

CITY OF BATAVIA, NY

PROPOSED BUDGET PLAN

FISCAL YEAR 2015-2016



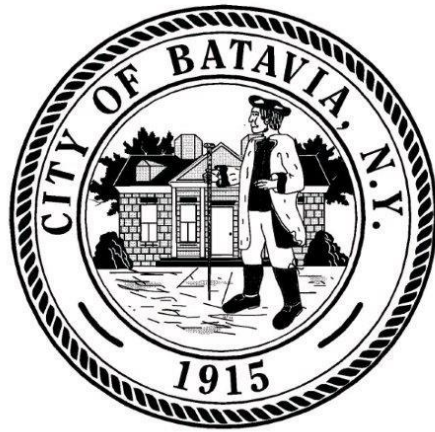
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SECTION I

INTRODUCTORY INFORMATION



VISION, MISSION AND GUIDING PRINCIPLES

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

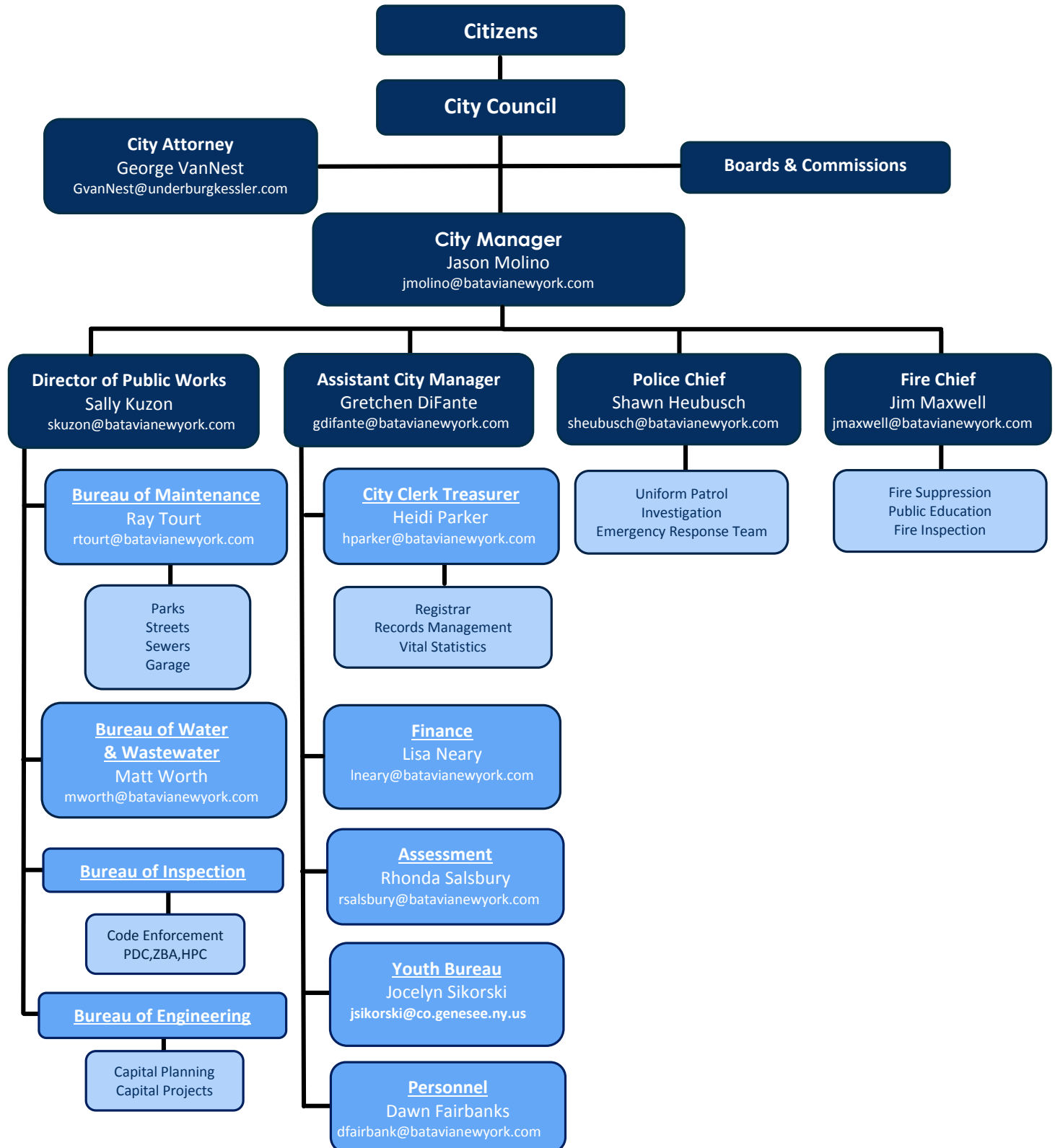
The City of Batavia expects and encourages its leaders and employees to be guided by the following principles:

- 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

Brooks Hawley- Council Person-At-large, President of the Council

John Deleo – Council Person-At-Large

Eugene Jankowski, Jr. – Council Person-At- Large

Kris Doeringer- First ward

Patti Pacino – Second ward

John Canale - Third Ward, President Pro Tempore

Pierluigi Cipollone - Fourth Ward

Kathy Briggs – Fifth Ward

Rose Mary Christian – Sixth Ward

ADMINISTRATIVE STAFF

Jason Molino - City Manager

Gretchen DiFante - Assistant City Manager

Dawn Fairbanks - Bureau of Personnel

Shawn Heubusch - Police Chief

Sally Kuzon - Director of Public Works

Jim Maxwell - Fire 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

Matt Worth - Superintendent of Water & Wastewater

Robb Yaeger - Assistant Chief of Police

BUDGET SNAPSHOT

	Budget <u>14/15</u>	Proposed <u>15/16</u>	<u>16/17</u>	Projected <u>17/18</u>	<u>18/19</u>
REVENUES:					
General Fund	(16,138,948.00)	(15,848,884.00)	(15,909,963.65)	(16,353,490.74)	(16,754,008.21)
Water Fund	(4,667,942.00)	(4,822,686.00)	(4,593,537.73)	(4,714,182.76)	(4,839,210.65)
Wastewater Fund	(2,702,360.00)	(2,584,679.00)	(2,621,658.91)	(2,620,502.02)	(2,619,523.51)
TOTAL REVENUES	(23,509,250.00)	(23,256,249.00)	(23,125,160.28)	(23,688,175.52)	(24,212,742.38)
EXPENSES:					
General Fund					
General government services	1,985,253.00	2,051,374.00	2,049,006.13	2,079,522.99	2,100,382.73
Administrative services	1,677,179.00	1,678,082.00	1,665,962.44	1,718,093.71	1,771,977.73
Police	4,034,630.00	4,021,860.00	4,123,589.30	4,234,730.06	4,348,903.54
Fire	3,804,514.00	3,850,720.00	3,917,490.13	4,022,558.52	4,130,478.69
Public Works	4,637,372.00	4,246,848.00	4,153,915.65	4,298,585.46	4,402,265.52
Total General Fund	16,138,948.00	15,848,884.00	15,909,963.65	16,353,490.74	16,754,008.21
Water Fund	4,667,932.00	4,822,686.00	4,578,823.92	4,684,318.68	4,794,376.69
Wastewater Fund	2,698,510.00	2,584,679.00	2,564,152.11	2,606,153.30	2,607,606.61
TOTAL EXPENSES	23,505,390.00	23,256,249.00	23,052,939.67	23,643,962.72	24,155,991.51



PREPARATION OF THE BUDGET

This budget has been prepared for consideration for the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. Following its adoption, it will be submitted to GFOA. The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments in preparing 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 GFOA's best practices on budgeting. Furthermore, it recognizes individual governments that succeed in achieving that goal.

Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. Each budget document submitted to the program is evaluated separately by three reviewers. Each reviewer rates a given budget document as being either *not proficient*, *proficient*, or *outstanding* in regard to 27 specific criteria, grouped into four basic categories. The reviewer also provides an overall rating for each of the basic categories. To receive the award, a budget document must be rated either *proficient* or *outstanding* by at least two of the three reviewers for all four basic categories, as well as for 14 of the 27 specific criteria identified as mandatory.

There are currently only four municipalities and two counties in New York State that have received the GFOA Distinguished Budget Presentation Award.

BUDGET MESSAGE

January 12, 2015

Honorable City Council

City of Batavia, New York

Pursuant to the City Charter, this document is written to present the *City Manager's Fiscal Year 2015/2016 Budget Recommendation*. In developing the City's annual financial and spending plan the adoption of the budget is the most significant action taken by the City Council each year. It authorizes the allocation of resources and establishes priorities and direction for City services and programs for the upcoming year. This budget is fiscally balanced, with no use of one-time revenues to fund on-going operations. The funding priorities outlined in this budget are consistent with the goals and objectives established by City Council in the City's Strategic Plan. Fiscal accountability is achieved by the development of the annual budget and multi-year financial plans.

BUDGET OVERVIEW

Despite significant budgetary challenges in the midst of an economic recession, fundamental changes in our approach to budgeting, managing resources and controlling costs have reshaped the City's financial position. Today the City enjoys a recently improved bond rating of A1. This rating, awarded in 2012, was a significant accomplishment considering the City experienced a bond downgrade only seven years prior in 2005. As a result of strategic budgeting and conservative financial decisions, as of March 31, 2014, the City's total fund balance was just over \$6 million, providing strong financial reserves and solid footing to make the necessary capital investments for a recovering economy.

The FY16 budget is balanced and totals \$23,256,249 for all funds with the City's general fund totaling \$15,848,884. This total reflects a decrease of \$253,001 or 1.08% in the general fund spending plan. The budget is a result of cost controlling efforts, strategic investments and operational efficiencies despite an expected slowdown in growth from the City's largest revenue source, sales tax. In total, the proposed spending plan supports the City Council's newly developed Strategic Plan with a \$.16 tax rate increase to \$9.30 per \$1,000 assessed value, which is an increase in the tax levy of \$74,012 or 1.47%.

In short, administration is proposing a restricted spending plan in response to constrained revenues. As such, the proposed tax levy is compliant with the tax cap, thereby not requiring the City Council to adopt a local law to override the tax cap legislation. The proposed \$.16 increase in tax rate would impact an average assessed home of \$90,000 by \$14.40 per year. The proposed budget will continue to enhance services to residents and work towards fulfilling the City Council Strategic Priorities for an average of an additional \$1.20 per month.

STATE OF THE ECONOMY

Over the past several years the City has faced several financial challenges while at the same time balancing a downward spiraling economy. Between 2006 and 2009 the City began a major financial recovery plan which revised the budgeting process, reorganized the workforce, prioritized service levels and put focus on fiscal accountability and building financial resources. This plan was executed during a time when the national, state and regional economies faced a recession.

Much of the nation is still dealing with the aftermath of the “Great Recession” however, there are signs that suggest the economy is beginning to turnaround. While the U.S. Bureau of Labor Statistics and Census have reported both labor participation and American household income is still below pre-recession levels, job creation is showing promise. Private job creation during the current recovery period has actually out-performed the equivalent pre-recession norm. Our region has been consistent with this trend, for example:

- The New York State Department of Labor reported that the State’s unemployment rate decreased in November 2014 to its lowest level since 2008;
- Genesee County’s September 2014 unemployment rate of 4.8%, a 1.1% drop from September 2013;
- September 2014 marked New York State’s 22nd consecutive month of private sector job increases, the longest ever; and
- The Western New York STAMP project shows promising signs that the region is expected to continue its job growth.

Aside from low unemployment rates, the region has outperformed the nation in per capita personal income growth as a percentage of the U.S. average. According to the U.S. Bureau of Economic Analysis:

- The Western New York Region has seen a 12.7% growth in per capita personal income since 2006, while national growth has only been 3.6%; and
- Genesee County ranks 16th of 62 counties in the state in personal income growth between 2011 and 2013.

Although county income growth is amongst the top in the state, actual per capita income is ranked in the bottom half, 45th in the state, and continues to trail the national average. From a jobs and income perspective the region is outperforming most of the state and nation, but it leaves plenty of room for improvement.

Increasing job and wage growth are critical to the City’s budget outlook, because both have a direct impact on sales tax revenue. Sales tax makes up nearly 40% of the General Fund revenue; and as a result, any changes in consumer spending may impact sales tax revenue for the City. Sales tax is an elastic revenue and is sensitive to economic shifts. Looked at from a different perspective, sales tax growth or constraints may trend with consumer confidence and job creation.

There is, however, one outlier that is unique to Genesee County. Sale tax generated from gas sales in Genesee County is a large portion of its sales tax. While consumer confidence and a growing economy would naturally relate to growth in sales tax revenues, the recent drop in gas prices, has contributed to a slower growth in sales tax for the County and City than in the past. A progression of low gas prices will continue to influence the City's sales tax growth. Conversely, while low gas prices will negatively impact sales tax revenue growth, in most cases the benefit to individual residents will be greater disposable income.

It's important to note that if job growth and consumer confidence continue to rise in partnership with the recent retail developments in the Town, sales tax growth may rebound in future years despite lower gas prices. However, until the City experiences such changes a conservative budgeting approach is recommended.

FACTORS BEARING ON THE CITY'S FUTURE

Following is a description of factors the City will be forced to deal with in the future:

Union Contracts. All contracts are current, however, negotiations for renewing the CSEA contract began in fall 2014. The City's negotiations will be focused on manageable benefit packages that will not significantly impact future property tax levels. Strong but fair negotiations will have to take place to ensure that future benefit packages are reasonable for City employees and affordable for City taxpayers.

Sales Tax Revenue. The year ending March 31, 2014 had a slight, 1.12% or \$71,468, increase in sales tax revenues over the prior year. The City's sales tax revenue is economically sensitive, and is subject to volatile swings in receipts, as witnessed in the recent past. For example, the first two quarters of 2014 experienced a decrease in sales tax revenue when compared to the same quarters in the prior year. This decrease in sales tax revenue comes after almost three years (since June 2011) of consecutive growth quarters. Because sales tax makes up more than one-third of the City's general fund revenue, any slight change in receipts may have a significant effect on the City's budget. Currently a 1% decrease in sales tax receipts equals a 1.5% increase in property taxes. The City needs to remain conservative when budgeting sales tax in the future.

Reserve funding. Funding reserves now for future equipment, infrastructure and facility improvements has been and will continue to be critical in avoiding larger tax burdens in future years. Planning for these improvements/liabilities is a major priority in the City's work plan. Updating capital improvement plans and designated revenue streams to fund these plans are essential to maintaining a safe financial position for the City. In addition, funding reserves such as the Employee Accrued Liability Reserve, Retirement Reserve and Healthcare Reserve is critical in order to pay for one-time and often unexpected expenses which have the potential to negatively impact the City's unassigned fund balance.

Retirement Costs. Retirement costs have increased significantly. In the same manner, employee benefit costs continue to increase. Preemptively, in 2009 the City Council created a Retirement Contribution Reserve to capture surplus funds for future years of uncertainty.

Considering the State's projected retirement contributions for the past five years have been inconsistent with actual retirement payments, it is prudent to assume retirement costs will increase in future years until consistent and reliable retirement payments are restored. Also, now that all union contracts are current, it is expected that the City will experience more consistency in retirement contribution projections. However, maintaining reasonable employee benefits will be a major determining factor in the City's ability to provide quality services.

Healthcare Costs. On average, for the past five years the City's healthcare costs have increased approximately 5-10% per year. On an annual basis the City analyzes the option of transitioning from a self-insured plan to an experienced-based plan, however the City's ability to maintain manageable annual increases in healthcare costs while building a healthcare reserve makes it financially feasible to remain self-insured.

Post-Employment Benefits (GASB 45) & Retiree Healthcare. The City's liability for post-employment benefits, as of the actuarial valuation date of April 1, 2013, amounted to \$9,225,643. Aggressive labor negotiations to reduce future retiree costs will be essential for maintaining a long term decrease of this liability.

Taxable Assessed Value Decline. The City's drop in annual tax base growth from 1.5% to 1% is also a long-term budgetary concern. As the housing market continues to show slow signs of recovery, the City should expect similar trends over the next several years. In addition, with the recent adoption of the property tax cap without relief from mandated expenses, the City's ability to levy the necessary funds to support services may be significantly hampered. Considering taxable assessed value is the City's largest stable source of revenue, the City needs to make improving the City's tax base, particularly the non-residential tax base, a priority and encourage future Brownfield redevelopment throughout the City's central corridor.

Police Station. Improvements are needed to the City's 150 year old police station. Whether an upgrade of the current facility or a proposed new facility is considered, the City needs to continue to make a targeted commitment to funding the Facility Reserve in upcoming years. Strong facility planning and financial management, specifically debt management, will provide the City with greater financial capacity to handle future improvements with the facility.

Over the past five years the City has experienced decreases in State aid as well as considerable increases in State retirement costs and retiree healthcare costs. In addition, the imposition of the Property Tax Cap further limits the City's ability to combat increasing mandated costs as the cap imposes a ceiling on the City's ability to levy property taxes. The City Council's Strategic Plan emphasizes healthy financial management and growth. The City's financial improvement over the past several years has been the result of many necessary reactive and proactive approaches to budgeting and operations for the City. *It is critically important that the City continue to spend a considerable effort on planning for the future, most specifically with regards to funding reserves, maintaining and funding capital and equipment replacement plans, and maintaining low cost, high quality services to residents.* In addition, resources need to be

focused on encouraging tax base growth through economic development efforts promoting Brownfield redevelopment and job growth within the City.

BUDGET HISTORY & PROJECTIONS

General Fund. The FY16 General Fund budget reflects a decrease of \$253,001 or 1.08% in comparison to the FY15 adopted budget. This is primarily in response to a decrease in several notable revenues as well as an expected slow growth in the fund's largest revenue of sales tax that is largely attributed to lower gas/oil prices. Because of these revenue changes it is proposed that the general fund tax levy be adjusted by 1.47% percent generating an additional \$76,012 of needed property taxes to support service levels and balance the budget.

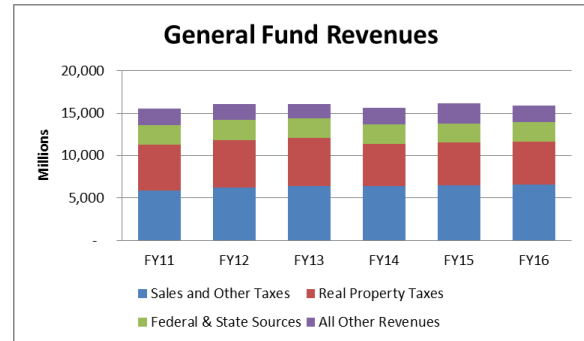
The General Fund maintains a minimum unassigned fund balance of \$1.37 million or 8.7% of the estimated expenditure budget. This amount is just under the City's goal of 10% unassigned fund balance as stated in the adopted fund balance policy. This percentage is due to the proposed use of appropriated fund balance of \$275,000, an increase of \$75,000 over the prior year, to balance the budget.

The General Fund expenditures reflect a decrease in comparison to FY15. This decrease is attributed to fewer capital expenditures, primarily equipment replacements and building improvements than the prior year, and a decrease in operational budget requests to accommodate constrained revenues.

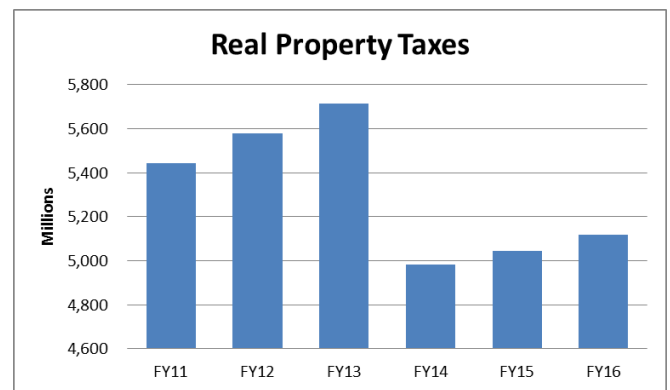
****The graphs used for General Fund Revenues and Expenses show actual expenses for FY11, FY12, FY13 and FY14. FY15 reflects the adopted budget figures, and FY16 reflects the proposed budget figures.****

General Fund: Revenues

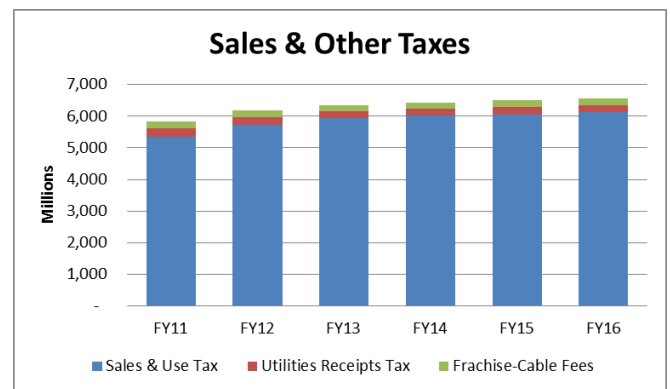
The General Fund revenues include property tax, sales tax, State aid and other revenues. ***The property tax remains the most stable source of revenue in our community.*** Other revenue sources, such as sales tax, are subject to the uncertainty of economic conditions.



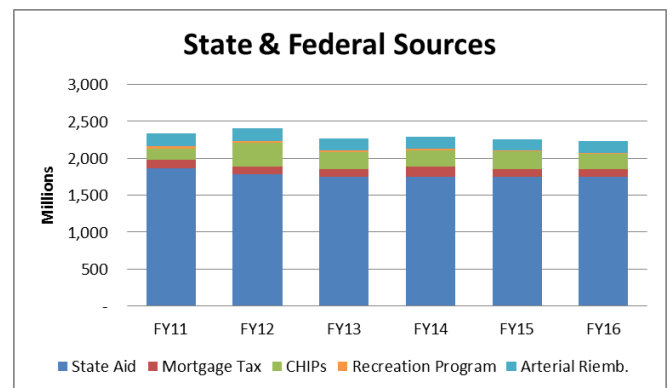
Property Taxes. The property tax rate proposed for the City of Batavia for FY16 is \$9.30 per \$1,000 assessed value. Compared to the \$9.14 in FY15, this accounts for a 1.47% increase in the tax levy, or a \$74,012 increase in the tax levy.



Sales Tax & Other Taxes. Sales tax is the City's largest single revenue source, contributing 38.8% 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 includes a modest 1.8% increase over FY15 budget year. In comparison, the average annual increase over the past six years has been 3.1%. Combined with franchise cable revenue and utilities gross receipts, they contribute to over 41.4% of General Fund revenues.



State and Federal Sources. State aid, grants and federal grants make up 14.1% of the total General Fund revenues for the City. This area includes State aid, CHIPs (Consolidated Highway Improvement Pavement), mortgage tax, recreation program and NYS Arterial Reimbursement. In Batavia, State aid is the bulk of this revenue at \$1.75 million for FY16. While other sources within this revenue fluctuate depending on each individual program, State aid has remained flat for the past two years, and is not expected to change in the upcoming year.



Other Revenues. There are several other revenues that have trended down and continue to negatively impact the General Fund. For example, for the past several years the City has been able to use bond proceeds from a bond issued in the past to pay existing debt service. In past years \$25,000 to \$50,000 of bond proceeds were used from a closed landfill project to assist with the debt service associated with that project. The FY16 utilizes the remaining \$5,500 of proceeds leaving a gap in revenue when compared to the prior years.

Utilities gross receipts tax is generated from a 1% tax on gas and electricity gross income generated within the City. Gas and electricity rates have remained relatively low over the past 12 months and are not expected to change drastically over the next 12 months. As a result the budget was decreased \$30,000 to better reflect past revenue trends.

It is estimated that there will continue to be about a \$25,000 shortfall in fines from traffic violations as a result of increased surcharges by the State. This downward trend started several years ago when New York State drastically increased its surcharges on traffic violations. When traffic fines are issued the State receives all surcharges first, then local jurisdictions receive any additional revenue that may result from the fine. However, in recent years the State has increased surcharges, in some cases over 300%, putting a “breaking point” on fine amounts issued by local courts, ultimately restricting revenue to be collected locally from traffic violations. The number of traffic violations issued have been down in recent years due to lower staffing levels, however in 2014 traffic violations issued increased similar to 2009 levels when revenues were higher.

Unassigned Fund Balance. The City is fortunate that over the past several years it has turned the fund balance from a deficit to a surplus. As of March 31, 2014 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

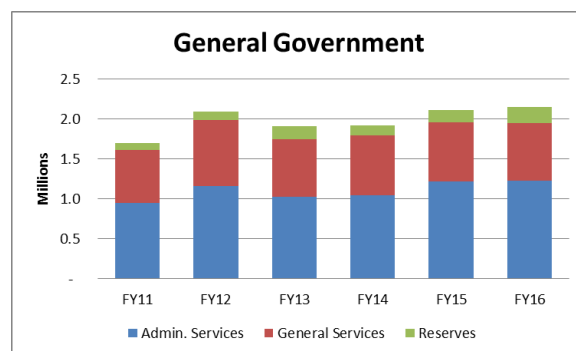
expenses. The City has continued to achieve annual surpluses for the past seven years, most of which has been committed to the City's reserve funds. Nevertheless, use of fund balance is contingent upon regular and annual operating surpluses in order to replenish fund balance levels. The proposed budget includes \$275,000 of unassigned fund balance to balance the budget. 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.

