years
	A	B	C	D	E
I	\$ 29,986	\$ 31,591	\$ 33,047	\$ 34,704	\$ 36,500
II	\$ 31,591	\$ 33,047	\$ 34,704	\$ 36,433	\$ 38,444
IIA	\$ 33,687	\$ 35,372	\$ 37,143	\$ 38,998	\$ 41,000
III	\$ 33,145	\$ 34,804	\$ 36,471	\$ 38,373	\$ 40,337
IV	\$ 34,704	\$ 36,433	\$ 38,262	\$ 40,172	\$ 42,234
V	\$ 37,333	\$ 39,203	\$ 41,159	\$ 43,216	\$ 48,292
VI	\$ 40,184	\$ 42,193	\$ 44,313	\$ 46,515	\$ 48,907
VIII	\$ 44,703	\$ 46,938	\$ 49,283	\$ 51,751	\$ 54,399
IX	\$ 50,822	\$ 53,364	\$ 56,031	\$ 58,836	\$ 61,845
X	\$ 59,368	\$ 62,336	\$ 65,449	\$ 68,727	\$ 72,249
XI	\$ 60,821	\$ 63,858	\$ 67,045	\$ 70,403	\$ 74,010
XII	\$ 65,441	\$ 68,782	\$ 72,156	\$ 75,766	\$ 79,647
XIII	\$ 75,766	\$ 79,556	\$ 83,534	\$ 87,714	\$ 92,207

## CSEA Salary Schedule Hired after February 11, 1985 Effective 4/1/18

Grade	Appt	6 mos.	1 Year	2 Years	4 years	7 years	10 years
	A	B	C	D	E	F	G
I	\$ 29,986	\$ 30,086	\$ 31,473	\$ 33,051	\$ 34,700	\$ 34,761	\$ 36,500
II	\$ 31,591	\$ 32,224	\$ 33,027	\$ 33,850	\$ 35,012	\$ 36,611	\$ 38,444
IIA	\$ 33,687	\$ 34,363	\$ 35,221	\$ 36,100	\$ 37,363	\$ 39,043	\$ 41,000
III	\$ 33,145	\$ 33,803	\$ 34,656	\$ 35,496	\$ 36,766	\$ 38,602	\$ 40,337
IV	\$ 34,704	\$ 35,402	\$ 36,291	\$ 37,192	\$ 38,494	\$ 38,494	\$ 42,234
IVA	\$ 37,013	\$ 37,745	\$ 38,695	\$ 39,684	\$ 41,071	\$ 42,899	\$ 45,053
V	\$ 39,681	\$ 40,473	\$ 41,487	\$ 42,524	\$ 44,011	\$ 45,991	\$ 48,292
VI	\$ 40,184	\$ 40,995	\$ 42,017	\$ 43,063	\$ 44,576	\$ 46,581	\$ 48,907
VII	\$ 43,399	\$ 44,274	\$ 45,378	\$ 46,509	\$ 48,143	\$ 50,306	\$ 52,819
VIII	\$ 44,703	\$ 45,599	\$ 46,740	\$ 47,908	\$ 49,585	\$ 51,812	\$ 54,399
IX	\$ 50,822	\$ 51,837	\$ 53,137	\$ 54,459	\$ 56,365	\$ 58,901	\$ 61,845
X	\$ 59,368	\$ 60,555	\$ 62,065	\$ 63,619	\$ 65,844	\$ 68,807	\$ 72,249
XI	\$ 60,821	\$ 62,031	\$ 63,583	\$ 65,173	\$ 67,456	\$ 70,486	\$ 74,010
XII	\$ 65,441	\$ 66,751	\$ 68,421	\$ 70,063	\$ 72,592	\$ 75,854	\$ 79,647
XIII	\$ 75,766	\$ 77,280	\$ 79,212	\$ 81,191	\$ 84,032	\$ 87,814	\$ 92,207