General Fund: Expenditures

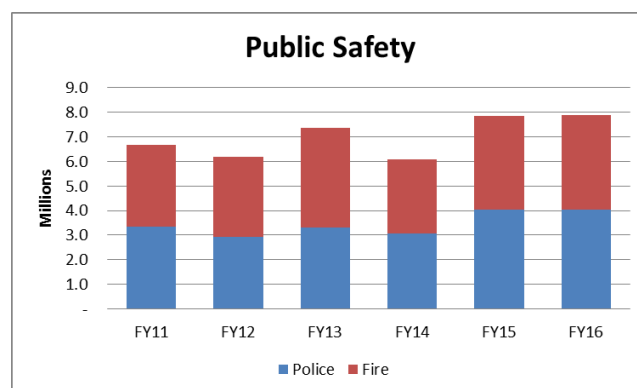
The proposed budget emphasizes maintaining high quality services while balancing long-term financial stability. As mentioned earlier, sales tax is expected to show sluggish growth in the upcoming year; as a result, the proposed budget demonstrates a smaller spending plan. Also, all expenditures reflect 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 and Council on Arts. General Government also includes reserve funding and all debt. Administrative Services which 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. FY16 expenditures for these functions increased \$7,100, or .58%, which is primarily due to

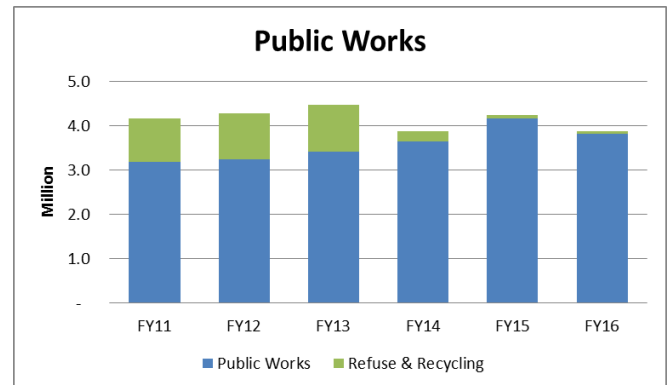
an increase in reserve funding. These expenses do not include employee health insurance.



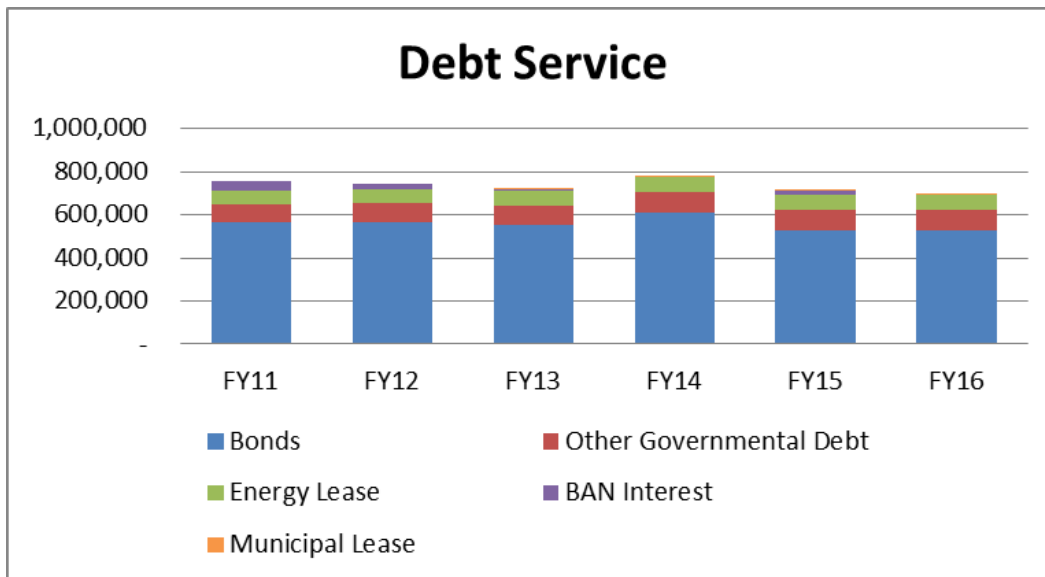
Public Safety. Total expenditures for Police and Fire Departments increased by \$51,806 or .74% from the prior year. Equipment purchases have been scaled back this year to minimize the increase in expenses. These expenses do not include employee health insurance.



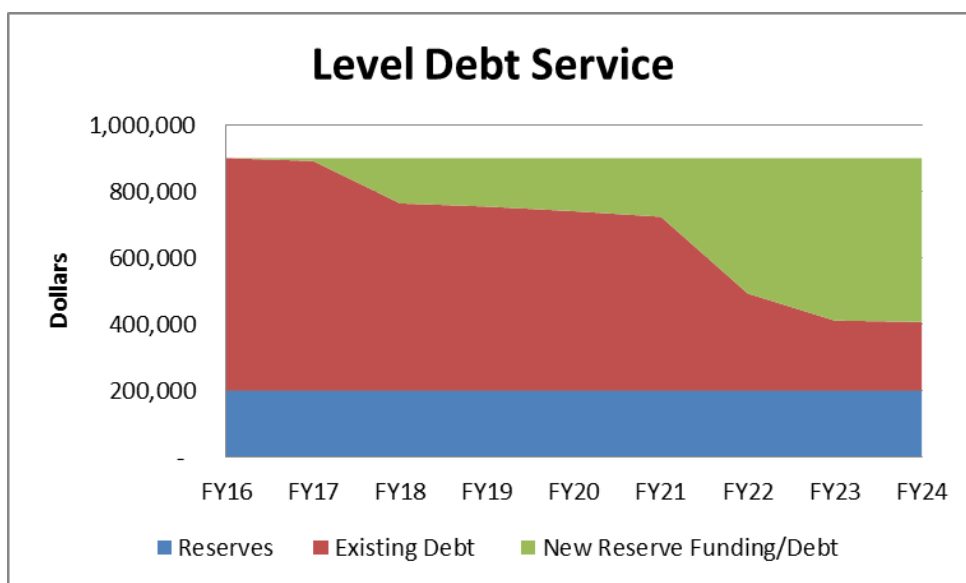
Public Works. The category of Public Works includes the Department of Public Works which consists of Public Works Admin, Engineering, City Facilities, Inspection, Maintenance Admin, Street Maintenance, Public Works Garage, Snow Removal, St. Lighting/Traffic Lights, Sidewalks, Parking Lots, Parks, Historic Preservation, Planning and Zoning Boards, Storm Wastewater and Street Cleaning. Refuse and Recycling is also included in Public Works. Total FY16 expenditures for this category are proposed to decrease by \$356,840 or 8.4%. This is primarily due to less infrastructure and equipment replacements. These expenses do not include employee health insurance.



Debt Service. This category includes all debt service in the General Fund. These include bonds (principal and interest), other governmental debt (Joint City/County Court Facility), energy lease, municipal lease and interest for outstanding bond anticipation notes (BANs). Debt service payments will remain flat for FY16; however in future years debt service will begin to decrease drastically as obligations are being paid off.



Debt Analysis. Currently the City's General Fund debt service (excluding BAN interest) for FY16 is \$700,148. This amount will begin to drop starting in FY17, and within the next eight years the City's debt service load will drop \$487,782, or 68.4%. With a decrease in debt, concerted efforts to funding equipment and facility improvements will provide greater resources for the City in upcoming capital projects such as Police facility improvements. 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.



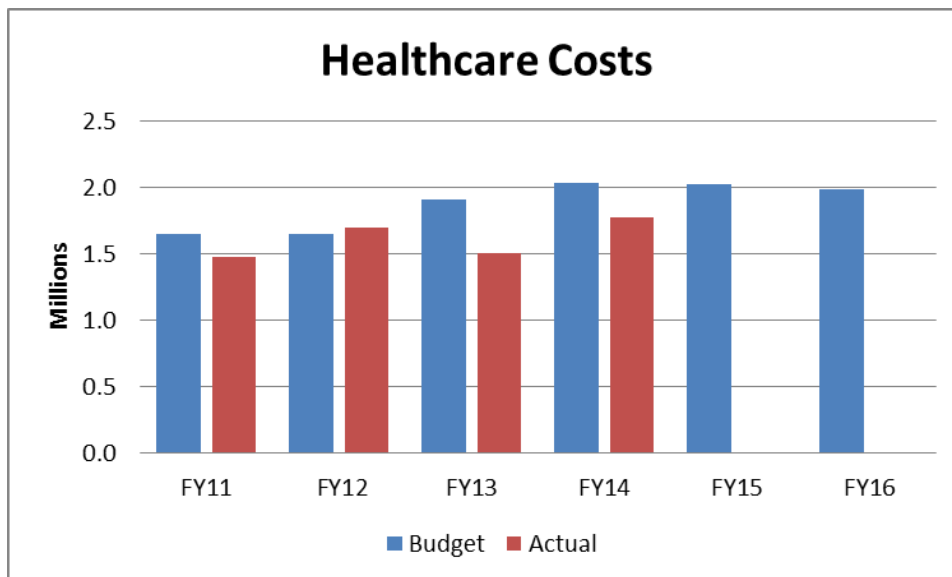
PERSONNEL COSTS

Employee Wages. AFSCME (public works) employees shall receive a 2.5% wage increase, PBA (police) and IAFF (Fire) employees will receive a 2.75% wage increase, per their collective bargaining agreements; and it is proposed that management employees receive a 2.5% wage increase. The City is still negotiating the CSEA contract which expires March 31, 2015.

Workers Compensation. There is a \$11,000, or 2.2%, increase in workers’ compensation contributions due to an increase in premiums from the New York State Insurance Fund. An initiative outlined for the upcoming year will be to assess and identify improvements the City can take to mitigate increases in workers compensation premiums. \$10,000 has been budgeted from the Worker Compensation Reserve to engage a consultant to assist staff with this review.

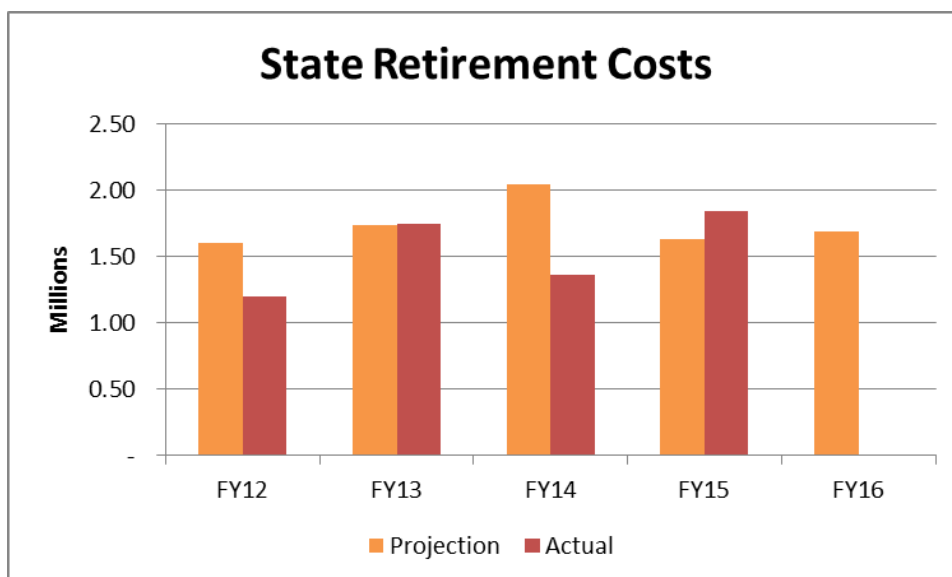
Employee Health Insurance. Currently all City employees are under the City’s wellness plan and receive equal medical and dental benefits. The City has successfully managed its self-insured healthcare plan so that over the past years the cost of healthcare premiums have been contained to minimum annual increases. In addition, the City has recently renegotiated

prescription drug pricing which is estimated to save the City approximately \$30,000 starting January 1, 2015.



The City experienced low claims in FY13 and FY14 when compared to budget. While this created a windfall, adding to the City’s surplus for those years, claims for FY15 have been trending closer to budget, suggesting that FY13 and FY14 were not a downward trend in claims history, but instead a one-time experience. There is a slight decrease of \$42,000, or 2% in total healthcare insurance budget as fewer employees have family plans when compared to the prior year.

New York State Retirement Contribution. The City has received a projected decrease in the retirement contribution for the upcoming year. Unfortunately, over the past six 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 \$680,000 less than projected, to exceeding what was budgeted by \$100,000. This continued inconsistency from the NYS retirement system creates doubt by the City regarding its reliance on retirement contribution projections. As such, rather than drastically decreasing the City’s budgeted retirement contribution, levels have remained in line with FY15; and instead \$15,000 from Retirement Reserve Fund is being used to meet revenue demands. Should the retirement contribution decline over the next several years, the City will begin to budget levels consistent with actual expenses. This will assist in avoiding and smoothing out any inaccuracies in the retirement projections should they be significantly different than the actual contributions as witnessed in the past.



WATER AND WASTEWATER

State and National Trends. In a recent report issued by the State Comptroller, *“Growing Cracks in the Foundation: Local Governments Still Challenged to Keep Up with Vital Infrastructure Needs,”* several concerns are outlined regarding water and wastewater infrastructure.

1. Infrastructure is old. The New York State Department of Environmental Conservation (NYS DEC) identified that 30% of the state’s 22,000 miles of sewer lines are beyond their expected useful life. The New York State Department of Health (NYS DOH) identified that many of the state’s drinking water systems are nearing or have already exceeded 100 years of age and still utilize some of their original infrastructure (the City’s water plant hits its Centennial in 2018).
2. Investment in water and wastewater infrastructure is needed far beyond that which is currently taking place. A 2008 NYS DOH study estimated that NYS water infrastructure annual investment needs to be \$535 million contrasting the annual spending of \$88.8 million. A 2008 NYS DEC study estimated that NYS wastewater infrastructure annual investment needs to be \$1 billion annually. It reported the 2012 spending in 2012 was only \$202.6 million. These numbers exclude New York City.
3. Further proof that despite the need, the investment is not happening, the report stated that there has been a decrease in local government spending between 2010 and 2012. Roads and bridges were down 5%, water systems were down 35% and wastewater systems down 10%.

According to the Comptroller’s report, “These declines reflect, in part, the phase-out of additional funding received through the federal American Recovery and Reinvestment Act of 2009.”

According to reports from the Congressional Budget Office in Washington, D.C. at one time, during the 1970s and 1980s, the national government footed most of the bill for new sewage treatment plants. Through the construction grants program, U.S. taxpayers provided \$60 billion for new facilities, at its 1977 peak, this represented more than 70 percent of all capital spending for drinking water and sewage infrastructure.

Now, the numbers are dramatically flipped.

The grant program was phased out by 1990 and replaced with a smaller loan program. By 2010, the federal government's share of capital spending for water infrastructure dropped to just one-sixth of total investment, or \$8 billion. State and local sources contributed \$38 billion. Including operations and maintenance budgets, state and local agencies account for 95 percent of spending on water infrastructure, according to the U.S. Conference of Mayors.

Capital Investment in Water and Wastewater Infrastructure

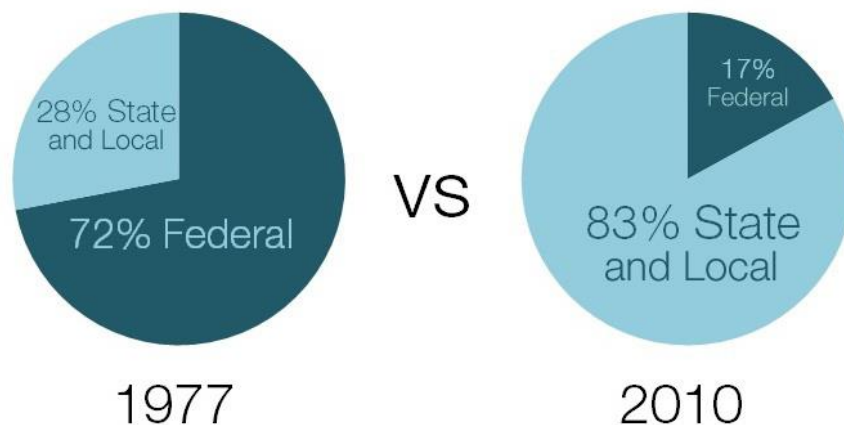


Chart source: <http://www.circleofblue.org/>

Circle of Blue, a division of the non-profit Pacific Institute, conducts an annual water survey including data on water rates and usage from the 20 largest U.S. cities and ten regionally representative cities to gain a broad view of water pricing. Findings from the 2010 survey showed that in most major cities water use was declining while rates charges to residential customers were rising.

According to Circle of Blue's 2014 survey of single-family residential water, the price of water rose in 2014, though less steeply than in previous years. The average price for a family of four using 100 gallons per person per day increased 6.2 percent, the smallest year-to-year change in the five-year history of the survey. The median increase was 5.2 percent. For families using 150

gallons and 50 gallons per person per day, average prices rose 6.6 percent and 6.1 percent, respectively.

Since 2010, average prices rose 33 percent for the index, the equivalent of adding \$15 per month to a \$45 water bill.

Source: Walton, Brett (2014, October 15) www.circleofblue.org

Today in Batavia. The City of Batavia's water and wastewater departments have successfully provided high levels of service to residents and businesses for many decades. The City Council and staff have all worked diligently to fulfill their regulatory and fiduciary obligations while responsibly controlling costs. However, as the City's water and wastewater systems age, operating costs and capital investment requirements will undoubtedly increase. Consequently, City staff and engineers have worked to develop and implement strategic initiatives that will mitigate long term cost escalation while responsibly addressing the growing infrastructure challenge.

The City's water and wastewater infrastructure includes a complex network of buried infrastructure, pumping stations, storage tanks and treatment facilities. Many of the major system components are aging and have exceeded their original design life. Similar to other communities, the City's assets are deteriorating due to environmental conditions and normal wear and tear. As a result, increased operation and maintenance expenditures, in conjunction with capital renewal, will be required in the future. Without proper maintenance and ongoing capital reinvestment, increased failure rates and declining levels of service (i.e., wastewater backups, water service interruptions) will inevitably result. Another significant development is the decline in water sales over the last decade. The City, similar to many other communities in Western and Central New York, has seen a considerable reduction in water consumption during recent years. Unfortunately, this trend results in diminished revenues and puts pressure on water and wastewater rates.

As a result of the growing infrastructure needs and declining water sales, the City has developed this Infrastructure Renewal and Rate Plan (the "Plan"). The Plan identifies the City's water and wastewater capital needs and associated revenue requirements for the next few years. Moreover, the Plan seeks to responsibly address the capital reinvestment requirements of both the water and wastewater systems without creating an excessive financial burden on City residents. While it is always difficult to increase revenues for capital and maintenance purposes via rate adjustments, it will be even more difficult and costly if these concerns are not strategically managed. Deferring capital reinvestment will inevitably lead to service level deterioration and even more costly reactionary remedies in the future.

Water and Wastewater Infrastructure - Capital Improvement Plan. The City's Infrastructure Renewal and Rate Plan builds upon previous capital planning efforts and incorporates current conditions so that the concerns identified above can be effectively managed. The capital improvement planning process included several major steps as outlined below.

- Revised and updated the major water and wastewater asset inventory.
- Completed facility walk through inspections.
- Condition assessment and asset scoring.
- Projection of remaining useful life for major assets.
- Project bundling and cost estimation.
- Risk based project prioritization.
- Capital improvement project schedule development.

Resulting from the asset condition assessment and prioritized planning process, a recommended 10-year capital improvement plan was developed. The projects included within this Water and Wastewater Infrastructure Plan represent the most critical improvement needs of the water and wastewater system that should be implemented within the planning horizon. The plan aims to maintain service levels and mitigate the areas in which the City faces the greatest risk of asset failure. See the attached Water and Wastewater Capital Improvement Plans.

An important part of the Infrastructure Plan is the anticipated funding mechanisms. A combination of anticipated funding sources was developed by City Staff such that the critical projects can be implemented in a timely manner while mitigating the impact to City residents and businesses. The various funding sources include reserves, BANs, bonds, anticipated County and Town payments, and rate revenues and fees. It is important to note that certain water system capital improvements are anticipated to be funded by Genesee County as a result of its ongoing lease, while certain wastewater system improvements are anticipated to be partially funded by the Town of Batavia as a result of its ownership stake and the purchase of additional treatment capacity.

Water Revenue and Expense Analysis. In conjunction with the capital planning process, a review of historic revenues and expenses was performed. Major items were trended and a 10-year projection of future revenues and expenses was developed.

For the water system, several key factors were noted during this analysis including:

- Several cost reduction initiatives have been completed in recent years.
- The City is now regularly funding reserves.
- A decline in customer consumption is ongoing.
- Several rate/fee increases have been implemented in recent years.
- Revenues are projected to decline if no rate/fee adjustments are made.
- Expenses will continue to grow due to inflationary pressures, maintenance requirements and capital needs.
- The City has various funding/financing mechanisms available for capital projects including reserves, rates and bonding.
- A series of deficits is projected in the near term.

Due to the potential negative impact to water sales from reduced consumption, the City closely evaluated recent trends in this area. Figure No. 1 shows a steady decline in residential usage with a flattening of industrial usage. For purposes of this analysis, a continued modest decline in consumption was projected. However, it is recommended that this trend be monitored closely due to its potential impact on future water revenues.

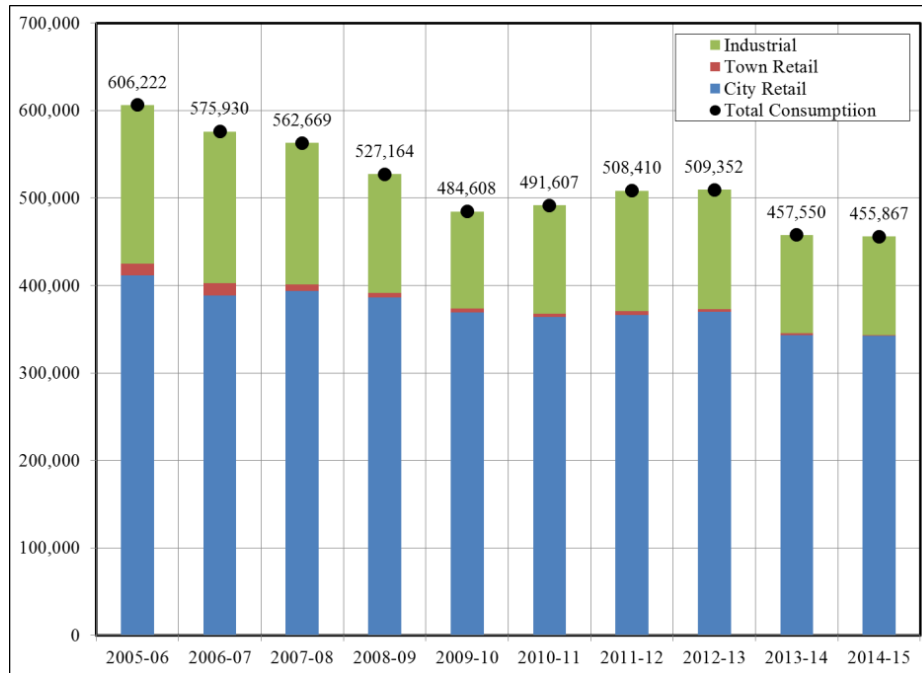


Figure No. 1 – Historical Water Consumption

Based on a projection of declining water sales in conjunction with current rates and fees, future rate revenues were projected as shown in Figure No. 2. Also shown are projected rate funded expenses which were developed based on a careful examination of historical expenditures and assumed inflationary factors. It is important to note that without a rate/fee adjustment, expenses are forecast to outpace revenues during the entire planning horizon.

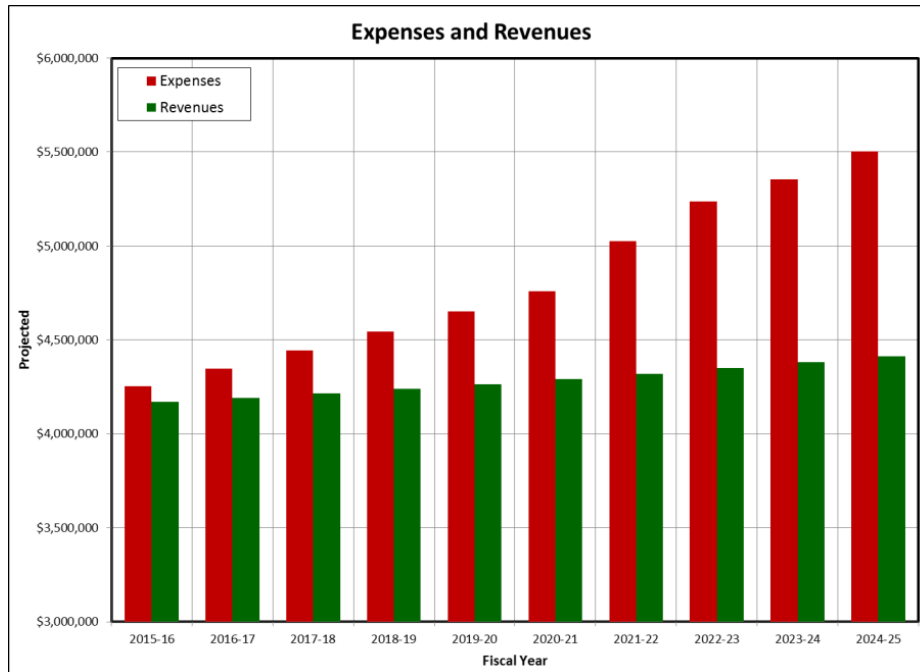


Figure No. 2 – Water System Rate Revenues and Expense Projections

The deficits projected over the planning horizon are not sustainable. Cash reserves would be depleted and the system would not maintain financial viability. However, a modest rate adjustment plan can overcome these shortfalls while maintaining affordability for the City's residents as outlined below.

Proposed Water Rate Adjustment. In light of the infrastructure and fiscal challenges enumerated above, a strategic water rate adjustment plan was developed to alleviate these pressures. The plan sought to balance the system's investment needs and budgetary shortfalls with the practical reality of customer affordability concerns.

The water rate plan proposed for the City Council's consideration includes several elements including a small rate adjustment, a modest capital improvement fee increase and the phasing out of the existing second rate block. The plan will allow the City to responsibly mitigate system risk by completing the most important capital projects while limiting the impact on City customers.

The plan includes water rate and meter fee increases \$.16 or 3.5 percent for future years. In addition, the plan includes a capital improvement fee increase for all meter sizes. The current capital improvement fee is a sliding scale based on customer meter size (see Table No. 1). The year 1 impact to a typical residential customer with a 5/8 inch meter will be \$1.50 per quarter. All other meter sizes will be increased as shown in Table No. 1. A much smaller common percentage fee adjustment will be made in subsequent years across all meter sizes. The future adjustments to a typical residential customer will be approximately \$0.50 per quarter, of the CIP fee. The future 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.

Finally, the rate structure will transition to a single tiered structure by phasing out the high volume rate block. Currently the City maintains a two-tier volume structure billing the first 300,000 gallons of consumption per quarter at a higher rate, and all volume beyond 300,000 per gallons of consumption per quarter at a lower rate. The phasing out of the two tier system is required because the City purchases water at a flat unit cost from Genesee County without a reduced high volume rate.

Figure No. 3 shows the total impact to a typical residential customer (approximately 95% of customers) from the proposed quarterly rate and fee adjustments. These proposed adjustments impact the typical residential customer by approximately \$3/quarter, on average, over the planning period.

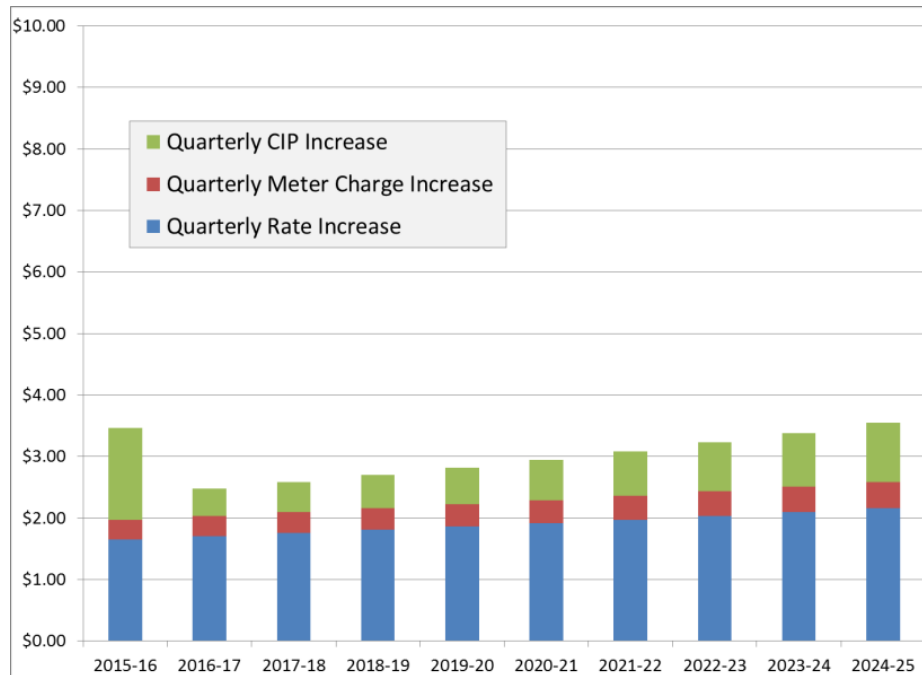


Figure No. 3 – Quarterly Impact to Typical Residential Customer

Table No. 1 – Current and Proposed Quarterly Capital Improvement Fee

Meter Class	Number of Meters	Quarterly Fee	
		Current	Proposed (2015 – 2016)
5/8" Disc Meter	5,282	\$3.00	\$4.50
3/4" Disc Meter	31	\$3.80	\$5.70
1" Disc Meter	107	\$4.00	\$6.00
1.5" Disc Meter	78	\$6.80	\$10.20
2" Disc Meter	34	\$9.44	\$14.16
2" Compound Meter	9	\$8.00	\$12.00
3" Compound Meter	11	\$30.42	\$45.63
4" Compound Meter	12	\$48.42	\$72.63
6" Compound Meter	5	\$73.15	\$109.73
3" Turbo Meter	1	\$18.00	\$27.00
4" Turbo Meter	3	\$30.42	\$45.63
4" Fireline Meter	1	\$30.42	\$45.63
6" Fireline Meter	4	\$48.42	\$72.63
8"x2" Fireline Meter	1	\$67.50	\$101.25
10" Fireline Meter	2	\$88.15	\$132.23

Based on implementation of the proposed rate and fee adjustments, the financial condition of the water system should improve dramatically. The proposed adjustments are projected to increase revenues such that budgetary surpluses are anticipated for future years (see Figure No. 4). During that time the minimal surpluses that are forecast can be used to pay down debt or reduce outstanding principal such that the expenses in later years are reduced.

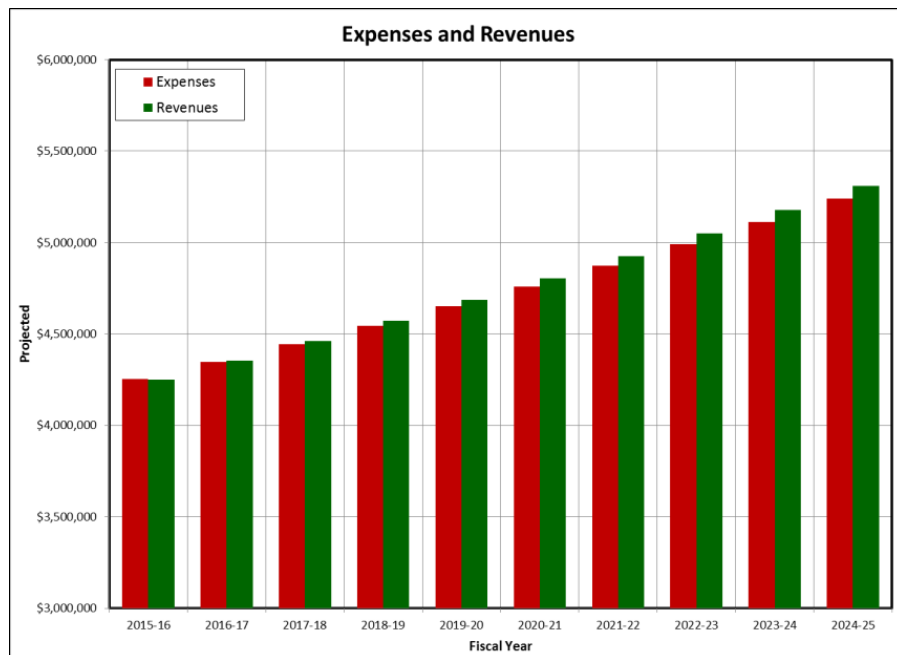


Figure No. 4. – Revised Revenue & Expense Projections With Proposed Water Rate Plan

It is important to the note that financial forecast is based on several factors that can change, and the actual expenses and revenues may be materially different than projected. Notwithstanding the uncertainty of economic conditions, the proposed plan should position the City such that changing conditions can be more easily managed and major rate shock avoided in the future.

Wastewater Revenue and Expense Analysis. Similar to the water system, the City completed a review of historic wastewater revenues and expenses. Major items were trended and a 10-year projection of future revenues and expenses was developed. For purposes of this analysis the City assumed that all capital costs associated with the Plan would be funded from reserves, rate revenues or financed.

Several key factors were noted during this analysis including:

- Several cost reduction initiatives have been completed in recent years.
- The City is now regularly funding reserves .
- A decline in residential customer consumption in ongoing (see Figure No. 5).
- A recent increase in bulk sales has been observed.
- Expenses will continue to grow due to inflationary pressures, maintenance requirements and capital needs.
- Revenues are currently projected to remain relatively flat if no rate/fee adjustments are made.
- Surpluses are projected in the near term, but without rate/fee adjustments a series of deficits are expected in the longer term.

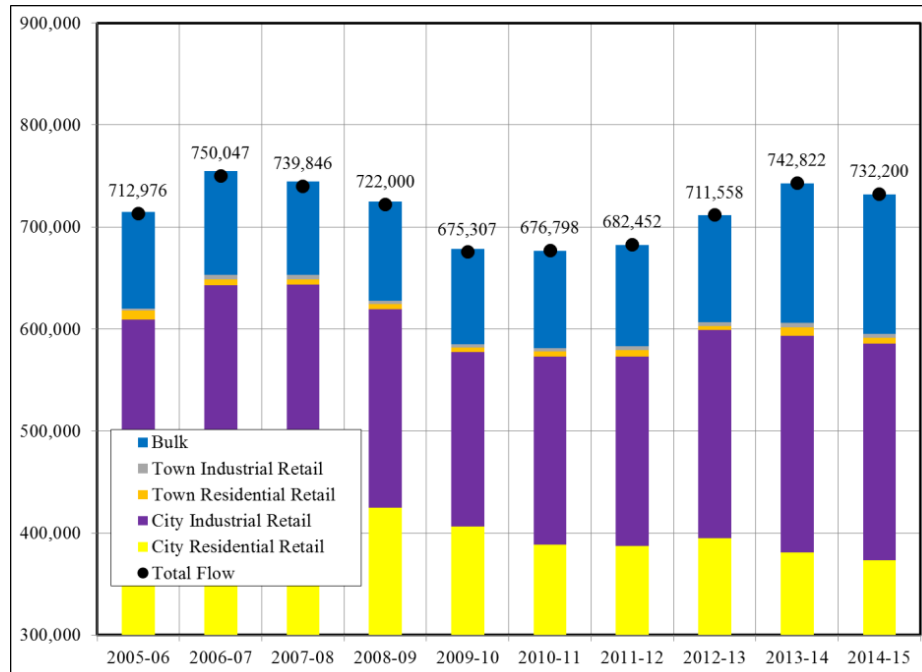


Figure No. 5 – Wastewater System Historical Flow

Unlike the water system, net wastewater flows are expected to continue on an upward trend due in large part to the development within the Genesee Valley Agri-Business Park. Consequently, revenues may increase beyond what is projected in Figure No. 6. However, if certain terms are satisfied within the anticipated wholesale rate agreement with the Town of Batavia, bulk wastewater revenues may be offset by future rate adjustments. Due to the recent trends and for purposes of this analysis, residential, commercial and industrial wastewater flows were assumed to minimally decline while bulk flows were projected to increase slightly over the entire planning period.

Based on the current wastewater rates and fees, future revenues were projected and compared with anticipated expenses (see Figure No.6). Due to increasing maintenance costs and capital requirements, deficits are projected to result within the next several years.

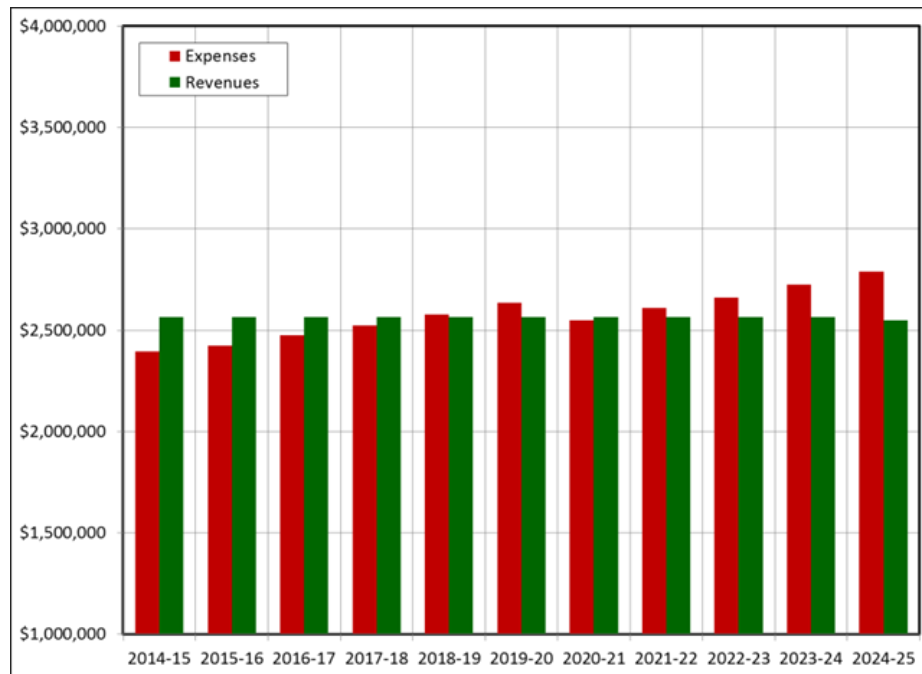


Figure No. 6 – Wastewater System Projected Expenses and Revenues

Proposed Wastewater Rate Adjustment. In light of the growing wastewater infrastructure needs identified during the capital planning phase and the anticipated future operating deficits, a modest wastewater rate adjustment plan was developed to alleviate these pressures. Similar to the water, the Plan seeks to balance the system’s investment needs and budgetary shortfalls with the practical reality of customer affordability concerns.

The wastewater rate plan proposed for the City Council’s consideration includes no rate increase for several years followed by a modest 1 percent rate and meter charge adjustment beginning in 2019-20. The Plan will allow the City to mitigate system risk by completing the most important capital projects while only nominally increasing the future average residential wastewater bill.

Figure no. 7 shows the projected quarterly impact to a typical residential wastewater customer based on the proposed wastewater rate plan. Due to the anticipated decline in residential consumption and the avoidance of rate adjustments for the first several years the typical residential wastewater bill is projected to go down.

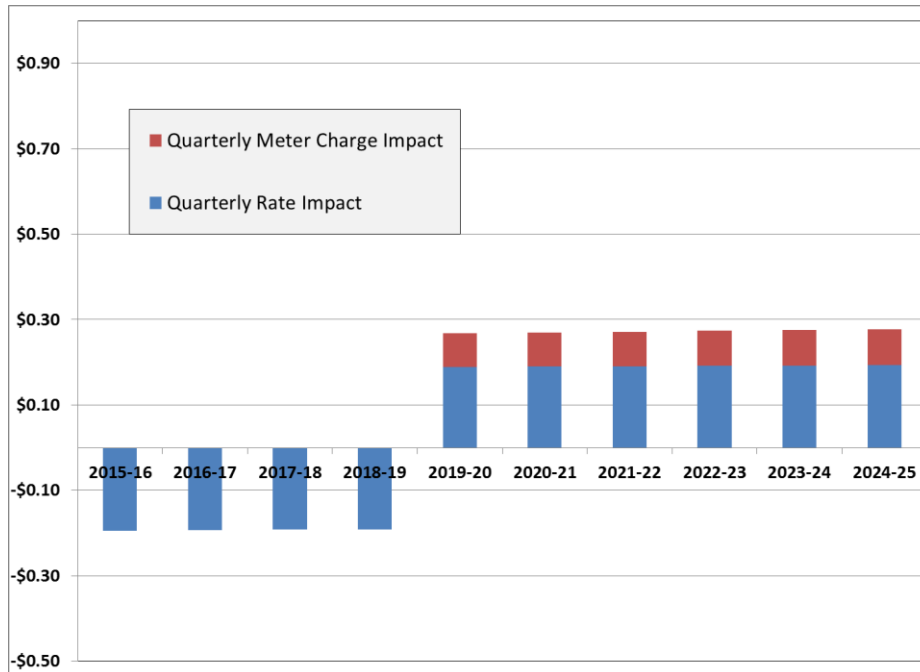


Figure No. 7 – Quarterly Impact to Typical Residential Wastewater Customer

Based on implementation of the proposed rate and meter charge adjustments the financial picture of the wastewater system should improve, particularly in the out years. The proposed adjustments are projected to increase revenues such that budgetary surpluses are anticipated for the next 9 years (see Figure No. 8). During that time the surpluses could be used to pay down debt or reduce outstanding principal such that the expenses are further reduced.

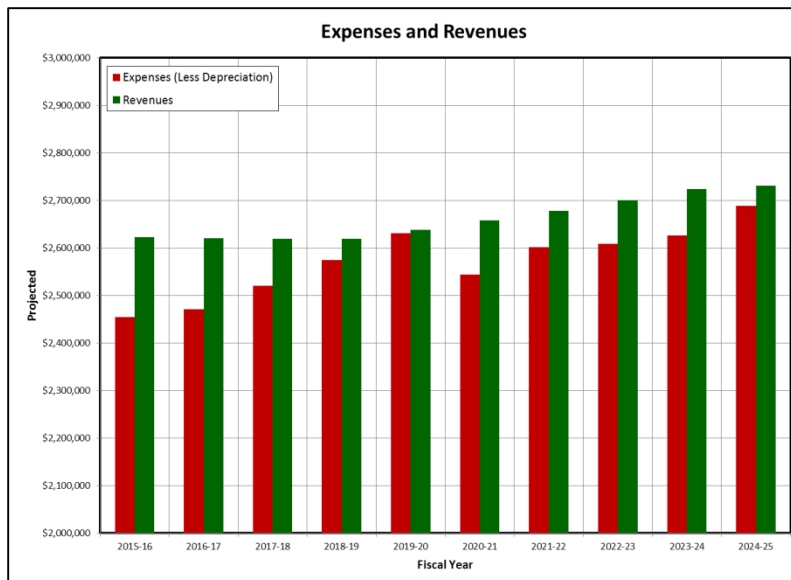


Figure No. 8. – Revised Revenue & Expense Projections With Proposed Wastewater Rate Plan

It is important to note that the financial forecast is based on several factors that can change and the actual expenses and revenues may be materially different than projected. Notwithstanding the uncertainty of economic conditions, the proposed plan should position the City such that changing conditions can be more easily managed and major rate shock avoided in the future.

Conclusions. In summary, it is recommended that the City continue to make strategic capital investments to reduce the risk of failure of its water and wastewater assets. To accomplish this in a fiscally responsible manner an accompanying rate adjustment plan is recommended. The rate plan incorporates modest adjustments to both rates and fees such that sufficient revenues are generated to fund project costs. Regular timely re-investment will help maintain satisfactory service levels for City water and wastewater customers and mitigate the potential for future rate spikes due to sudden failures. Although such capital investment is costly, the net impact to the typical residential customer will be approximately \$3 per quarter for their combined water and wastewater bill next year with similar adjustments in subsequent years. Figure No. 9 shows the total estimated increase in quarterly water and wastewater costs for a typical residential customer in the City.

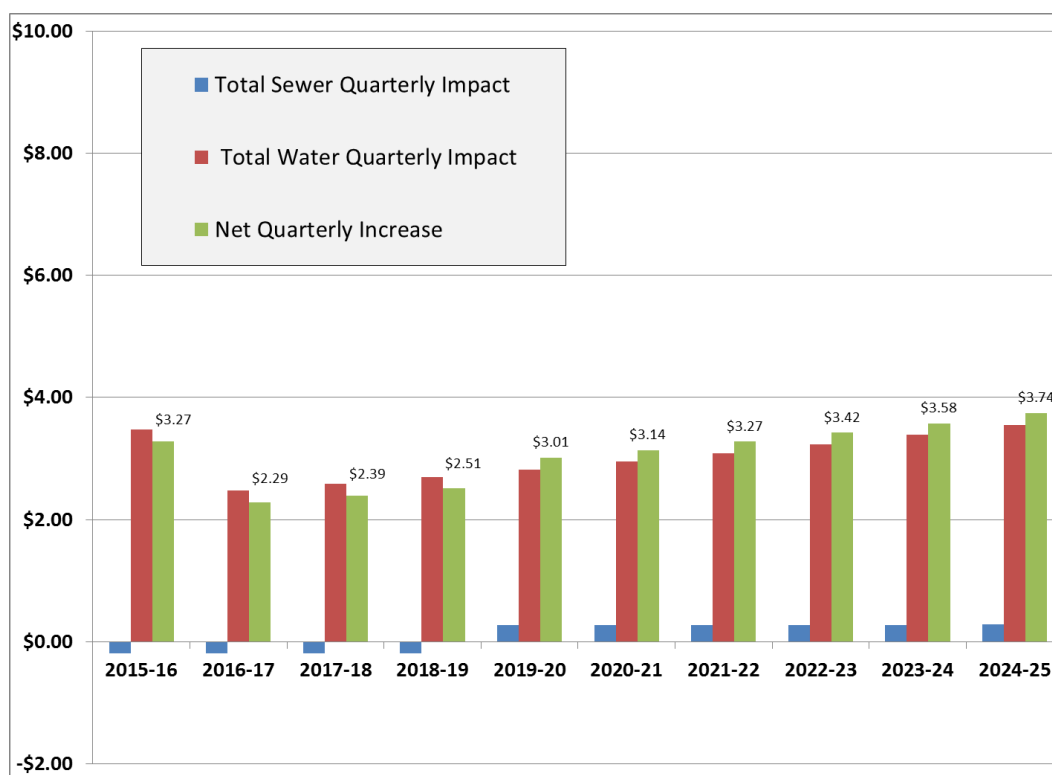


Figure No. 9 – Projected Total Quarterly Cost Impact for a Typical Residential Customer

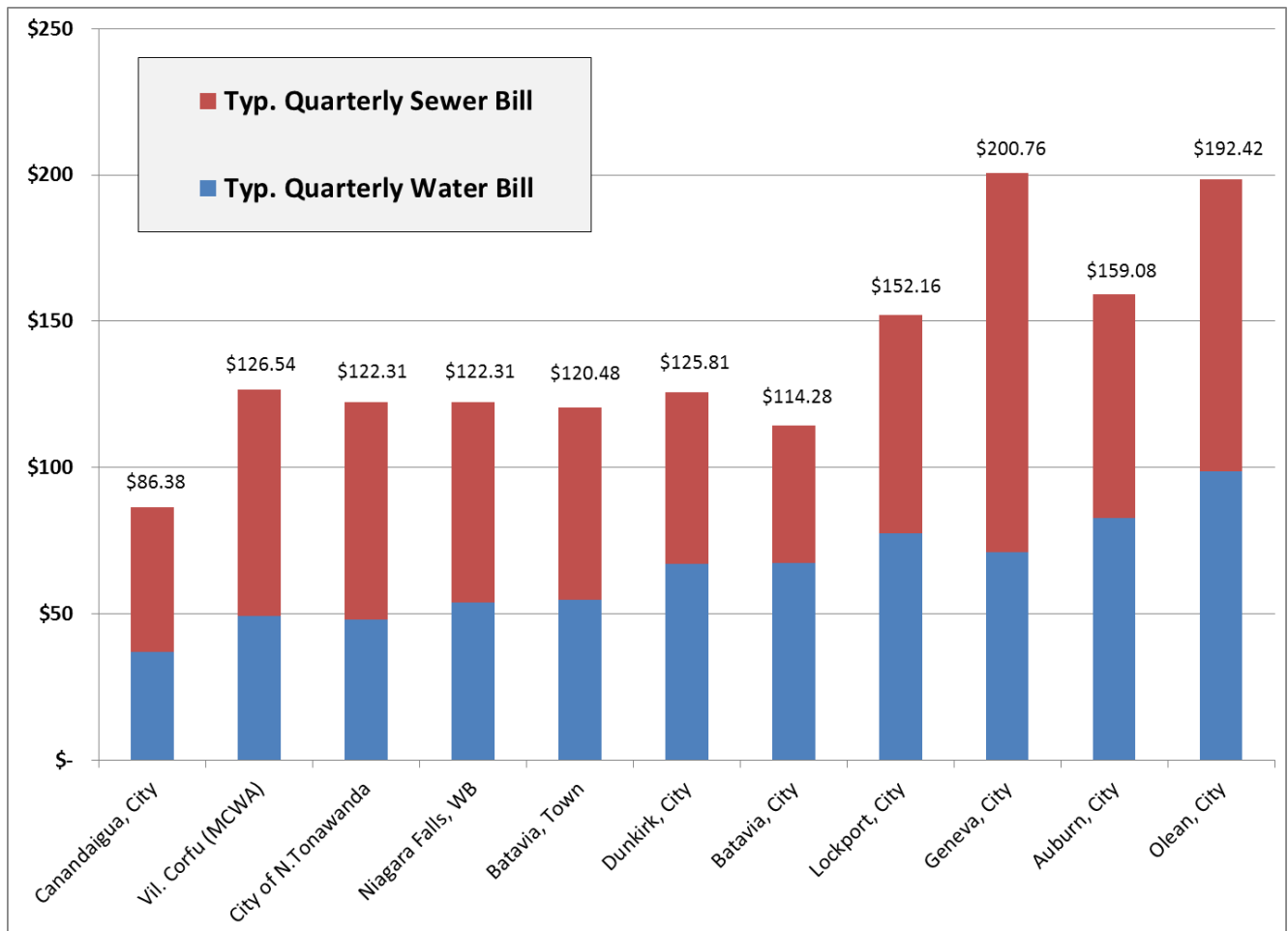


Figure No. 10 – Comparison of other municipal water/sewer bills

Figure No. 10 shows a comparison of how the proposed rate impacts a typical water/sewer bill in relation to other similar size communities. As seen, Batavia's combined water/bills are extremely competitive when compared to other Western New York communities.