## CSEA Salary Schedule Hired after April 1, 2016 Effective 4/1/18

Grade	Appt	6 mos.	1 year	2 years	4 years	7 years	10 years
	A	B	C	D	E	F	G
I	\$ 28,487	\$ 28,581	\$ 29,900	\$ 31,398	\$ 32,965	\$ 33,023	\$ 34,675
II	\$ 30,011	\$ 30,613	\$ 31,375	\$ 32,158	\$ 33,262	\$ 34,781	\$ 36,522
IIA	\$ 32,003	\$ 32,645	\$ 33,460	\$ 34,295	\$ 35,494	\$ 37,091	\$ 38,950
III	\$ 31,488	\$ 32,113	\$ 32,924	\$ 33,721	\$ 34,927	\$ 36,672	\$ 38,320
IV	\$ 32,968	\$ 33,632	\$ 34,477	\$ 35,332	\$ 36,569	\$ 36,569	\$ 40,123
IVA	\$ 35,163	\$ 35,858	\$ 36,761	\$ 37,699	\$ 39,018	\$ 40,754	\$ 42,800
V	\$ 37,697	\$ 38,449	\$ 39,413	\$ 40,398	\$ 41,810	\$ 43,692	\$ 45,877
VI	\$ 38,174	\$ 38,945	\$ 39,917	\$ 40,910	\$ 42,347	\$ 44,252	\$ 46,461
VII	\$ 41,229	\$ 42,061	\$ 43,109	\$ 44,183	\$ 45,736	\$ 47,791	\$ 50,178
VIII	\$ 42,468	\$ 43,319	\$ 44,403	\$ 45,513	\$ 47,106	\$ 49,221	\$ 51,679
IX	\$ 48,281	\$ 49,245	\$ 50,480	\$ 51,736	\$ 53,546	\$ 55,956	\$ 58,752
X	\$ 56,400	\$ 57,528	\$ 58,962	\$ 60,438	\$ 62,552	\$ 65,366	\$ 68,636
XI	\$ 57,780	\$ 58,929	\$ 60,403	\$ 61,915	\$ 64,083	\$ 66,962	\$ 70,309
XII	\$ 62,169	\$ 63,413	\$ 65,000	\$ 66,560	\$ 68,962	\$ 72,061	\$ 75,664
XIII	\$ 71,978	\$ 73,416	\$ 75,251	\$ 77,131	\$ 79,831	\$ 83,423	\$ 87,597

# SALARY SCHEDULE – AFSCME EMPLOYEES

AFSCME Salary Schedule  
Effective April 1, 2018  
HIRED BEFORE 1988

Laborer  
Building Mtn. Worker/Mnt. Worker  
MEO  
HEO  
W/WW Mnt. Worker  
Assistant Auto. Mechanic  
W/WW Treatment Plant Opr.  
Sen. W/WW Mnt. Worker  
Electrician  
Automotive Mechanic

	A	B	C	D	E
Grade	Begin	6 mo.	1 year	2 years	3 years
4	19.75	20.57	21.02	21.91	22.49
5	20.57	21.02	21.91	22.49	23.39
6	21.01	21.91	22.49	23.39	24.20
7	21.38	22.49	23.39	23.17	24.96
7	21.91	22.49	23.39	24.20	25.97
8	22.49	23.39	24.20	24.96	25.97
9	23.39	24.20	24.96	25.97	27.00
9	23.39	24.20	24.96	25.97	27.00
10	24.20	24.96	25.97	27.00	27.89
11	24.53	25.97	27.00	27.89	29.06

HIRED BETWEEN  
APRIL 1, 1988 - MARCH 31, 1999

Laborer  
Building Mtn. Worker/Mnt. Worker  
MEO  
HEO  
W/WW Mnt. Worker  
Assistant Auto. Mechanic  
W/WW Treatment Plant Opr.  
Sen. W/WW Mnt. Worker  
Electrician  
Automotive Mechanic

	A	B	C	D	E
Grade	Begin	6 mo.	1 year	2 years	3 years
4	19.20	19.97	20.48	21.34	22.49
5	19.97	20.48	21.34	21.93	23.39
6	20.48	21.34	21.93	22.82	24.06
7	21.34	21.93	22.82	23.68	24.96
7	21.34	21.93	22.82	23.98	25.97
8	21.93	22.82	23.68	24.43	25.97
9	22.82	23.68	24.43	25.43	27.00
9	22.82	23.68	24.43	25.43	27.00
10	23.68	24.43	24.68	25.70	27.89
11	24.43	24.68	25.70	26.57	29.06

HIRED BETWEEN  
APRIL 1, 1999 AND MAY 12, 2014

Laborer  
Building Mtn. Worker/Mnt. Worker  
MEO  
HEO  
W/WW Mnt. Worker  
Assistant Auto. Mechanic  
W/WW Treatment Plant Opr.  
Sen. W/WW Mnt. Worker  
Electrician  
Automotive Mechanic