RECOMMENDATION

In closing, the factors affecting the City's future are manageable with responsible budgeting practices.

The proposed FY16 General Fund budget recommends a \$.16 tax rate increase to \$9.30 per \$1,000 assessed value, which is an increase in the tax levy of \$74,012 or 1.47%. This would result in an average increase of \$1.20 per month or \$14.40 per year to the average home assessed at \$90,000.

It is strongly encouraged that the City Council consider the proposed tax increase in order to safeguard against further decreases in revenues. While it is understood that a property tax increase is not a popular decision, approving a modest property tax increase complimented

with conservative revenue budgeting and expenditure restrictions may avoid the need for a more drastic tax increases in following years, which may require overriding the tax cap.

The proposed FY16 Water Fund budget recommends a \$.16 or 3.5% increase water rate adjustment and \$.50/month increase in capital fee to support capital projects, while the wastewater rate will require no rate adjustment. The rate and capital fee adjust will result in an average \$1.09 per month or \$13.08 per year increase to the average residential user.

Combined the tax and water rate adjustment will impact the average household by approximately \$2.29 per month or \$27.48 per year provide the City the ability to replace antiquated equipment, repair sidewalks, pave roads, improve government efficiency, lower flood insurance premiums, address abandoned and distressed properties, enhance public safety, boost economic and community development initiatives, continue services to our youth and begin a \$22 million capital program to provide safe, reliable and affordable water and wastewater services to residents and businesses.

In comparison, the average cell phone bill is \$120 per month or \$1,440 annually, while the impact of the proposed budget on the average home owner is \$1,294.¹

SPECIAL THANKS:

The FY16 Budget could not have been possible without the dedication and teamwork of the staff. I want to express my sincere appreciation to all those that who assisted in the preparation of the budget document, Capital Plans and Strategic Plan. In particular I would like to thank Gretchen DiFante and Lisa Neary for their commitment to taking on the task of preparing the budget to be submitted to GFOA for consideration under the Distinguished Budget Presentation Awards Program.

Sincerely,

Jason Molino
City Manager

¹ Brodtkin, John. "Verizon Leads Top Wireless Carriers in Bill Size, at \$148 a Month." Ars Technica. N.p., 15 Jan. 2014. Web. 8 Jan. 2015 <<http://arstechnica.com/>>

HOW TO REVIEW THIS BUDGET

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.

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.

Glossary

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

BUDGET PROCESS

Basis of Budgeting

The budgetary process for the City of Batavia begins in late 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 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.

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, following its adoption, 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.

BUDGET TIMELINE

August-October

- City Council sets the Strategic Agenda

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

December

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

January

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

February - March

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

April

- **Fiscal Year Begins April 1st**

CITY STRATEGIC PLAN

Background. 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. The results, along with 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.

Today. 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.

With these things in mind, the City consolidated its priorities to five: Well-Managed City; Vibrant, Livable Neighborhoods; Stewards of City's Physical Assets; Safe and Secure Community; and a Healthy and Growing Economy. Those strategic priorities along with revised

directional statements, key intended outcomes (KIOs) and two-year measurable outcomes are outlined in the following Strategic Plan. It is important to remember that through data gained from the past four years, City leaders had learned much about what to measure and more about what not to measure. With this in mind, many of the outcomes for the next two years reflect a focus on assessment to help set future priorities as well as to inform the upcoming comprehensive planning process.

STRATEGIC PLAN: KEY INTENDED OUTCOMES

	2015/16	2016/17
<u>Well-Managed City</u>		
City Priorities Linked to Vision	Citizen Survey Completed/Comp Plan started	Developed Comprehensive Plan
Department Accreditation		
Police (NYS DCJS)	Self-Assessment Completed	Package Prepared
Fire (CPSE)	Self-Assessment Completed	Package Prepared
DPW (APWA)	Self-Assessment Completed	Package Prepared
Finance (GFOA)	Budget Certification Awarded	Cert. Achievement of Financial Reporting
Fiscal Wellness Index (FWI)	Develop	Assessed and Priorities Set
Organizational Development Plan		
Employee	Develop plan (Based on employee survey)	Execute plan
PDC, ZBA, HPC	Assess current training and develop plan for in-house	Continue in-house training
Improve Internal Process Efficiency	Identify Process & Measure	Identify Process & Measure
Healthcare Wellness Plan	Improve Participation	100% employees max goals
<u>Vibrant, Livable Neighborhoods</u>		
Neighborhood Vitality Index (NVI)	Develop	Measured and used to improve upon benchmarks
Quality, Systematic Code Enforcement	95% Compliance (1yr)	95% Compliance (1yr)
Multi-family Inspection Program	95% Compliance (1yr)	95% Compliance (1yr)
Improve Housing Quality	# of rehab per year	# of rehab per year
Revise Municipal Codes	1 code per year	1 code per year
<u>Stewards of City's Physical Assets</u>		
Pavement Condition Index (PCI)	85% or greater	85% or greater
Sidewalk Improvements	3,700 lf	3,700 lf
Unrevenue Water	Develop Monitoring Model	Measure
Developed & Implement Infrastructure/Facilities CIPs	Assess	Measure/Execute
City Parks Needs	To be developed	To be developed
<u>Safe and Secure Community</u>		
Community Safety Rating	Develop	Measure
Increase Citizen Emergency Preparedness	2,000 residents/300 hours	2,000 residents/300 hours
Child Safety Inspections/Installations	180	200
# of smoke detector/CO installed	50	75
Improve City's Emergency Preparedness	50% staff ICS/NIMS	65% staff ICS/NIMS
	# of staff CPR/AED	# of staff CPR/AED
Decrease Criminal Behavior in Youth	To be developed	5-year tracking plan
<u>Health & Growing Economy</u>		
Redevelopment of Brownfield sites	Redevelopment of 1 site (3yrs.)	Redevelopment of 1 site (3yrs.)
Economic Wellness Index (EWI)	Develop	Measure
Community Rating System	Level 9	Level 8

STRATEGIC PRIORITIES

Strategic Priority 1: Well-Managed City	
Directional Statements	
<ul style="list-style-type: none"> • Maintain a healthy and stable financial position while taking advantage of economic trends. • Leverage technology to maximize communication with community members and keep them fully informed • Expect organizational excellence. 	<ul style="list-style-type: none"> • Maintain and encourage healthy and productive interactions between City Council, management and staff. • Constantly seek ways to exceed the expectations of our stakeholders. • Foster teamwork and trust among staff members.
Key Intended Outcomes	Initiatives
Outcome: City Priorities Linked to Vision	<ul style="list-style-type: none"> • Using the National Citizen Survey (NCS), gain information about resident opinions about the community and services provided by the City. • Comprehensive Planning Steering Team appointed, consultant identified, work begun
Outcome: Department Accreditation – Police (NYS DCJS), Fire (CPSE), DPW (APWA), Finance (GFOA)	<ul style="list-style-type: none"> • Begin self-assessment process for police, fire and public works. • Prepare and submit budget for GFOA Budget Certification Award.
Outcome: Fiscal Wellness Index (FWI)	<ul style="list-style-type: none"> • Assess and develop fiscal measurable outcomes to properly represent the City’s fiscal picture.
Outcome: Organizational Development	<ul style="list-style-type: none"> • Develop and administer city employee survey to evaluate organizational culture, morale and gauge employee satisfaction. • Assess internal leadership and develop a model and plan for continuous focus in upcoming years. • Assess training available for PDC, ZBA and HPC and institute in-house training program.
Outcome: Internal Process Efficiencies	<ul style="list-style-type: none"> • Implement new software systems in tax, utility billing, payroll & upgrades to Filebound • Evaluate and assess use of police records management system to maximize future use. • Evaluate City/County IT relationship to minimize downtime between two systems. • Evaluate general and workers compensation insurance programs & conduct workers comp. audit.
Outcome: Healthcare Wellness Plan	<ul style="list-style-type: none"> • Continue to seek 100% participation. • 100% employees max goals

Strategic Priority 2: Vibrant, Livable Neighborhoods

Directional Statements

- Support our community through City partnerships with residents and businesses to ensure healthy and vital neighborhoods, free of crime, blight and decline.
- Encourage and model community beautification efforts that create pride and sustainability throughout the City.
- Promote public engagement with community members of all ages.
- Seek to promote a diversity of cultural and recreational opportunities.

Key Intended Outcomes

Initiatives

Outcome: Neighborhood Vitality Index benchmark obtained

- Develop method to measure health of neighborhoods
- Increase in number of attendees/volunteers at Vibrant Batavia events.
- Continue Abandoned & Distressed Properties initiatives:
 - a. Property data base
 - b. Bank contacts
 - c. Home Rule Legislation

Outcome: Quality, systematic code enforcement

- Program objectives maintained at 95% compliance

Outcome: Multi-family home inspection program

- Program objectives maintained at 95% compliance

Outcome: Improved housing quality

- Continue relationship with Habitat for Humanities.
- Develop relationship with others (i.e. Pathstone).
- Implement 2014 CDBG Housing Rehab Grant

Outcome: Municipal codes support goals

- Complete one code revision in 15/16 and one in 16/17

Strategic Priority 3: Stewards of City's Physical Assets

Directional Statements

- Enhance sustainable multi-modal infrastructure necessary for economic and neighborhood growth throughout the City.
- Preserve, protect and promote our City Parks, the Tonawanda Creek, our natural resources and our water and wastewater infrastructure.
- Encourage energy and utility efficiency and natural resource sustainability.
- Be mindful of our historic heritage.

Key Intended Outcomes

Initiatives

Outcome: Improved Roadway Conditions

- Maintain Pavement Condition Index (PCI) 85% or greater

Outcome: Improved Sidewalk Conditions

- Improve a minimum of 3,700 linear feet of sidewalk

Outcome: Unrevenue Water

- Develop a system to monitor unrevenue water
- Identify efficiencies to investigate in administration and distribution

Outcome: Develop and Implement Infrastructure/Facility Capital Plans

- 100% of Capital Plan initiatives are completed on time and within budget
- Police Facility Task Force recommendation made
- Develop facility capital plans for the Fire Station and Bureau of Maintenance
- Develop capital plan for information technology

Outcome: City Parks/Recreation Facility Needs

- Recreation needs identified in Citizen Survey and ready to inform priorities of Comprehensive Plan
- Implement 100% of goals outlined in Tree Master Plan & update plan in 16/17
- Ellicott Trail development - City responsibilities are clearly identified and budgeted
- Youth Bureau continued leadership/management of Community Garden

Strategic Priority 4: Safe and Secure Community

Directional Statements	
<ul style="list-style-type: none"> Cooperate with other public safety agencies to provide high quality public safety services. Ensure well-equipped, resourced and trained public safety professionals. 	<ul style="list-style-type: none"> Strengthen emergency preparedness and security throughout the City. Enhance trust between citizens and public safety professionals by increasing citizen engagement through education, communication and prevention activities.
Key Intended Outcomes	Initiatives
Outcome: Community Safety Rating	<ul style="list-style-type: none"> Community Safety Rating established, survey administered and Crime Data Matrix complete
Outcome: Increased Citizen Emergency Preparedness	<ul style="list-style-type: none"> 180 child safety seat inspections completed 2,000 residents/300 hours committed to public education Number of CO detectors installed Number of smoke detectors installed
Outcome: Increase number of City employees who are prepared for emergencies	<ul style="list-style-type: none"> 50% of staff ICS/NIMS # of staff CRP/AED Implement 2014 Technical Rescue and Urban Search and Rescue Grant
Outcome: Decrease in criminal behavior in youth	<ul style="list-style-type: none"> Youth Bureau, Police Department and School District collaboration to identify most successful deterrents and track success over a ten-year period.

Strategic Priority 5: Healthy and Growing Economy

Directional Statements

- Provide support to home and business owners in ways that will lead to an increase in property values.
- Leverage the Community Rating System through FEMA to provide relief to homeowners within the Special Flood Hazard Area.
- Support the development and redevelopment of Brownfield sites and underutilized properties to promote tax base growth and job creation.
- Find ways to capitalize on our central location to encourage others to visit and invest in Batavia because of the value they see and experience.
- Assume leadership to collaborate with other entities to achieve the best possible economic benefits for Batavia.

Key Intended Outcomes

Initiatives

Outcome: Brownfield Opportunity Area (BOA) Site Redevelopment

- Renew Economic Services agreement with Batavia Development Corporation
- Economic development strategic planning with City Council and BDC Board
- Application and RFP completed for Della Penna Redevelopment
- Implement 2014 CDBG Micro-enterprise Grant
- Creek Park Redevelopment RFQ
- Complete CFA Application

Outcome: Community Rating System

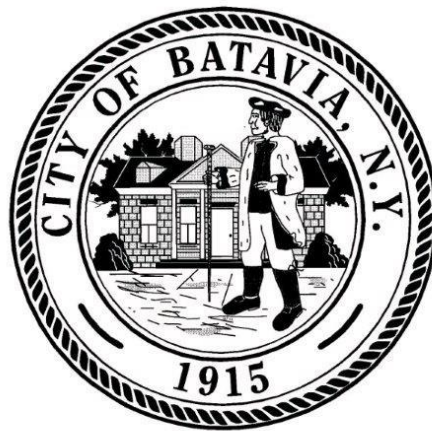
- Acceptance into the CRS and a level 9 rating for 2015 and a level 8 for 2016

Outcome: Economic Wellness Index

- Develop an economic wellness index and performance measures

SECTION 2

FINANCIAL POLICY STATEMENT



FINANCIAL POLICY STATEMENTS

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.

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 it 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 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

- A "User-Fee" study shall be conducted by the City on a periodic basis, the first shall be completed by FY 2016-2017.
- 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 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 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 first review of the Comprehensive Debt Management Plan.

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

- A Comprehensive Debt Management Plan shall be developed and presented annually by staff beginning in fiscal year 2015-2016 encompassing 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.

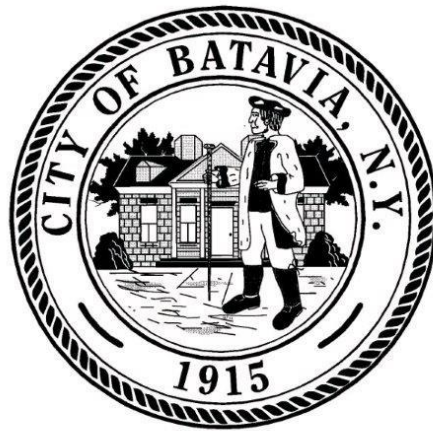
The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, while taking into account risk constraints and the cash flow characteristics of the portfolio. The core of investments shall be limited to relatively low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



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SECTION 3

STATISTICS & SUPPLEMENTAL OVERVIEW



HISTORY OF BATAVIA

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

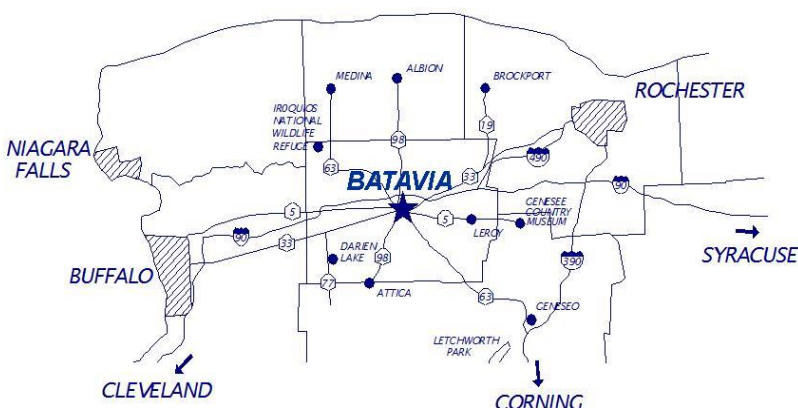
The Holland Purchase extended from Lake Ontario to the Pennsylvania border and from Lake Erie to a few miles east of Batavia. Before 1797, with the exception of a relatively few Native American settlements populated mainly by Seneca Indians, the area was largely undeveloped. When Ellicott built his 1801 land office at Batavia and sold 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 15,465. 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.



Batavia is home to several significant and well established manufacturing employers, such as Graham Manufacturing, R.E Chapin, 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.

Source: *City of Batavia, Final Official Statement – July 14, 2014*

Batavia's Top Employers		
<u>Employer</u>	<u>Type</u>	<u>Employees</u>
UMMC	Healthcare	750
Genesee County	Government	742
Batavia Board of Education	Education	440
U.S. Veterans Hospital	Healthcare	400
Graham Manufacturing	Manufacturing	330
O-AT-KA Milk Products	Manufacturing	330
Genesee ARC	Human Services	300
R.E. Chapin	Manufacturing	280
NYS School for the Blind	Education	220

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.

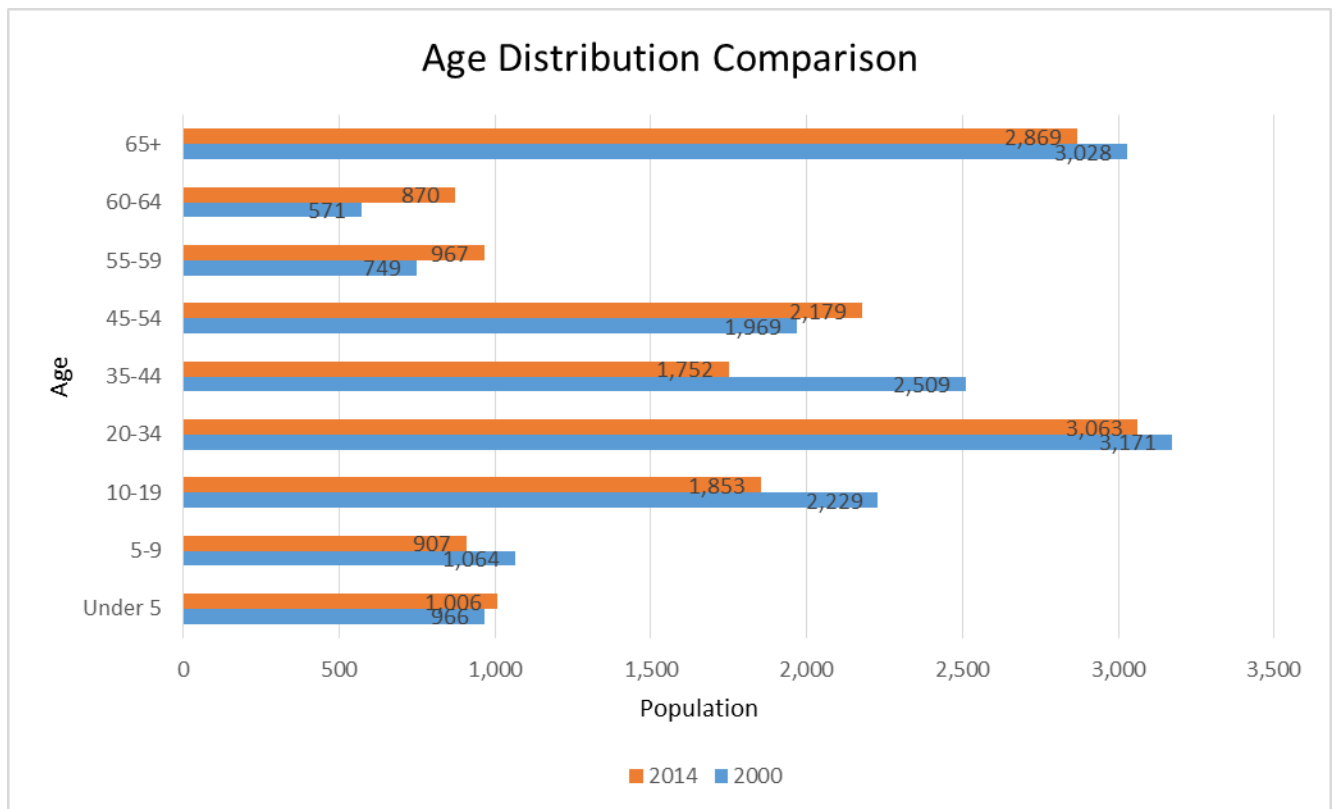
Batavia has recently been recognized by the International City/County Management Association (ICMA) as a recipient of the 2014 Program Excellence Award for Strategic Leadership & Governance for the City's *Strategic Business Plan*. Batavia is part of the Batavia/Genesee Micropolitan area that for the tenth consecutive year *Site Selection Magazine* recognized as one of the top micropolitans in the United States. Also, *Western New York Heritage*, included Batavia in "A Time for Change: Urban Renewal in Batavia" in the fall of 2014.

Population				
<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
Median Household Income				
<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
Per Capita Income				
<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
Source: US Census Bureau, American Community Survey				

People

All of the counties on the western half of this region (Erie, Genesee, Niagara, Orleans, and Wyoming) lost population between 2000 and 2010, and Batavia's population has shown a slight (5%) decline since the year 2000. The following tables and charts present specific demographic information relating to population, labor force and education.

Population (2014)	15,391
Labor Force (2013)	7,577
Job Growth Rate (1 Year)	9.7%
Median Age	40.01



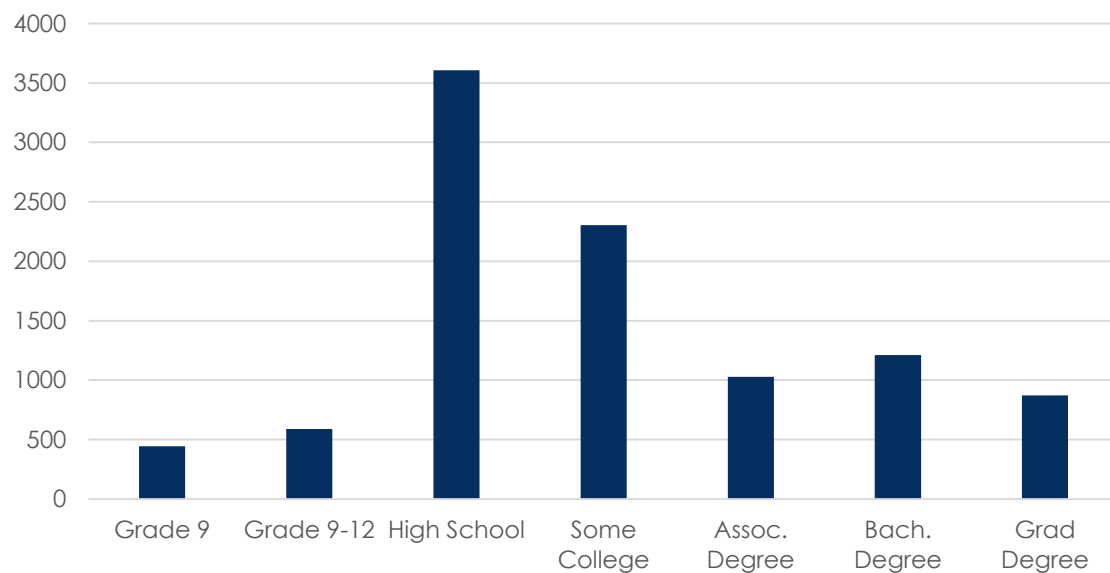
Race	TOTAL	%
White	13,810	89.73
Black	804	5.22
American Indian	64	.42
Asian	121	.79
Pacific Islander	4	.03
Other	96	.62
Multi-race	492	3.2
Hispanic	496	3.22

The City of Batavia's population is aging which brings about two key growth considerations; 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 mid-2014. 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

Bachelor's Degree or higher	20.7%
High School Degree or higher	89.7%
White Collar Workers	64%
Blue Collar Workers	35%
Universities in Community offering Bachelor's Degree or Higher	0
Universities in Community + 50 miles offering Bachelor's Degree or Higher	26
Colleges in Community offering Associate's Degree or Certificate	2
Colleges in Community + 50 miles offering Associate's Degree or Certificate	27

Education Attainment



Across Genesee County, median household incomes are typically below \$50,000, and Batavia is no exception. The 2000 Census showed Batavia's medium HHI at \$33,484 while the 2005 – 2009 numbers showed a 14.7% increase.

Sources: American Community Survey (2005 – 2009)

Income

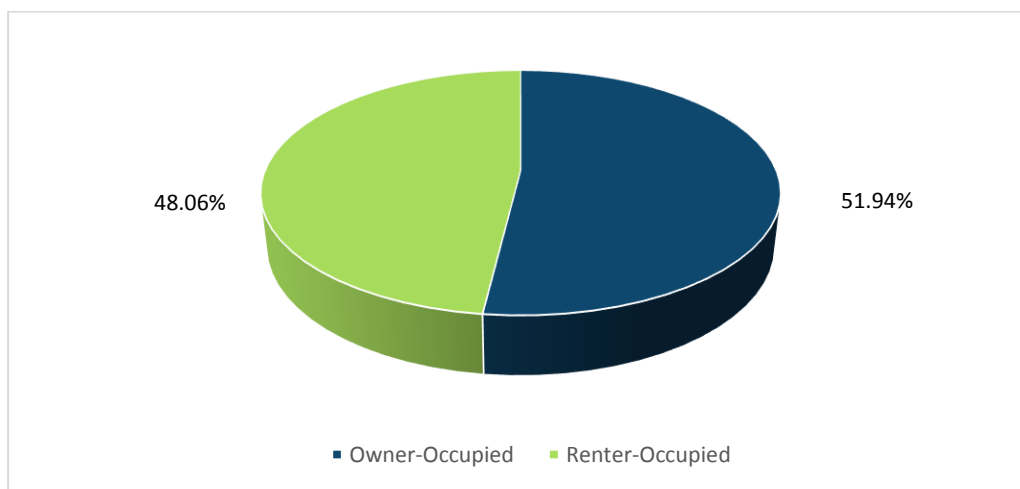
Median Household Income (2013)	\$38,535
Mean Household Income (2013)	\$52,290

Housing

While the number of renter households in Batavia fell during the early 2000s, the city's homeownership rate remained around 55%. Most of Batavia's housing stock (59%) is comprised of single family homes, 40% are multifamily units, roughly half of which are smaller multifamily properties.

Total Number of Dwellings 7,198		
Owner-Occupied Dwellings	3,496	51.94%
Renter-Occupied Dwellings	3,235	48.06%
Housing Units Occupied	6,731	93.51%

Dwellings



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 from the \$9.30 listed below, 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
2005	\$683,582,762	\$463,817,133	32.15%	\$7.36	\$10.27	\$17.63
2006	\$709,028,756	\$496,320,927	30.00%	\$7.75	\$10.15	\$17.90
2007	\$710,089,308	\$497,859,430	29.89%	\$9.26	\$9.94	\$19.20
2008	\$687,530,380	\$505,476,823	26.48%	\$10.02	\$9.55	\$19.57
2009	\$703,078,339	\$518,534,718	26.25%	\$10.19	\$9.78	\$19.96
2010	\$705,567,375	\$526,754,087	25.34%	\$10.35	\$9.82	\$20.17
2011	\$715,973,743	\$533,179,597	25.53%	\$10.48	\$9.79	\$20.27
2012	\$715,828,570	\$533,245,095	25.51%	\$10.71	\$9.88	\$20.59
2013	\$712,437,581	\$529,981,726	25.61%	\$9.30	\$9.88	\$19.18
2014	\$773,444,040	\$550,110,924	28.88%	\$9.14	\$10.03	\$23.64
2015	\$773,526,842	\$550,482,792	28.83%	\$9.30	\$9.86	\$24.33

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.

2015/2016 TAX CAP CALCULATION

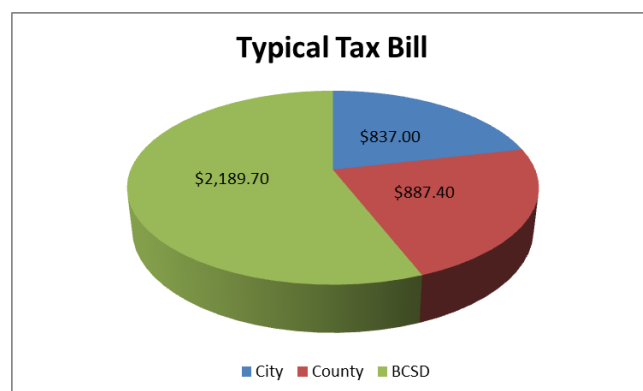
5,029,525.07	City of Batavia total tax	
29,789.76	Removed exemptions	
<u>119,999.83</u>	Special District Taxes - BID	
5,179,314.66	Prior fiscal year tax levy	
x <u>1.0010</u>	City of Batavia Tax Base Growth Factor	
5,184,493.97		
+ <u>61,730.00</u>	Prior year PILOT receivable (FY2014/2015)	ACTUAL FOR 14/15 IS 61,032.68
5,246,223.97		
x <u>1.0162</u>	1.62% tax cap limit	
5,331,212.80		
- <u>64,590.00</u>	PILOT receivable - upcoming fiscal year (FY 2015/2016) per budget	
5,266,622.80	= Tax Levy Limit	
+ 38,850.80	Available carryover	
+ <u>-</u>	Net of transfer of Government Function (as determined by OSC)	
5,305,473.60		
+ <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	
5,305,473.60		
+ <u>-</u>	Pension exclusion	
<u>5,305,473.60</u>	Tax cap levy Limit	
(119,999.99)	BID	
<u>(29,789.76)</u>	Removed exemptions	
<u>\$ 5,155,683.85</u>	City's allowable property tax levy	

The proposed tax levy for FY 2016 is \$5,119,753, which is less than the allowable property tax levy, not requiring an override by the 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 \$837 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



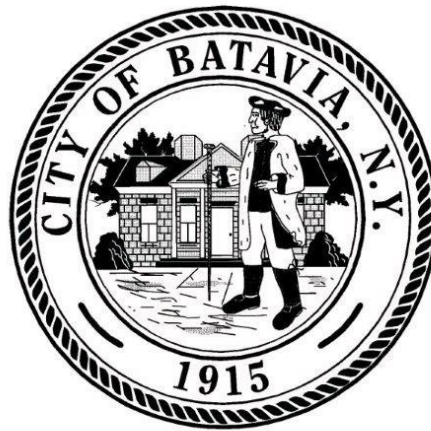
In addition, the City's share of total property tax can be compared to the County and the school district. For instance, the same household with a \$90,000 assessed valuation would pay \$887.40 in property taxes to Genesee County and an additional \$2,189.70 to the school district. Therefore, the City's share of the tax burden for a typical household is slightly less than that of the County and much less than that of the school district.

Top 10 Taxpayers

Taxpayer	Taxable Assessed Value
Niagara Mohawk dba Nat'l Grid	\$9,341,153
Seneca Powers Partners, L.P.	\$6,940,171
National Fuel Gas	\$6,925,779
Alan Riley/Tops Market	\$4,650,000
West Main Associates	\$3,988,500
Chapin International, Inc.	\$3,375,000
Woodcrest Associates	\$3,300,000
Graham Manufacturing Co Inc.	\$3,157,400
Verizon of New York	\$3,125,846
United Memorial Medical Center	\$2,787,010

SECTION 4

BUDGET REPORTS



Budget Summaries & Financial Overview

Introduction

The next several pages represent an overview of the entire City budget, with particular emphasis on the City's major funds: general, water & wastewater. This section provides the reader with all of the financial information they need in evaluating and considering the budget. As has been discussed, great effort has been put forth to not only understand the proposal for FY2015-2016, 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

Expenditures

- Summary of Expenditures- General Fund
- Summary of Expenditures- Water and Wastewater
- Summary of Expenditures by Category- General Fund
- Summary of Expenditures by Category- Water and Wastewater

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.”

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 insurance coverage on their employees. It is funded by contributions from the General, Water and Wastewater Fund.
- **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** -used to fund the mall concourse operations. The City prepares and forward to each mall merchant a maintenance bill for each fiscal year. The City then collects unpaid mall maintenance charges in the same manner as provided by law for the collection of unpaid real property taxes. In addition, the City provides accounting services related to the mall maintenance budget as adopted by the Mall Operating Committee.

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.

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

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

City Fund Balances

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

APPROPRIATED GOVERNMENT FUNDS

①										
General Fund	3/31/2012 balance	3/31/2013 balance	3/31/2014 balance	14/15 budgeted additions	14/15 budgeted expenditures	14/15 Assigned by council	3/31/2015 estimated balance	15/16 budgeted additions	15/16 budgeted expenditures	3/31/2016 estimated balance
Non Spendable Fund Balance										
Prepaid expenses	26,008	-	-	-	-	-	-	-	-	-
Restricted Fund Balance										
Liability insurance reserve	410,484	416,434	397,447	5,000	-		402,447	10,000	-	412,447
Health insurance reserve	346,447	472,302	498,155	-	(50,000)		448,155	-	-	448,155
Police reserve	55,929	51,053	41,145	-	(22,500)		18,645	-	(10,000)	8,645
Fire reserve	511,631	487,305	558,609	15,000	(66,114)	225,000	732,495	15,000	(54,940)	692,555
DPW reserve	465,752	538,113	221,927	15,000	(141,000)	120,000	215,927	15,000	(51,000)	179,927
Ice rink reserve	40,831	72,241	130,526	29,689	(2,500)		157,715	32,189	(8,000)	181,904
Dwyer stadium reserve	65,911	60,658	55,758	-	(30,000)	30,000	55,758	-	(12,900)	42,858
Facilities reserve	105,777	236,063	766,179	65,000	(420,000)	500,000	911,179	80,000	(25,000)	966,179
Sidewalk reserve	141,329	200,066	274,485	-	(113,000)	200,000	361,485	-	(318,558)	42,927
Employee Benefit Liability reserve	275,718	37	40,850	10,000	-	50,000	100,850	-	-	100,850
Retirement contribution reserve	311,094	376,109	386,783	10,000	(105,000)	25,000	316,783	10,000	(15,000)	311,783
Parking lot reserve	0	17,650	21,995	3,910	(9,150)		16,755	39,114	-	55,869
Administrative equipment reserve ②	0	0	0	-	-	50,000	50,000	-	(40,474)	9,526
EMS Program state restricted	29,474	27,479	32,620				32,620	-	-	32,620
Total restricted fund balance	2,760,377	2,955,510	3,426,479	153,599	(959,264)	1,200,000	3,820,814	201,303	(535,872)	3,486,245
Committed fund balance										
Richmond Avenue	-	300,000	-	-	-	-	-	-	-	-
Vibrant Batavia	-	45,000	55,423	-	(55,423)	-	-	-	-	-
South Jackson/Otis	-	-	150,000	-	(150,000)	-	-	-	-	-
Summit/Otis	-	-	325,000	-	(325,000)	-	-	-	-	-
Comprehensive Plan Update	-	-	-	-	-	100,000	100,000	-	-	100,000
Total committed fund balance	-	345,000	530,423	-	(530,423)	100,000	100,000	-	-	100,000
Assigned Fund Balance										
Encumbrances	187,213	99,978	219,645	-	-	-	219,645	-	-	219,645
Appropriated fund balance	100,000	160,000	200,000	-	-	-	200,000	75,000	-	275,000
Total assigned fund balance	287,213	259,978	419,645	-	-	-	419,645	75,000	-	494,645
Unassigned Fund Balance										
	1,098,838	1,344,950	1,648,468	-	-	-	1,648,468	-	-	1,648,468
Total General Fund Balance	4,172,436	4,905,438	6,025,015	153,599	(1,489,687)	1,300,000	5,988,927	276,303	(535,872)	5,729,358
Workers Comp Fund										
Restricted Fund Balance										
Workers Comp Reserves	224,325	220,046	222,799	23,000	(20,000)	-	225,799	24,370	(30,000)	220,169
Assigned Fund Balance										
Total assigned fund balance	89,216	134,672	98,653	-	-	-	98,653	-	-	98,653
Total Workers Comp Fund Balance	313,541	354,718	321,452	23,000	(20,000)	-	324,452	24,370	(30,000)	318,822

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

② proposed for approval prior to March 31, 2015.

FUND BALANCE- MAJOR/Non MAJOR FUNDS

Major Fund General Fund	3/31/2012 balance	3/31/2013 balance	3/31/2014 balance	14/15 budgeted additions	14/15 budgeted expenditures	14/15 Assigned by council	3/31/2015 estimated balance	15/16 budgeted additions	15/16 budgeted expenditures	3/31/2016 estimated balance
Non Spendable Fund Balance										
Prepaid expenses	26,008	-	-	-	-	-	-	-	-	-
Restricted Fund Balance										
Liability insurance reserve	410,484	416,434	397,447	5,000	-		402,447	10,000	-	412,447
Health insurance reserve	346,447	472,302	498,155	-	(50,000)		448,155	-	-	448,155
Police reserve	55,929	51,053	41,145	-	(22,500)		18,645	-	(10,000)	8,645
Fire reserve	511,631	487,305	558,609	15,000	(66,114)	225,000	732,495	15,000	(54,940)	692,555
DPW reserve	465,752	538,113	221,927	15,000	(141,000)	120,000	215,927	15,000	(51,000)	179,927
Ice rink reserve	40,831	72,241	130,526	29,689	(2,500)		157,715	32,189	(8,000)	181,904
Dwyer stadium reserve	65,911	60,658	55,758	-	(30,000)	30,000	55,758	-	(12,900)	42,858
Facilities reserve	105,777	236,063	766,179	65,000	(420,000)	500,000	911,179	80,000	(25,000)	966,179
Sidewalk reserve	141,329	200,066	274,485	-	(113,000)	200,000	361,485	-	(318,558)	42,927
Employee Benefit Liability reserve	275,718	37	40,850	10,000	-	50,000	100,850	-	-	100,850
Retirement contribution reserve	311,094	376,109	386,783	10,000	(105,000)	25,000	316,783	10,000	(15,000)	311,783
Parking lot reserve	0	17,650	21,995	3,910	(9,150)		16,755	39,114	-	55,869
Administrative equipment reserve ②	0	0	0	-	-	50,000	50,000	-	(40,474)	9,526
EMS Program state restricted	29,474	27,479	32,620				32,620	-	-	32,620
Total restricted fund balance	2,760,377	2,955,510	3,426,479	153,599	(959,264)	1,200,000	3,820,814	201,303	(535,872)	3,486,245
Committed fund balance										
Richmond Avenue	-	300,000	-	-	-	-	-	-	-	-
Vibrant Batavia	-	45,000	55,423	-	(55,423)	-	-	-	-	-
South Jackson/Otis	-	-	150,000	-	(150,000)	-	-	-	-	-
Summit/Otis	-	-	325,000	-	(325,000)	-	-	-	-	-
Comprehensive Plan Update	-	-	-	-	-	100,000	100,000	-	-	100,000
Total committed fund balance	-	345,000	530,423	-	(530,423)	100,000	100,000	-	-	100,000
Assigned Fund Balance										
Encumbrances	187,213	99,978	219,645	-	-	-	219,645	-	-	219,645
Appropriated fund balance	100,000	160,000	200,000	-	-	-	200,000	75,000	-	275,000
Total assigned fund balance	287,213	259,978	419,645	-	-	-	419,645	75,000	-	494,645
Unassigned Fund Balance										
	1,098,838	1,344,950	1,648,468	-	-	-	1,648,468	-	-	1,648,468
Total General Fund Balance	4,172,436	4,905,438	6,025,015	153,599	(1,489,687)	1,300,000	5,988,927	276,303	(535,872)	5,729,358
% change		18% (1)	23% (2)				-1%			-4%
Capital Fund										
Unassigned Fund Balance										
	1,321,249	N/A	(202,772)	-	-	-	(202,772)	-	-	(202,772)
Assigned Fund Balance										
	176,740	N/A	-	-	-	-	-	-	-	-
Total Capital Fund Balance	1,497,989	N/A	(202,772)	-	-	-	(202,772)	-	-	(202,772)
% change							0%			0%
Non-Major Government Funds (aggregate)										
Restricted Fund Balance										
Total restricted fund balance	405,935	468,757	508,005	-	-	-	508,005	-	-	508,005
Assigned Fund Balance										
Total assigned fund balance	645,084	491,513	371,218	-	-	-	371,218	-	-	371,218
Total Non-Major Government Fund Balance	1,051,019	491,513	879,223				879,223			879,223
% change		-53%	79%				0%			0%

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

② proposed for approval prior to March 31, 2015.

N/A In the fiscal year ending March 31, 2013 the Capital Fund did not qualify as a major fund, therefore it's fund balance is included in the non-major government funds aggregate totals for that year.

DISCUSSION OF 10% VARIANCES IN FUND BALANCE TOTALS

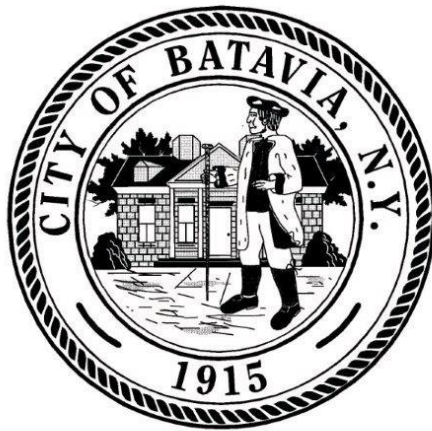
- (1) 3/31/2013 The general fund balance grew in this fiscal year as a result of sales tax receipts which increased \$164,370 or 2.7% over the prior year. In addition, the City continued to budget conservatively where revenues not received on a consistent basis were not included in the budget. Some one-time revenues assisted with the financial recovery by being utilized to fund capital acquisitions. The City's prudent revenue budgeting and expense monitoring resulted in general fund surpluses needed to eliminate prior fund balance deficits, and grow reserves and the unassigned fund balance.
- (2) 3/31/2014 Factors that contributed to the City having a surplus in fund balance were primarily one-time revenue receipts above budget or lower than expected expenses. These factors include: sales tax receipts which were \$243,528 over budget; retirement contributions which were \$530,462 under budget; and healthcare expenditures, which were \$233,982 under budget. Furthermore, there were several personnel vacancies throughout a portion of the year due to retirements. It should be noted that sales tax revenue is economically sensitive and is subject to volatile changes in receipts. Retirement contributions have not been consistent with actual retirement payments and have resulted in fluctuations in payments versus budget, creating skepticism and a lack of confidence in New York State retirement projects in past years. The primary factors responsible for the 2013/2014 surplus were not expected to continue into the 2014/2015 year.



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SECTION 5

FUNDS & DEPARTMENT DETAIL



FUND DESCRIPTIONS AND STRUCTURE

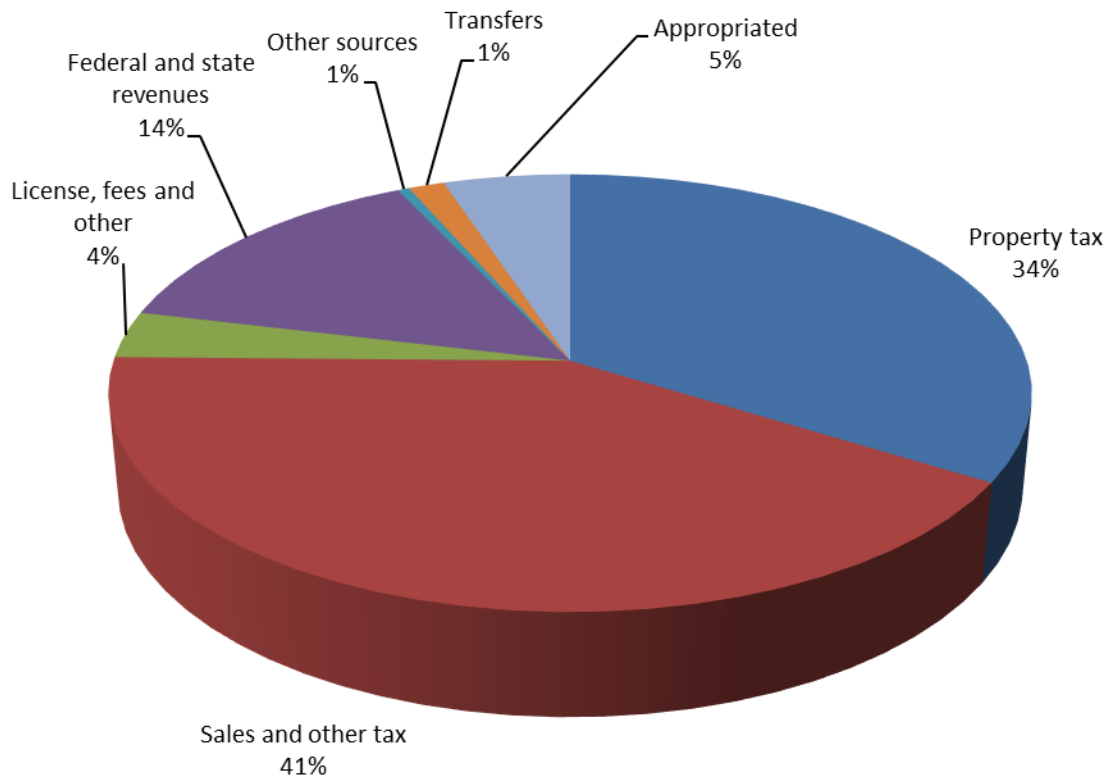
General Fund - the General Fund is the principal operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is used to account for most of the day-to-day operations of the City, which are financed from property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

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 two enterprise funds: water and wastewater.