	A	B	C	D	E
Grade	Begin	1 year	3 years	5 years	8 years
4	16.75	19.97	20.48	21.34	22.49
5	17.43	20.48	21.34	21.93	23.39
6	18.14	21.34	21.93	22.82	24.20
7	18.59	21.93	22.82	23.68	24.96
7	18.59	21.93	22.82	23.68	25.97
8	19.12	22.82	23.68	24.43	25.97
9	19.89	23.68	24.43	25.43	27.00
9	19.89	23.68	24.43	25.43	27.00
10	20.62	24.43	24.68	25.70	27.89
11	21.30	25.42	26.47	27.36	29.06

HIRED AFTER  
MAY 12, 2014

Laborer  
Building Mtn. Worker/Mnt. Worker  
HEO  
W/WW Mnt. Worker  
W/WW Treatment Plant Opr.  
Sen. W/WW Mnt. Worker  
Electrician  
Automotive Mechanic

	A	B	C	D	E
Grade	Begin	1 year	3 year	5 year	8 years
4	15.56	16.10	16.49	17.19	18.11
5	15.96	16.49	17.19	17.66	18.84
7	17.13	17.66	18.29	19.06	20.90
8	17.46	18.03	18.75	19.44	21.34
9	18.51	19.10	19.67	20.47	21.75
9	18.51	19.06	19.67	20.47	21.75
10	19.14	19.67	19.89	20.71	22.48
11	19.92	20.46	21.33	22.02	23.41

## SALARY SCHEDULE – IAFF EMPLOYEES

Effective 4/1/2018

Hired before April 1, 2001

2.75%

	A	B	C	D	E
	Begin	6 mos.	1 year	2 years	4 years
Fire Fighter	\$52,262	\$54,343	\$56,525	\$58,817	\$64,285
Fire Lieutenant	\$63,105	\$65,616	\$68,252	\$71,022	\$73,927
Fire Captain	\$72,441	\$75,459	\$78,489	\$81,678	\$85,015

Hired after March 31, 2001

2.75%

	A	B	C	D	E
	Begin	6 mos.	1 year	2 years	4 years
Fire Fighter	\$48,788	\$54,343	\$56,525	\$58,817	\$64,285
Fire Lieutenant	\$58,909	\$65,616	\$68,252	\$71,022	\$73,927
Fire Captain	\$67,745	\$75,459	\$78,455	\$81,676	\$85,015

Hired after April 1, 2007

2.75%

	A	B	C	D	E	F	G
	Begin	1 year	2 years	4 years	6 years	8 years	10 years
Fire Fighter	\$48,788	\$51,369	\$53,954	\$56,537	\$59,121	\$61,702	\$64,285
Fire Lieutenant	\$58,909	\$61,413	\$63,916	\$66,419	\$68,920	\$71,423	\$73,927
Fire Captain	\$67,745	\$70,623	\$73,502	\$76,723	\$79,257	\$82,135	\$85,015



## SALARY SCHEDULE – PBA EMPLOYEES

Effective April 1, 2018

1.50%

	Start A	6 Mos. B	1 Yr. C	2 Yrs. D	3 Yrs. E	4 Yrs. E
<b>Police Officer</b>	49,654	52,014	54,059	57,337		63,057
<b>Police Detective</b>	57,189	59,911	62,277	66,062		69,254
<b>Sergeant</b>	59,765	62,672	65,751	69,005	72,365	
<b>Detective Sergeant</b>	65,639	68,831	72,595	75,794	79,485	
<b>Lieutenant</b>	68,544	71,904	75,443	79,201	83,078	

Those hired after April 1, 2000

	Start A	1 Yr. B	3 Yrs. C	5 Yrs. D	6 Yrs. E
<b>Police Officer</b>	42,913	52,014	54,059	57,337	63,057

Refer to Exhibit "A" for details on specific employees (DeFreze, Lawrence, Dibble, Ivision)

Hired between January 1, 2010 and October 31, 2010

Those hired after November 1, 2010

Completion

	Start A	FTO B	2 yrs. C	3 Yrs. D	4 Yrs. E
<b>Police Officer</b>	42,913	52,014	54,059	57,337	63,057

Those hired after July 8, 2013

Completion

	Start A	FTO B	2 Yr. C	3 Yrs. D	4 Yrs. E	5 Yrs. F	6 Yrs. G
<b>Police Officer</b>	42,913	52,014	56,568	59,395	60,526	61,658	63,057

Those hired after January 23, 2017

Completion

	Start A	FTO B	2 Yr. C	3 Yrs. D	4 Yrs. E	5 Yrs. F	6 Yrs. G
<b>Police Officer</b>	49,654	52,014	56,568	59,395	60,526	61,658	63,057