GENERAL FUND BUDGET SUMMARY

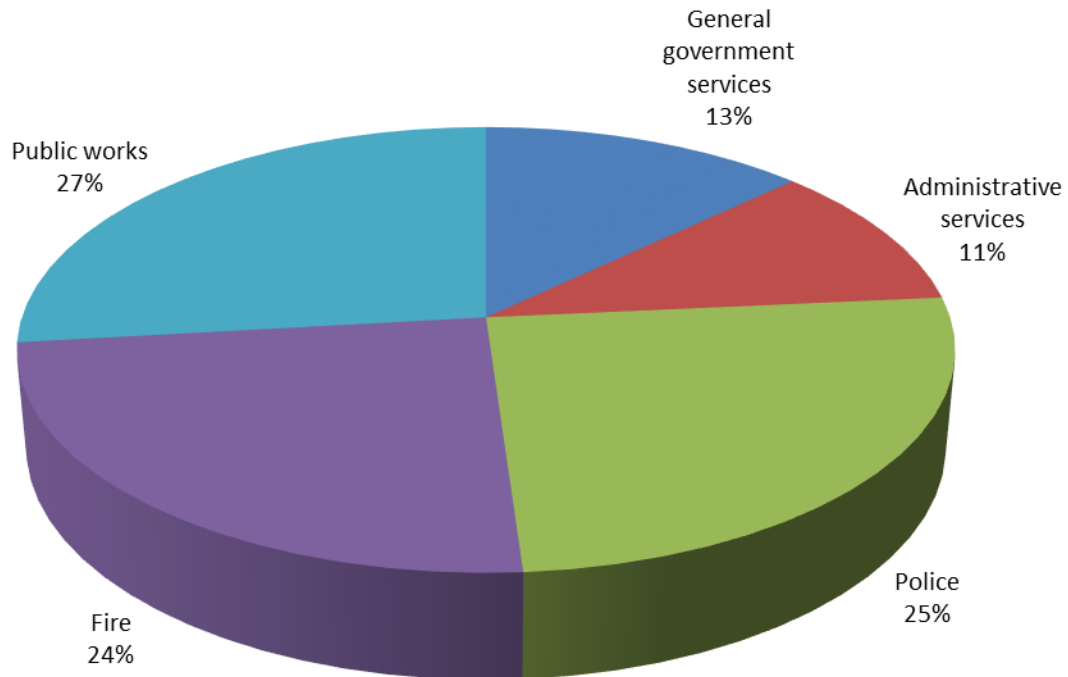
	Actual 13/14	Budget 14/15	Projected 14/15	Proposed 15/16	Projected 16/17	Projected 17/18	Projected 18/19
REVENUES:							
Real property tax	(5,188,402.31)	(5,045,741.00)	(5,045,741.00)	(5,119,753.00)	(5,335,666.11)	(5,612,769.07)	(5,815,232.06)
Real property tax items	(556,256.00)	(236,730.00)	(236,730.00)	(239,590.00)	(246,777.70)	(254,181.03)	(261,806.46)
Sales and other taxes	(6,426,274.10)	(6,495,000.00)	(6,530,000.00)	(6,570,000.00)	(6,705,600.00)	(6,844,038.00)	(6,985,374.54)
Departmental income	(272,479.21)	(298,903.00)	(291,903.00)	(298,949.00)	(306,581.00)	(314,438.25)	(322,527.48)
Use of money and property	(56,257.70)	(49,340.00)	(49,340.00)	(51,500.00)	(53,045.00)	(54,636.35)	(56,275.44)
Licenses and permits	(87,200.90)	(79,775.00)	(79,775.00)	(85,300.00)	(87,859.00)	(90,494.77)	(93,209.61)
Fines and forfeitures	(103,480.06)	(150,500.00)	(110,500.00)	(108,608.00)	(111,866.24)	(115,222.23)	(118,678.89)
Sales of poperty and compensation for loss	(99,052.49)	(26,300.00)	(13,300.00)	(3,300.00)	(3,399.00)	(3,500.97)	(3,606.00)
Miscellaneous local sources	(563,025.27)	(76,670.00)	(76,670.00)	(75,370.00)	(77,631.10)	(79,960.03)	(82,358.83)
Federal and state sources	(2,492,726.30)	(2,279,375.00)	(2,279,375.00)	(2,255,142.00)	(2,264,968.50)	(2,275,089.80)	(2,285,514.73)
Transfers in	(257,682.83)	(300,000.00)	(300,000.00)	(230,500.00)	(250,500.00)	(237,358.14)	(251,718.00)
Appropriated reserves	(929,874.00)	(900,614.00)	(900,614.00)	(535,872.00)	(191,070.00)	(196,802.10)	(202,706.16)
Appropriated fund balance	-	(200,000.00)	(200,000.00)	(275,000.00)	(275,000.00)	(275,000.00)	(275,000.00)
TOTAL GENERAL FUND REVENUES	(17,032,711.17)	(16,138,948.00)	(16,113,948.00)	(15,848,884.00)	(15,909,963.65)	(16,353,490.74)	(16,754,008.21)
EXPENDITURES:							
General Government Services							
Reserves	123,500.00	153,599.00	153,599.00	201,303.00	196,479.00	292,189.00	272,760.00
Council	47,901.25	52,510.00	52,510.00	51,700.00	52,172.60	52,659.06	53,159.80
City manager	157,478.21	179,330.00	160,590.00	179,820.00	184,714.53	189,743.63	194,911.05
Legal services	256,509.99	218,550.00	261,150.00	217,050.00	223,561.50	230,268.35	237,176.40
Contingency	-	250,000.00	112,400.00	250,000.00	255,000.00	260,100.00	265,302.00
Community development	29,309.07	20,000.00	20,800.00	20,000.00	20,600.00	21,218.00	21,854.54
Economic development	104,789.23	-	-	-	-	-	-
Council on arts	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00
Community celebrations	8,649.65	13,460.00	14,330.00	13,920.00	12,967.83	13,325.33	13,692.79
Debt service - Bonds	611,103.33	528,151.00	508,500.00	525,125.00	497,184.37	478,475.02	466,665.02
Debt service - BAN	-	16,500.00	16,500.00	16,953.00	-	-	-
Install. purchase debt - municipal lease	7,256.86	7,258.00	7,258.00	7,256.00	7,256.86	7,256.85	7,256.86
Debt service - energy lease	69,007.24	71,101.00	71,101.00	73,255.00	75,475.48	77,762.38	80,117.32
Other government debt	92,558.84	93,604.00	93,604.00	94,512.00	96,027.47	-	-
Transfers out	929,874.00	-	-	-	-	-	-
Transfers for capital projects	425,000.00	-	-	-	-	-	-
Transfers to other funds	286,530.00	378,940.00	378,940.00	398,230.00	425,316.50	454,275.37	485,236.96
Total General Government Services	3,151,717.67	1,985,253.00	1,853,532.00	2,051,374.00	2,049,006.13	2,079,522.99	2,100,382.73
Administrative Services							
Finance	111,798.91	130,100.00	118,740.00	171,186.00	138,106.11	142,008.41	146,022.01
Administrative services	262,457.18	316,240.00	302,213.77	314,170.00	323,804.70	338,070.52	352,997.64
Clerk/Treasurer	124,656.98	130,285.00	125,955.00	141,675.00	141,903.80	145,839.76	149,885.91
Assessment	127,321.27	144,924.00	137,794.00	145,072.00	148,465.91	152,729.60	157,116.56
Personnel	113,713.04	536,140.00	149,087.47	524,960.00	540,319.65	556,130.54	572,405.97
Elections	23,365.00	34,735.00	34,735.00	11,835.00	20,000.00	20,000.00	20,000.00
Information systems	63,018.21	126,500.00	126,500.00	74,169.00	76,394.07	78,685.89	81,046.47
Control of dogs	898.89	1,330.00	1,330.00	1,310.00	1,349.30	1,389.78	1,431.47
Vital statistics	17,012.03	18,870.00	18,240.00	18,960.00	19,467.98	19,989.70	20,525.56
Summer recreation	58,963.60	64,590.00	65,268.77	68,000.00	69,367.45	71,286.78	73,259.43
Youth service	138,938.68	166,275.00	152,620.00	194,715.00	174,414.25	179,244.69	184,210.01
Medical insurance	1,530,714.34	7,190.00	1,711,720.00	12,030.00	12,369.23	12,718.03	13,076.69
Total Administrative Services	2,572,858.13	1,677,179.00	2,944,204.01	1,678,082.00	1,665,962.44	1,718,093.71	1,771,977.73
Police	3,068,675.97	4,034,630.00	3,658,899.07	4,021,860.00	4,123,589.30	4,234,730.06	4,348,903.54
Fire	3,016,679.92	3,804,514.00	3,459,882.17	3,850,720.00	3,917,490.13	4,022,558.52	4,130,478.69
Public Works							
Engineering	41,710.81	32,000.00	51,863.71	32,000.00	33,600.00	35,280.00	37,044.00
Public works administration	90,951.75	110,120.00	93,690.00	111,890.00	114,933.03	118,059.65	121,272.20
City facilities	213,157.69	290,840.00	282,201.21	267,740.00	262,169.38	269,710.89	277,470.70
Inspection	253,737.07	362,070.00	323,150.00	329,965.00	338,938.65	348,158.90	357,632.59
Maintenance administration	171,482.90	199,780.00	180,850.00	211,750.00	217,532.13	223,473.79	229,579.43
Street maintenance	746,533.47	629,255.00	592,585.00	607,115.00	623,705.43	641,439.66	659,681.92
Public works garage	467,162.14	533,060.00	464,790.00	495,345.00	509,296.29	523,643.76	538,398.75
Snow removal	510,186.87	834,767.00	816,949.00	541,830.00	556,916.58	572,532.67	588,590.51
Street lighting & traffic signals	261,674.27	284,500.00	279,830.00	279,360.00	287,664.15	296,215.54	305,021.54
Sidewalk repairs	26,028.12	113,000.00	161,970.00	318,558.00	100,000.00	103,000.00	106,090.00
Parking lots	49,060.98	32,990.00	32,990.00	-	29,671.11	57,690.35	41,377.02
Parks	560,602.98	743,875.00	690,902.04	626,850.00	644,143.38	661,918.30	680,188.30
Historic preservation	1,753.47	2,395.00	2,395.00	2,395.00	2,466.85	2,540.86	2,617.08
Planning & zoning boards	2,168.46	3,200.00	3,200.00	3,200.00	3,296.00	3,394.88	3,496.73
Storm sewer	151,163.64	245,380.00	223,140.00	217,150.00	222,236.48	228,374.42	234,683.50
Refuse & recycling	224,752.01	75,150.00	75,150.00	62,430.00	64,268.83	66,161.88	68,110.76
Street cleaning	105,679.87	144,990.00	128,229.39	139,270.00	143,077.40	146,989.92	151,010.49
Total Public Works	3,877,806.50	4,637,372.00	4,403,885.35	4,246,848.00	4,153,915.65	4,298,585.46	4,402,265.52
TOTAL GENERAL FUND EXPENDITURES	15,687,738.19	16,138,948.00	16,320,402.60	15,848,884.00	15,909,963.65	16,353,490.74	16,754,008.21

GENERAL FUND REVENUE SUMMARY



	14/15 Projected		15/16 Budget	
	<u>Amount</u>	<u>Percent</u>	<u>Amount</u>	<u>Percent</u>
Property tax	\$ (5,282,471.00)	33%	\$ (5,359,343.00)	34%
Sales and other tax	(6,530,000.00)	41%	(6,570,000.00)	41%
License, fees and other	(544,818.00)	3%	(547,657.00)	3%
Federal and state revenues	(2,279,375.00)	14%	(2,255,142.00)	14%
Other sources	(76,670.00)	0%	(75,370.00)	0%
Transfers	(300,000.00)	2%	(230,500.00)	1%
Appropriated	(1,100,614.00)	7%	(810,872.00)	5%
TOTAL REVENUES	<u><u>\$ (16,113,948.00)</u></u>	<u><u>100%</u></u>	<u><u>\$ (15,848,884.00)</u></u>	<u><u>100%</u></u>

GENERAL FUND EXPENSE SUMMARY



	14/15 Projected		15/16 Budget	
	<u>Amount</u>	<u>Percent</u>	<u>Amount</u>	<u>Percent</u>
General government services	\$ 1,853,532.00	11%	\$ 2,051,374.00	13%
Administrative services	2,944,204.01	18%	1,678,082.00	11%
Police	3,658,899.07	22%	4,021,860.00	25%
Fire	3,459,882.17	21%	3,850,720.00	24%
Public works	4,403,885.35	27%	4,246,848.00	27%
TOTAL REVENUES	<u>\$ 16,320,402.60</u>	<u>100%</u>	<u>\$ 15,848,884.00</u>	<u>100%</u>

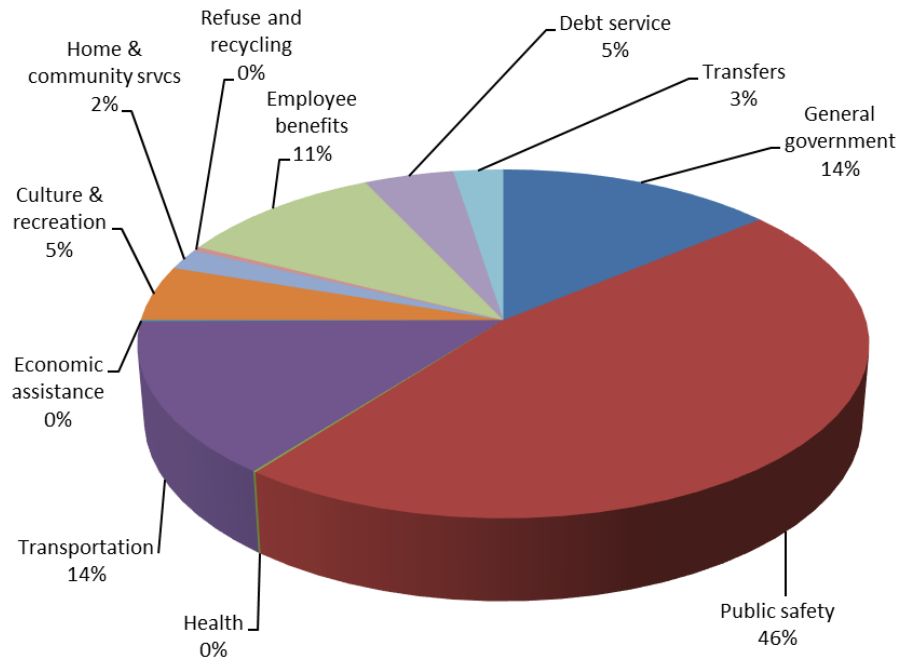
GENERAL FUND EXPENSES BY FUNCTION

	Actual 13/14	Budget 14/15	Projected 14/15	Proposed 15/16	16/17	Projected 17/18	18/19
<u>General Government</u>							
Reserves	123,500.00	153,599.00	153,599.00	201,303.00	196,479.00	292,189.00	272,760.00
Council	47,901.25	52,510.00	52,510.00	51,700.00	52,172.60	52,659.06	53,159.80
City manager	157,478.21	179,330.00	160,590.00	160,090.00	184,714.53	189,743.63	194,911.05
Finance	111,798.91	130,100.00	118,740.00	156,486.00	138,106.11	142,008.41	146,022.01
Administrative services	262,457.18	316,240.00	302,213.77	311,670.00	323,804.70	338,070.52	352,997.64
Clerk/Treasurer	124,656.98	130,285.00	125,955.00	130,425.00	141,903.80	145,839.76	149,885.91
Assessment	127,321.27	144,924.00	137,794.00	137,562.00	148,465.91	152,729.60	157,116.56
Legal services	256,509.99	218,550.00	261,150.00	217,050.00	223,561.50	230,268.35	237,176.40
Personnel	113,713.04	536,140.00	149,087.47	130,940.00	540,319.65	556,130.54	572,405.97
Engineering	41,710.81	32,000.00	51,863.71	32,000.00	33,600.00	35,280.00	37,044.00
Elections	23,365.00	34,735.00	34,735.00	11,835.00	20,000.00	20,000.00	20,000.00
Public works administration	90,951.75	110,120.00	93,690.00	94,600.00	114,933.03	118,059.65	121,272.20
City facilities	213,157.69	290,840.00	282,201.21	254,690.00	262,169.38	269,710.89	277,470.70
Information systems	63,018.21	126,500.00	126,500.00	74,169.00	76,394.07	78,685.89	81,046.47
Contingency	-	250,000.00	112,400.00	250,000.00	255,000.00	260,100.00	265,302.00
Total General Government	1,757,540.29	2,705,873.00	2,163,029.16	2,214,520.00	2,711,624.27	2,881,475.31	2,938,570.70
<u>Public Safety</u>							
Police	3,068,675.97	4,034,630.00	3,658,899.07	3,587,250.00	4,123,589.30	4,234,730.06	4,348,903.54
Fire	3,016,679.92	3,804,514.00	3,459,882.17	3,485,090.00	3,917,490.13	4,022,558.52	4,130,478.69
Control of dogs	898.89	1,330.00	1,330.00	1,310.00	1,349.30	1,389.78	1,431.47
Inspection	253,737.07	362,070.00	323,150.00	289,125.00	338,938.65	348,158.90	357,632.59
Total Public Safety	6,339,991.85	8,202,544.00	7,443,261.24	7,362,775.00	8,381,367.38	8,606,837.26	8,838,446.30
<u>Health</u>							
Vital statistics	17,012.03	18,870.00	18,240.00	18,330.00	19,467.98	19,989.70	20,525.56
Total Health	17,012.03	18,870.00	18,240.00	18,330.00	19,467.98	19,989.70	20,525.56
<u>Transportation</u>							
Maintenance administration	171,482.90	199,780.00	180,850.00	177,170.00	217,532.13	223,473.79	229,579.43
Street maintenance	746,533.47	629,255.00	592,585.00	549,955.00	623,705.43	641,439.66	659,681.92
Public works garage	467,162.14	533,060.00	464,790.00	441,905.00	509,296.29	523,643.76	538,398.75
Snow removal	510,186.87	834,767.00	816,949.00	510,650.00	556,916.58	572,532.67	588,590.51
Street lighting & traffic signals	261,674.27	284,500.00	279,830.00	275,010.00	287,664.15	296,215.54	305,021.54
Sidewalk repairs	26,028.12	113,000.00	161,970.00	318,558.00	100,000.00	103,000.00	106,090.00
Parking lots	49,060.98	32,990.00	32,990.00	-	29,671.11	57,690.35	41,377.02
Total Transportation	2,232,128.75	2,627,352.00	2,529,964.00	2,273,248.00	2,324,785.67	2,417,995.76	2,468,739.18
<u>Economic Assistance</u>							
Community development	29,309.07	20,000.00	20,800.00	20,000.00	20,600.00	21,218.00	21,854.54
Economic development	104,789.23	-	-	-	-	-	-
Total Economic Assistance	134,098.30	20,000.00	20,800.00	20,000.00	20,600.00	21,218.00	21,854.54
<u>Culture and Recreation</u>							
Council on arts	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00
Parks	560,602.98	743,875.00	690,902.04	541,120.00	644,143.38	661,918.30	680,188.30
Summer recreation	58,963.60	64,590.00	65,268.77	67,370.00	69,367.45	71,286.78	73,259.43
Youth service	138,938.68	166,275.00	152,620.00	185,325.00	174,414.25	179,244.69	184,210.01
Historic preservation	1,753.47	2,395.00	2,395.00	2,395.00	2,466.85	2,540.86	2,617.08
Community celebrations	8,649.65	13,460.00	14,330.00	12,620.00	12,967.83	13,325.33	13,692.79
Total Culture and Recreation	771,158.38	992,845.00	927,765.81	811,080.00	905,609.75	930,565.96	956,217.61

GENERAL FUND EXPENSES BY FUNCTION (cont'd)

	Actual <u>13/14</u>	Budget <u>14/15</u>	Projected <u>14/15</u>	Proposed <u>15/16</u>	Projected <u>16/17</u>	Projected <u>17/18</u>	Projected <u>18/19</u>
Home and Community Services							
Planning & zoning boards	2,168.46	3,200.00	3,200.00	3,200.00	3,296.00	3,394.88	3,496.73
Storm sewer	151,163.64	245,380.00	223,140.00	186,390.00	222,236.48	228,374.42	234,683.50
Street cleaning	105,679.87	144,990.00	128,229.39	117,180.00	143,077.40	146,989.92	151,010.49
Total Home and Community Services	259,011.97	393,570.00	354,569.39	306,770.00	368,609.88	378,759.22	389,190.72
Refuse and Recycling	224,752.01	75,150.00	75,150.00	62,430.00	64,268.83	66,161.88	68,110.76
Employee Benefits							
Medical insurance	1,530,714.34	7,190.00	1,711,720.00	1,664,400.00	12,369.23	12,718.03	13,076.69
Total Employee Benefits	1,530,714.34	7,190.00	1,711,720.00	1,664,400.00	12,369.23	12,718.03	13,076.69
Debt Service:							
Principal							
Bonds	346,000.00	340,000.00	360,000.00	385,000.00	369,836.80	363,000.00	363,000.00
BAN	-	-	-	-	-	-	-
Install. purchase debt - municipal lease	6,584.90	6,599.00	6,599.00	6,719.00	6,842.18	6,967.20	7,094.52
Energy lease	57,276.92	60,430.00	60,430.00	63,702.00	67,101.22	70,629.49	74,291.08
Other government debt	82,500.00	86,250.00	86,250.00	90,000.00	94,500.00	-	-
Total Principal	492,361.82	493,279.00	513,279.00	545,421.00	538,280.20	440,596.69	444,385.60
Interest							
Bonds	265,103.33	188,151.00	148,500.00	140,125.00	127,347.57	115,475.02	103,665.02
BAN	-	16,500.00	16,500.00	16,953.00	-	-	-
Install. purchase debt - municipal lease	671.96	659.00	659.00	537.00	414.68	289.65	162.34
Energy lease	11,730.32	10,671.00	10,671.00	9,553.00	8,374.26	7,132.89	5,826.24
Other government debt	10,058.84	7,354.00	7,354.00	4,512.00	1,527.47	-	-
Total Interest	287,564.45	223,335.00	183,684.00	171,680.00	137,663.98	122,897.56	109,653.60
Total Debt Service	779,926.27	716,614.00	696,963.00	717,101.00	675,944.18	563,494.25	554,039.20
Transfers							
Out	929,874.00	-	-	-	-	-	-
For capital projects	425,000.00	-	-	-	-	-	-
To other funds	286,530.00	378,940.00	378,940.00	398,230.00	425,316.50	454,275.37	485,236.96
Total Transfers	1,641,404.00	378,940.00	378,940.00	398,230.00	425,316.50	454,275.37	485,236.96
TOTAL GENERAL FUND EXPENDITURES	15,687,738.19	16,138,948.00	16,320,402.60	15,848,884.00	15,909,963.65	16,353,490.74	16,754,008.21

GENERAL FUND EXPENSE BY FUNCTION

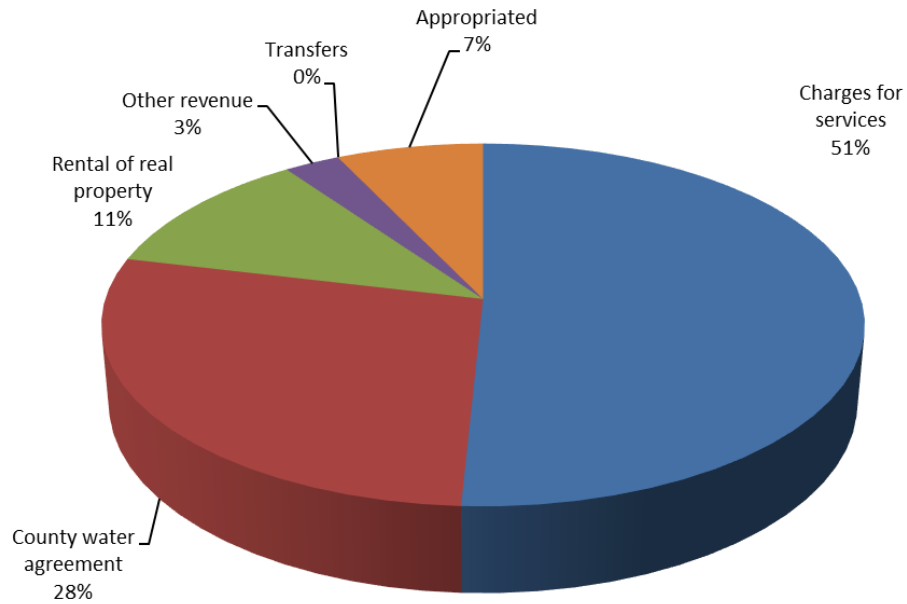


	14/15 Projected		15/16 Budget	
	Amount	Percent	Amount	Percent
General government	\$ 2,163,029.16	13%	\$ 2,214,520.00	14%
Public safety	7,443,261.24	46%	7,362,775.00	46%
Health	18,240.00	0.1%	18,330.00	0.1%
Transportation	2,529,964.00	16%	2,273,248.00	14%
Economic assistance	20,800.00	0.1%	20,000.00	0.1%
Culture and recreation	927,765.81	6%	811,080.00	5%
Home & community svcs	354,569.39	2%	306,770.00	2%
Refuse and recycling	75,150.00	0.5%	62,430.00	0.4%
Employee benefits	1,711,720.00	10%	1,664,400.00	10.5%
Debt service	696,963.00	4%	717,101.00	5%
Transfers	378,940.00	2%	398,230.00	3%
TOTAL REVENUES	<u>\$ 16,320,402.60</u>	<u>100%</u>	<u>\$ 15,848,884.00</u>	<u>100%</u>

WATER FUND BUDGET SUMMARY

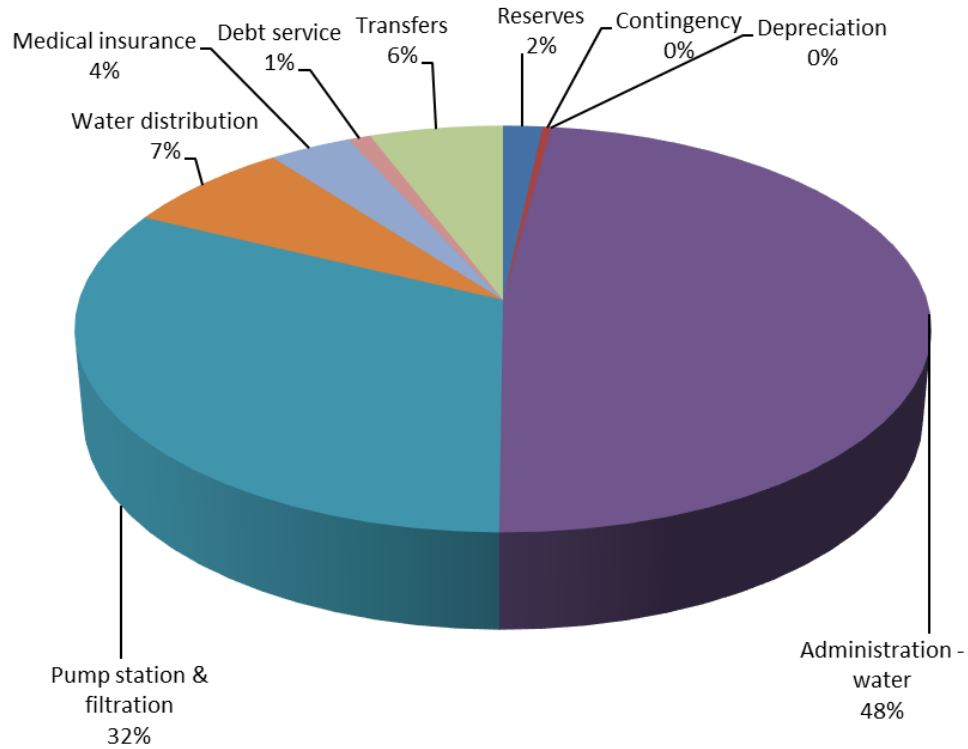
	Actual 13/14	Budget 14/15	Projected 14/15	Proposed 15/16	Projected 16/17	Projected 17/18	Projected 18/19
REVENUES:							
Charges for services	(2,375,630.84)	(2,589,324.00)	(2,305,175.00)	(2,449,654.00)	(2,517,285.63)	(2,587,094.20)	(2,658,906.92)
County water agreement charges	(1,437,422.62)	(1,373,980.00)	(1,373,980.00)	(1,347,170.00)	(1,383,713.53)	(1,421,301.12)	(1,459,962.81)
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	(76,199.46)	(83,638.00)	(83,638.00)	(129,862.00)	(141,538.57)	(154,787.43)	(169,340.92)
Interest income	(8,247.63)	(1,000.00)	(1,000.00)	(1,000.00)	(1,000.00)	(1,000.00)	(1,000.00)
Transfers in	(57,360.00)	-	-	-	-	-	-
Appropriated reserves	-	(70,000.00)	(70,000.00)	(345,000.00)	-	-	-
TOTAL WATER FUND REVENUES	(4,504,860.55)	(4,667,942.00)	(4,383,793.00)	(4,822,686.00)	(4,593,537.73)	(4,714,182.76)	(4,839,210.65)
EXPENDITURES:							
Reserves	-	58,300.00	58,300.00	82,086.00	93,908.78	105,893.14	120,177.27
Contingency	-	31,700.00	31,700.00	18,489.00	19,043.67	19,614.98	20,203.43
Depreciation	144,946.00	-	-	-	-	-	-
Administration - water	2,158,136.00	2,363,720.00	2,220,310.00	2,316,775.00	2,403,886.65	2,469,457.92	2,536,826.89
Pump station & filtration	1,136,048.93	1,308,770.00	1,188,806.90	1,548,930.00	1,325,873.53	1,363,461.12	1,402,122.81
Water distribution	323,846.21	476,910.00	425,020.00	357,250.00	431,829.90	443,658.08	455,813.41
Medical insurance	137,821.31	780.00	152,680.00	172,910.00	1,184.50	1,220.04	1,256.64
Debt service - Bonds	21,839.69	28,013.00	13,200.00	25,663.00	25,362.50	26,062.50	25,742.50
Debt service - BAN	-	-	-	-	-	-	-
Install. purchase debt - municipal lease	373.30	4,033.00	4,033.00	4,032.00	4,031.58	4,031.59	4,031.59
Debt service - energy lease	2,799.20	16,968.00	16,968.00	17,481.00	18,010.71	18,556.45	19,118.40
Transfers for capital projects	57,360.00	77,278.00	77,278.00	-	-	-	-
Transfers to other funds	288,920.00	301,460.00	301,460.00	279,070.00	255,692.10	232,362.86	209,083.75
TOTAL WATER FUND EXPENDITURES	4,272,090.64	4,667,932.00	4,489,755.90	4,822,686.00	4,578,823.92	4,684,318.68	4,794,376.69

WATER FUND REVENUE SUMMARY



	14/15 Projected		15/16 Budget	
	<u>Amount</u>	<u>Percent</u>	<u>Amount</u>	<u>Percent</u>
		<u>t</u>		<u>t</u>
Charges for services	\$ (2,305,175.00)	53%	\$ (2,449,654.00)	51%
County water agreement	(1,373,980.00)	31%	(1,347,170.00)	28%
Rental of real property	(550,000.00)	13%	(550,000.00)	11%
Other revenue	(84,638.00)	2%	(130,862.00)	3%
Transfers	-	0%	-	0%
Appropriated	(70,000.00)	2%	(345,000.00)	7%
TOTAL REVENUES	<u><u>\$ (4,383,793.00)</u></u>	<u><u>100%</u></u>	<u><u>\$ (4,822,686.00)</u></u>	<u><u>100%</u></u>

WATER FUND EXPENSE SUMMARY

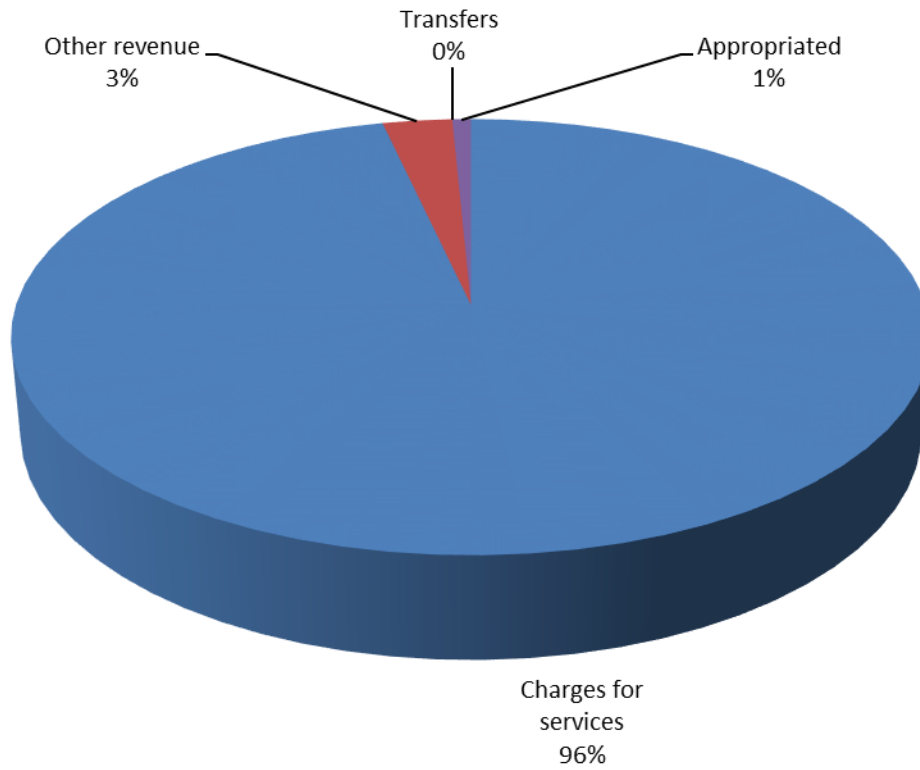


	14/15 Projected		15/16 Budget	
	<u>Amount</u>	<u>Percent</u> <u>t</u>	<u>Amount</u>	<u>Percent</u> <u>t</u>
Reserves	\$ 58,300.00	1%	\$ 82,086.00	2%
Contingency	31,700.00	1%	18,489.00	0.4%
Depreciation	-	0%	-	0%
Administration - water	2,220,310.00	49%	2,316,775.00	48%
Pump station & filtration	1,188,806.90	26%	1,548,930.00	32%
Water distribution	425,020.00	9%	357,250.00	7%
Medical insurance	152,680.00	3%	172,910.00	4%
Debt service	34,201.00	1%	47,176.00	1%
Transfers	378,738.00	8%	279,070.00	6%
TOTAL REVENUES	\$ 4,489,755.90	100%	\$ 4,822,686.00	100%

WASTEWATER FUND SUMMARY

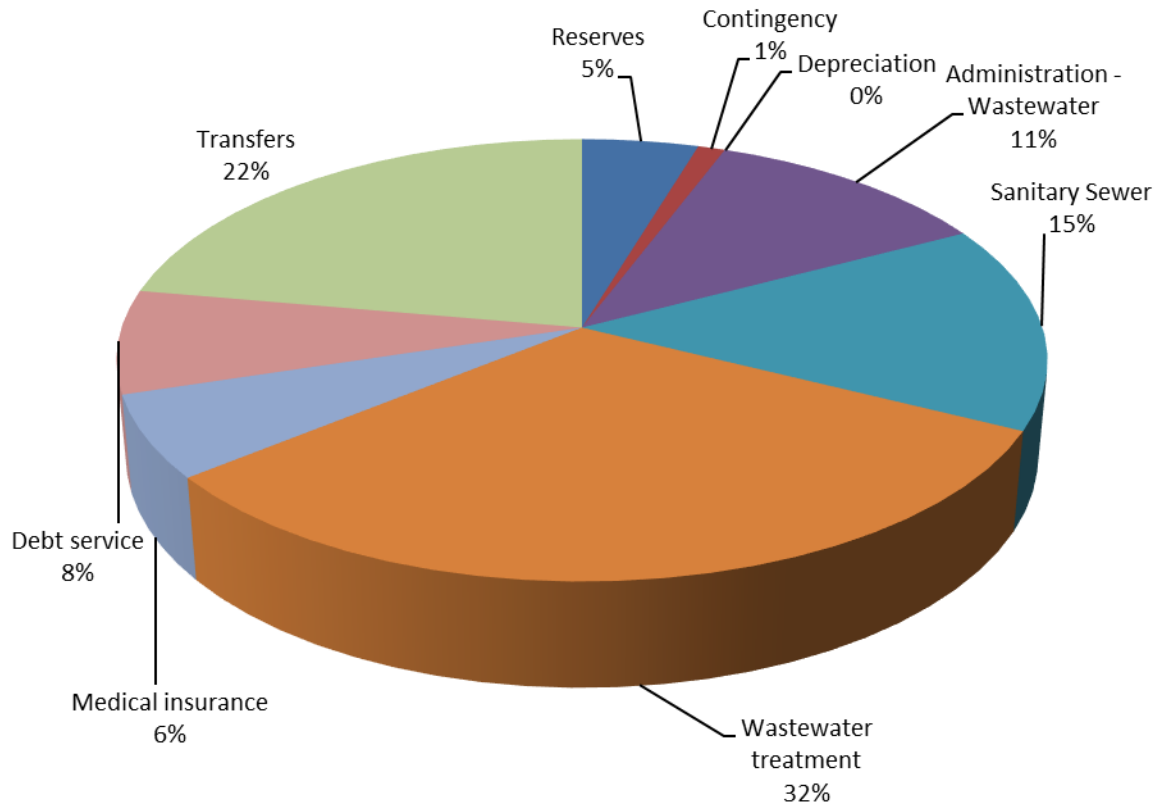
	Actual <u>13/14</u>	Budget <u>14/15</u>	Projected <u>14/15</u>	Proposed <u>15/16</u>	<u>16/17</u>	Projected <u>17/18</u>	<u>18/19</u>
REVENUES:							
Charges for services	(2,628,486.98)	(2,455,180.00)	(2,455,180.00)	(2,492,299.00)	(2,548,778.91)	(2,547,622.02)	(2,546,643.51)
Other operating revenue	(107,102.77)	(70,900.00)	(70,900.00)	(71,600.00)	(71,600.00)	(71,600.00)	(71,600.00)
Interest income	(4,841.95)	(1,280.00)	(1,280.00)	(1,280.00)	(1,280.00)	(1,280.00)	(1,280.00)
Transfers in	(121,020.00)	-	-	-	-	-	-
Appropriated reserves	-	(175,000.00)	(175,000.00)	(19,500.00)	-	-	-
TOTAL WASTEWATER REVENUES	(2,861,451.70)	(2,702,360.00)	(2,702,360.00)	(2,584,679.00)	(2,621,658.91)	(2,620,502.02)	(2,619,523.51)
EXPENDITURES:							
Reserves	-	120,500.00	120,500.00	120,500.00	120,500.00	120,500.00	95,000.00
Contingency	-	28,636.00	28,636.00	28,000.00	25,000.00	25,000.00	25,000.00
Depreciation	1,334,811.81	-	-	-	-	-	-
Administration - wastewater	261,731.71	346,510.00	295,344.85	298,705.00	349,970.13	359,683.82	369,669.67
Sanitary sewers	298,123.00	604,180.00	515,750.00	389,655.00	453,523.58	466,081.70	478,990.83
Wastewater treatment	691,513.11	866,600.00	775,730.00	821,330.00	874,767.73	894,155.03	914,039.36
Medical insurance	105,409.08	440.00	139,940.00	156,380.00	761.10	782.80	805.13
Debt service - Bonds	37,474.91	158,146.00	143,200.00	159,500.00	162,621.45	161,500.15	164,166.95
Debt service - BAN	-	-	3,850.00	-	-	-	-
Install. purchase debt - municipal lease	2,687.82	29,029.00	29,029.00	29,028.00	29,027.42	29,027.43	29,027.44
Debt service - energy lease	1,161.10	7,039.00	7,039.00	7,251.00	7,470.81	7,697.17	7,930.28
Transfers for capital projects	121,020.00	500,000.00	500,000.00	-	500,000.00	500,000.00	480,000.00
Transfers to other funds	28,310.00	37,430.00	37,430.00	574,330.00	40,509.90	41,725.20	42,976.95
TOTAL WASTEWATER EXPENDITURES	2,882,242.54	2,698,510.00	2,596,448.85	2,584,679.00	2,564,152.11	2,606,153.30	2,607,606.61

WASTEWATER FUND REVENUE SUMMARY



	14/15 Projected		15/16 Budget	
	<u>Amount</u>	<u>Percent</u> <u>t</u>	<u>Amount</u>	<u>Percent</u> <u>t</u>
Charges for services	\$ (2,455,180.00)	91%	\$ (2,492,299.00)	96%
Other revenue	(72,180.00)	3%	(72,880.00)	3%
Transfers	-	0%	-	0%
Appropriated	(175,000.00)	6%	(19,500.00)	1%
TOTAL REVENUES	<u><u>\$ (2,702,360.00)</u></u>	<u><u>100%</u></u>	<u><u>\$ (2,584,679.00)</u></u>	<u><u>100%</u></u>

WASTEWATER FUND EXPENSE SUMMARY



	14/15 Projected		15/16 Budget	
	<u>Amount</u>	<u>Percent</u> <u>t</u>	<u>Amount</u>	<u>Percent</u> <u>t</u>
Reserves	\$ 120,500.00	5%	\$ 120,500.00	5%
Contingency	28,636.00	1%	28,000.00	1%
Depreciation	-	0%	-	0%
Administration -				
Wastewater	295,344.85	11%	298,705.00	12%
Sanitary Sewer	515,750.00	20%	389,655.00	15%
Wastewater treatment	775,730.00	30%	821,330.00	32%
Medical insurance	139,940.00	5%	156,380.00	6%
Debt service	183,118.00	7%	195,779.00	8%
Transfers	537,430.00	21%	574,330.00	22%
TOTAL REVENUES	<u>\$ 2,596,448.85</u>	<u>100%</u>	<u>\$ 2,584,679.00</u>	<u>100%</u>



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GENERAL GOVERNMENT SERVICES

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.

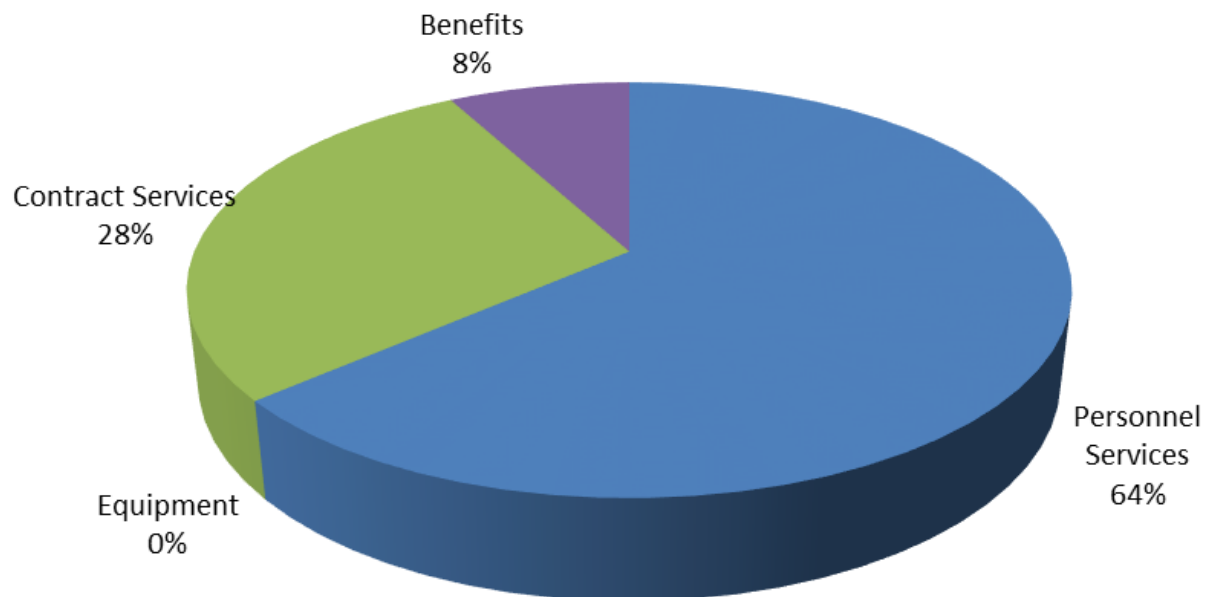
Budget Changes

- The New York Conference of Mayors (NYCOM) memberships will remain the same for FY16. NYCOM provides municipal resources, advocacy at the State level and training for municipal officials.
- Publicity and Printing budget line was decreased by \$500 to come more in line with past expenditure trends.

GENERAL GOVERNMENT SERVICES

CITY COUNCIL

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	31,976.79	32,900.00	32,900.00	32,900.00	32,900.00	32,900.00	32,900.00
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	446.94	5,000.00	5,000.00	5,000.00	5,150.00	5,304.50	5,463.64
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	11,015.86	10,400.00	10,400.00	9,700.00	9,991.00	10,290.73	10,599.45
State Retirement	2,015.36	1,690.00	1,690.00	1,580.00	1,611.60	1,643.83	1,676.71
Social Security	2,446.30	2,520.00	2,520.00	2,520.00	2,520.00	2,520.00	2,520.00
Health Insurance	-	-	-	-	-	-	-
Total Expense	47,901.25	52,510.00	52,510.00	51,700.00	52,172.60	52,659.06	53,159.80



GENERAL GOVERNMENT SERVICES

OFFICE OF THE CITY MANAGER

MISSION STATEMENT

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

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

Purpose

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

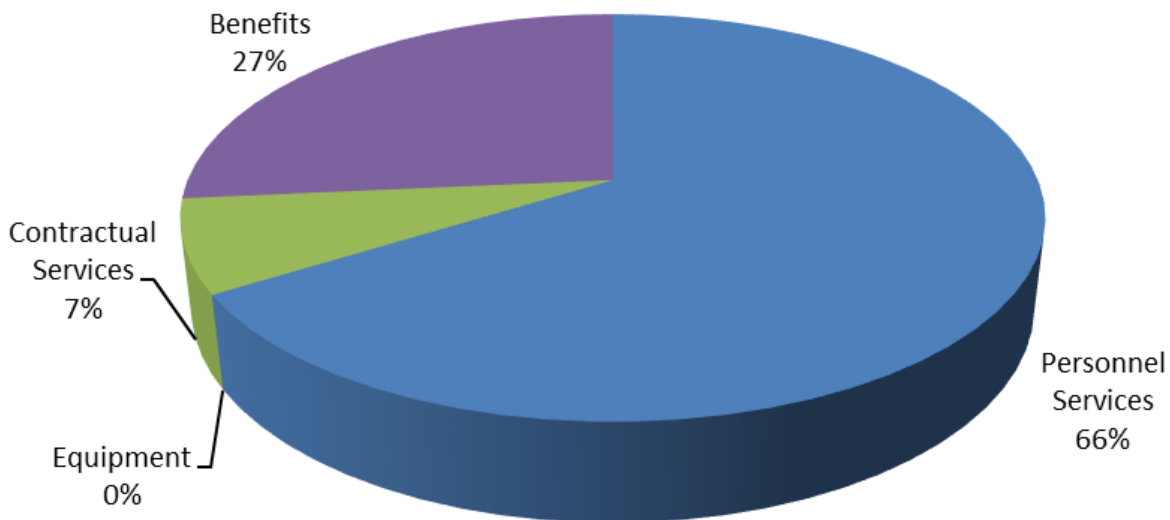
Budget Changes

- State Retirement expenses decreased by \$4,600 due to a drop in NYS retirement rates and a new employee hired at a lower retirement tier.

GENERAL GOVERNMENT SERVICES

OFFICE OF THE CITY MANAGER

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	112,445.85	115,610.00	115,610.00	118,500.00	121,758.75	125,107.12	128,547.56
Overtime	441.76	500.00	500.00	500.00	513.75	527.88	542.39
Equipment	1,508.86	-	-	-	-	-	-
Professional Fees	544.63	1,000.00	1,000.00	1,000.00	1,030.00	1,060.90	1,092.73
Travel & Training	2,847.29	3,000.00	3,000.00	3,000.00	3,090.00	3,182.70	3,278.18
Utilities	2,126.44	2,500.00	2,500.00	2,500.00	2,575.00	2,652.25	2,731.82
Contract Services	-	-	-	-	-	-	-
Other Expenses	5,979.14	5,750.00	5,750.00	6,750.00	6,960.00	7,176.60	7,400.01
State Retirement	23,171.75	23,340.00	23,340.00	18,730.00	19,104.60	19,486.69	19,876.43
Social Security	8,412.49	8,890.00	8,890.00	9,110.00	9,360.53	9,617.94	9,882.43
Health Insurance	-	18,740.00	-	19,730.00	20,321.90	20,931.56	21,559.50
Total Expense	157,478.21	179,330.00	160,590.00	179,820.00	184,714.53	189,743.63	194,911.05



GENERAL GOVERNMENT SERVICES

RESERVES

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

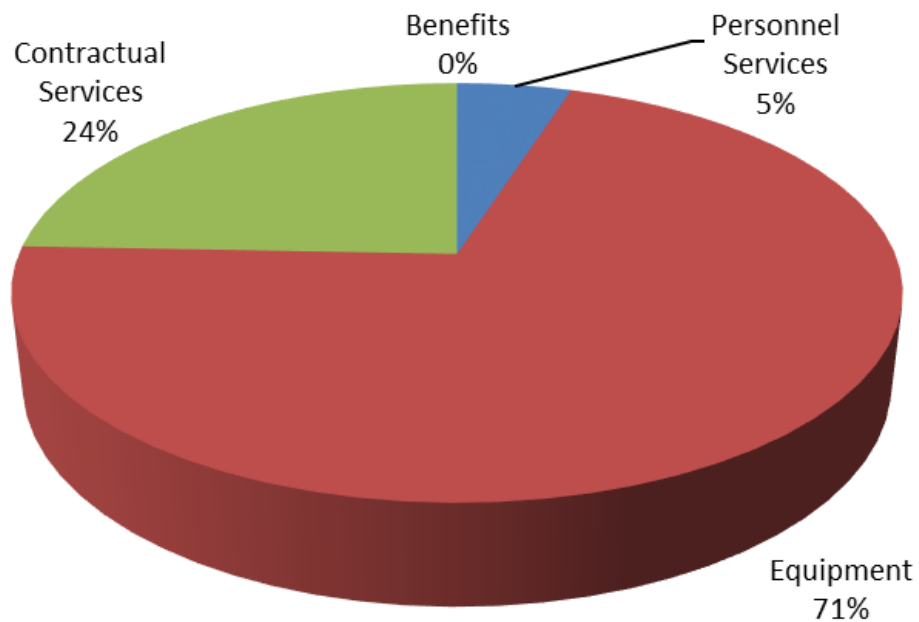
Budget Changes

- There is a \$2,500 increase in the Ice Rink Reserve contribution due to an increase in lease payment due from the ice rink operator. General Fund revenue line 001.0001.2025.2103 shows the breakdown of the increased revenue from the operator.
- There is a \$15,000 increase in the Facilities Reserve contribution, from \$65,000 to \$80,000 in efforts to continuing to build a healthy reserve balance in anticipation of future Police facility capital improvements.
- There is a \$5,000 decrease in the Liability Insurance Reserve contribution. The current balance of the Liability Insurance Reserve is healthy does not need additional contributions at this time.
- There is an increase in the Parking Lot Reserve contribution of \$35,204. This is consistent with the Parking Lot Capital Improvement Plan, as no capital work is expected to be conducted in FY16 on municipal parking lots or sports surfaces. Instead substantial work is planned for FY17
- All reserve balances are displayed on the Fund Balance Summary on page 75.

GENERAL GOVERNMENT SERVICES

RESERVES

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	12,500.00	12,500.00
Overtime	-	-	-	-	-	-	-
Equipment	73,500.00	124,689.00	124,689.00	142,189.00	159,689.00	264,689.00	239,689.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	40,000.00	18,910.00	18,910.00	49,114.00	26,790.00	15,000.00	20,571.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	123,500.00	153,599.00	153,599.00	201,303.00	196,479.00	292,189.00	272,760.00



GENERAL GOVERNMENT SERVICES

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

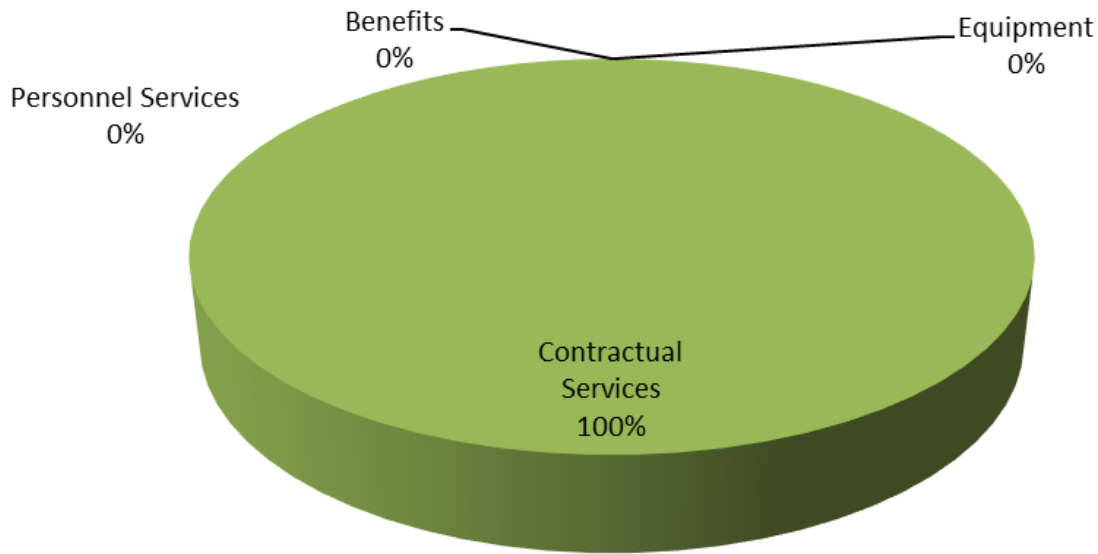
Budget Changes

- There is a \$1,500 decrease in Other Counsel as there will be no General Fund expenses related to borrowing for FY16.
- There is a \$4,000 increase in Professional Fees to account for expected increases in services for abandoned properties and economic development projects.

GENERAL GOVERNMENT SERVICES

LEGAL SERVICES

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	171,733.60	120,000.00	150,000.00	124,000.00	127,720.00	131,551.60	135,498.15
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	84,776.39	98,550.00	111,150.00	93,050.00	95,841.50	98,716.75	101,678.25
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	256,509.99	218,550.00	261,150.00	217,050.00	223,561.50	230,268.35	237,176.40



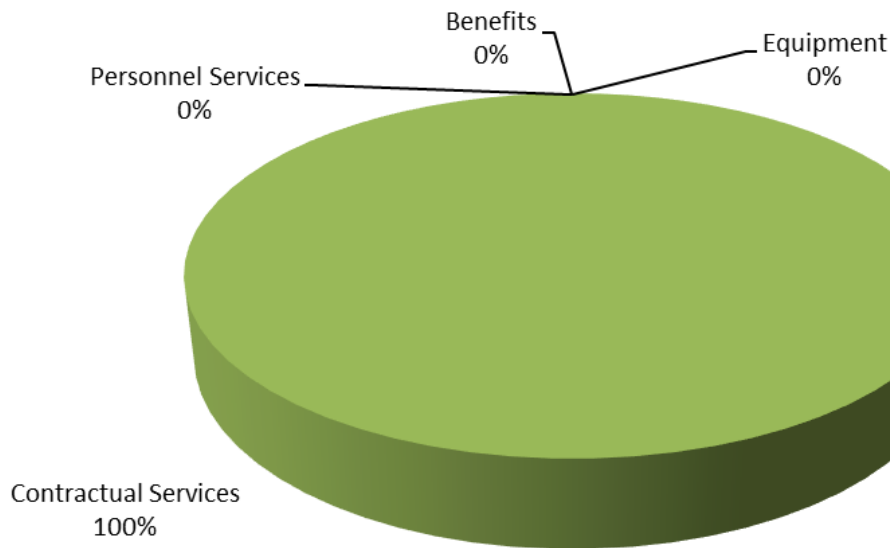
COUNCIL ON ARTS

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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00



GENERAL GOVERNMENT SERVICES

COMMUNITY DEVELOPMENT

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

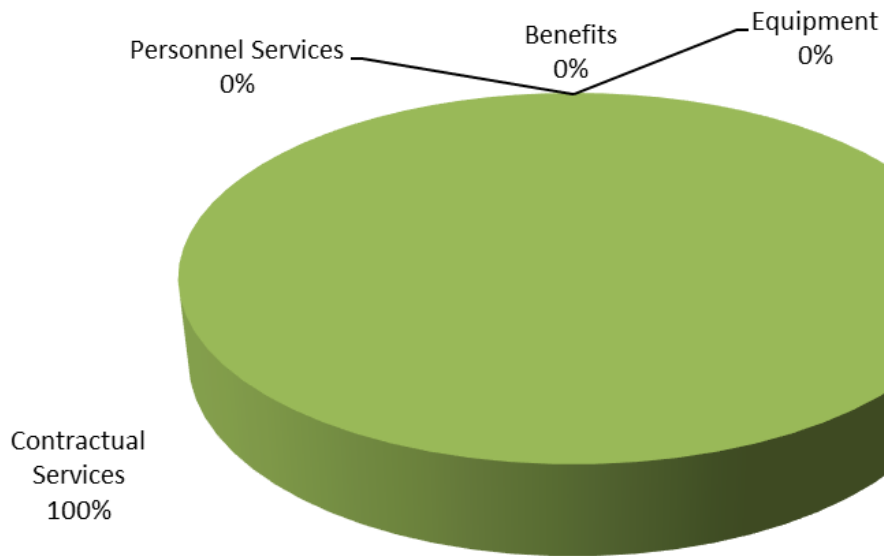
Major Service Activities

- Assist the Downtown Batavia Business Improvement District with many related matters.
- Administrate and monitor the Code Enforcement Grant for housing rehabilitation.
- Provide development planning services.

GENERAL GOVERNMENT SERVICES

COMMUNITY DEVELOPMENT

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	71.05	-	-	-	-	0.03	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	29,072.68	20,000.00	20,800.00	20,000.00	20,600.00	21,218.00	21,854.54
Other Expenses	159.90	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	5.44	-	-	-	-	0.03	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	29,309.07	20,000.00	20,800.00	20,000.00	20,600.00	21,218.06	21,854.54



GENERAL GOVERNMENT SERVICES

COMMUNITY CELEBRATIONS

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

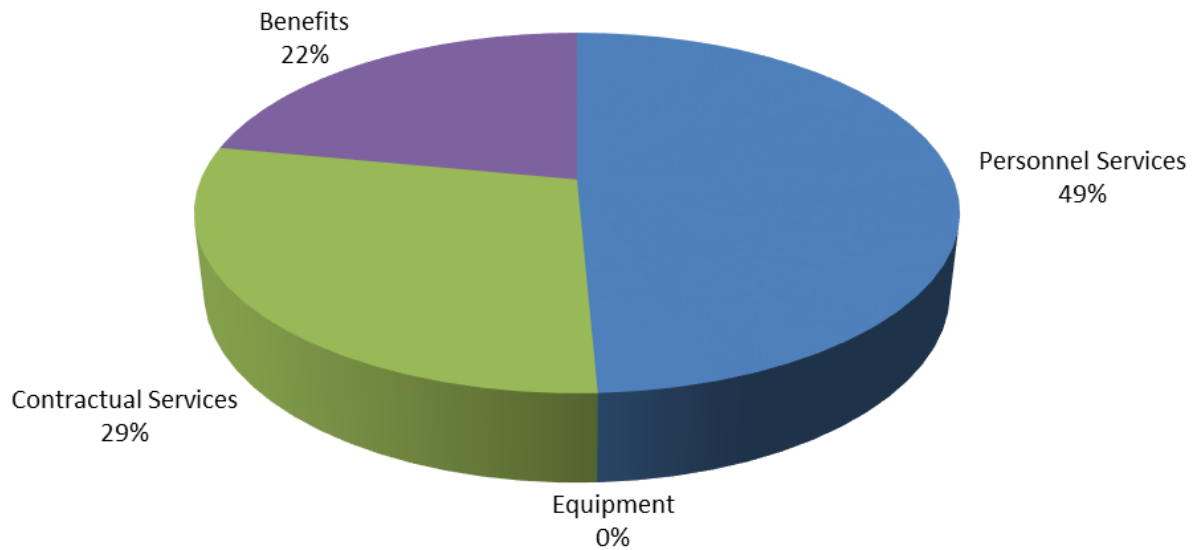
Major Service Activities

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

GENERAL GOVERNMENT SERVICES

COMMUNITY CELEBRATIONS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	2,875.63	5,830.00	5,280.00	4,860.00	4,993.65	5,130.98	5,272.08
Overtime	827.31	1,800.00	1,800.00	2,000.00	2,055.00	2,111.51	2,169.58
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	3,400.27	3,840.00	5,340.00	4,000.00	4,120.00	4,243.60	4,370.91
State Retirement	1,268.20	520.00	1,360.00	1,230.00	1,254.60	1,279.69	1,305.29
Social Security	278.24	1,470.00	550.00	530.00	544.58	559.55	574.94
Health Insurance	-	-	-	1,300.00	-	-	-
Total Expense	8,649.65	13,460.00	14,330.00	13,920.00	12,967.83	13,325.33	13,692.79



GENERAL GOVERNMENT SERVICES

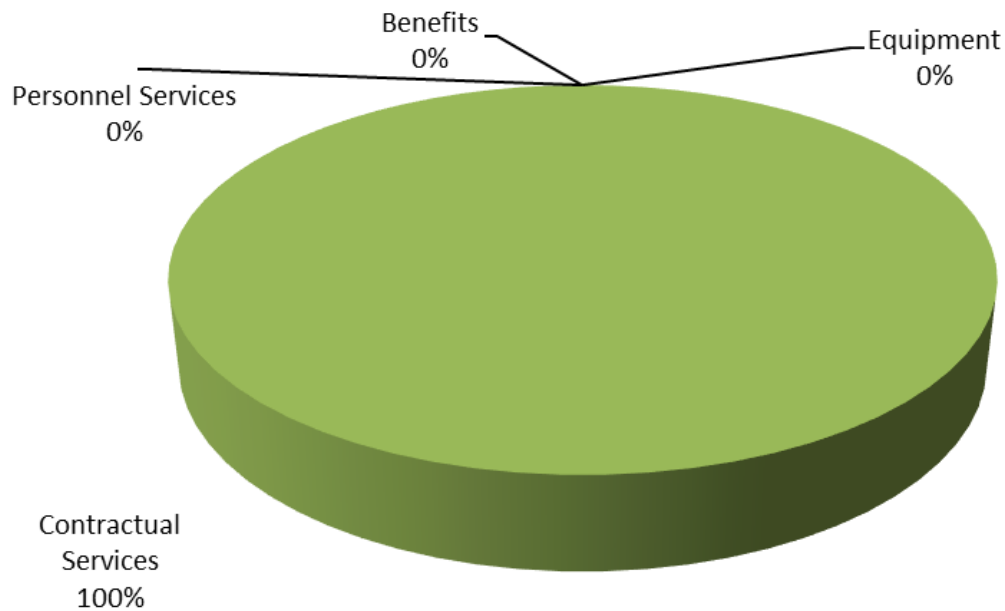
CONTINGENCY

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

GENERAL GOVERNMENT SERVICES

CONTINGENCY

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	250,000.00	112,400.00	250,000.00	255,000.00	260,100.00	265,302.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	250,000.00	112,400.00	250,000.00	255,000.00	260,100.00	265,302.00



DEBT SERVICE-BONDS

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

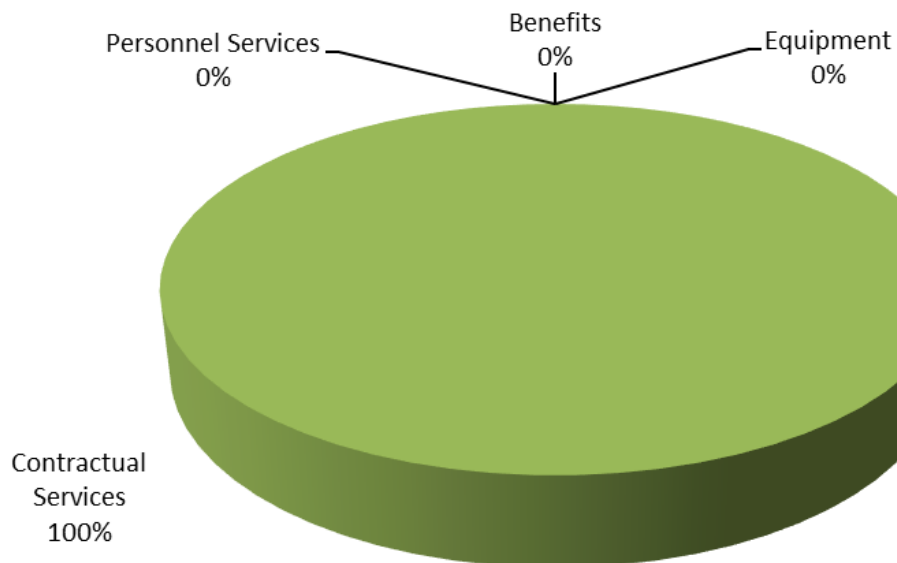
Budget Changes

- There is a \$3,000 decrease in the total debt service budget primarily due to last year's refunding of debt associated with the City Centre. While principal payments increase \$45,000 over the prior year, interest payments decreased \$48,000.

GENERAL GOVERNMENT SERVICES

DEBT SERVICE-BONDS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	611,103.33	528,151.00	508,500.00	525,125.00	497,184.37	478,475.02	466,665.02
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	611,103.33	528,151.00	508,500.00	525,125.00	497,184.37	478,475.02	466,665.02



GENERAL GOVERNMENT SERVICES

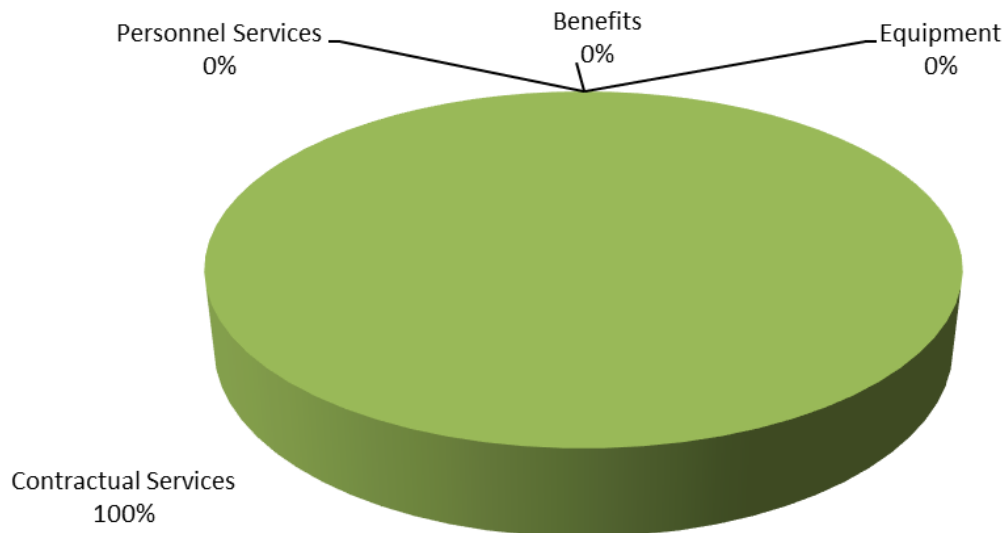
DEBT SERVICE-BAN

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

GENERAL GOVERNMENT SERVICES

DEBT SERVICE-BAN

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	16,500.00	16,500.00	16,953.00	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	16,500.00	16,500.00	16,953.00	-	-	-



GENERAL GOVERNMENT SERVICES

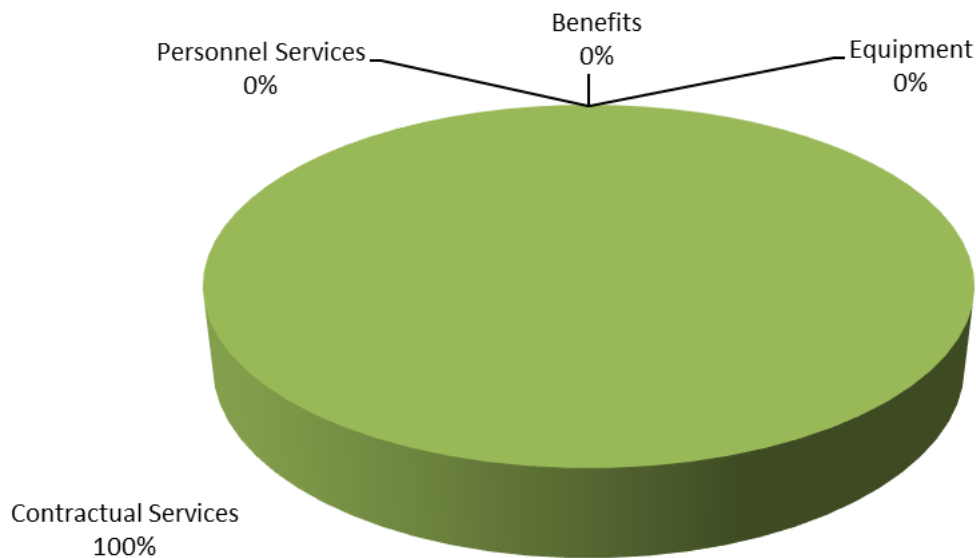
INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

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

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	7,256.86	7,258.00	7,258.00	7,256.00	7,256.86	7,256.85	7,256.86
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	7,256.86	7,258.00	7,258.00	7,256.00	7,256.86	7,256.85	7,256.86



GENERAL GOVERNMENT SERVICES

DEBT SERVICE-ENERGY LEASE

Expenditures for long-term 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.

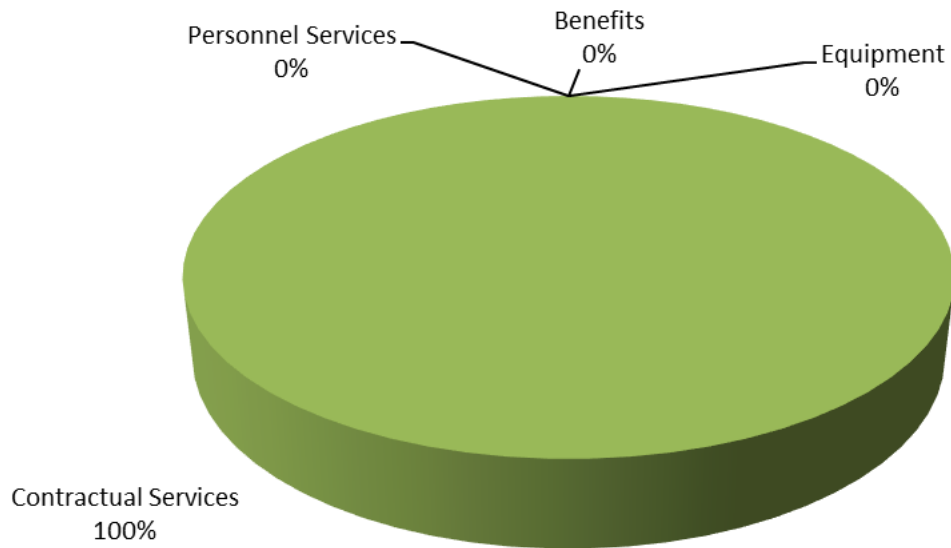
Budget Changes

- There is a \$2,000 increase in total debt service related to the City's energy lease. As principal payments increased approximately \$3,000, interest payments decreased approximately \$1,000.

GENERAL GOVERNMENT SERVICES

DEBT SERVICE-ENERGY LEASE

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	69,007.24	71,101.00	71,101.00	73,255.00	75,475.48	77,762.38	80,117.32
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	69,007.24	71,101.00	71,101.00	73,255.00	75,475.48	77,762.38	80,117.32



GENERAL GOVERNMENT SERVICES

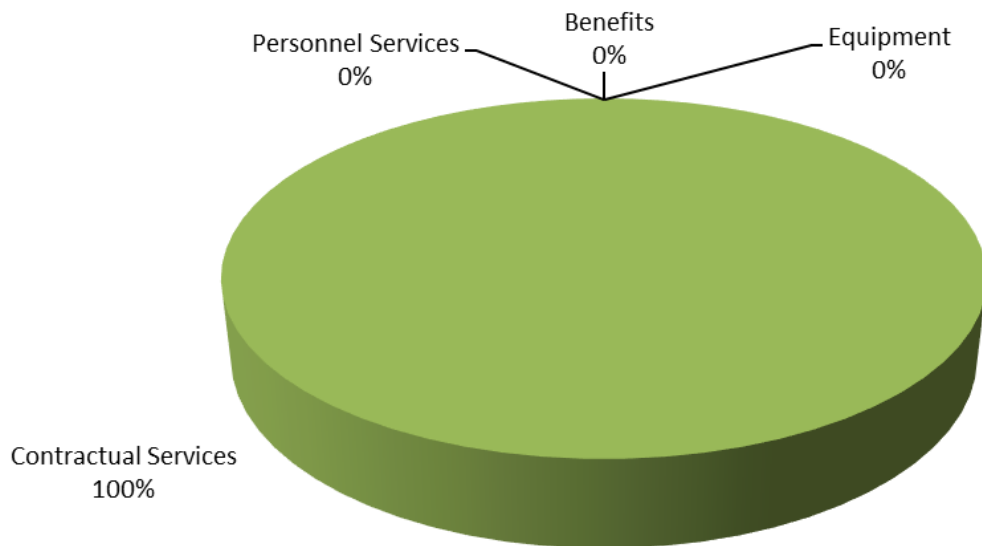
OTHER GOVERNMENTAL DEBT PRINCIPAL

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 2017.

GENERAL GOVERNMENT SERVICES

OTHER GOVERNMENTAL DEBT PRINCIPAL

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	92,558.84	93,604.00	93,604.00	94,512.00	96,027.47	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	92,558.84	93,604.00	93,604.00	94,512.00	96,027.47	-	-



TRANSFERS FOR CAPITAL PROJECTS

Legally authorized transfers to the capital fund through which the resources are to expended for capital projects.

Budget Changes

- There is an \$18,000 increase in General Fund workers compensation contributions. This is due to an increase in workers compensation rates.

GENERAL GOVERNMENT SERVICES

TRANSFERS FOR CAPITAL PROJECTS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	425,000.00	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	425,000.00	-	-	-	-	-	-

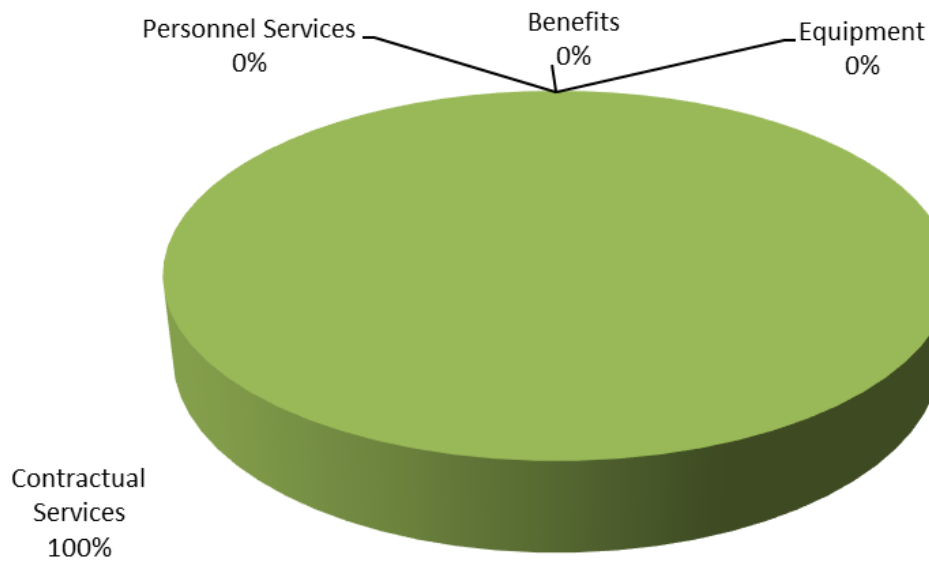
TRANSFERS TO OTHER FUNDS

Legally authorized transfers to a fund through which the resources are to be expanded. These include transfers from the General Fund to the Worker's Compensation Fund.

GENERAL GOVERNMENT SERVICES

TRANSFERS TO OTHER FUNDS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	286,530.00	378,940.00	378,940.00	398,230.00	425,316.50	454,275.37	485,236.96
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	286,530.00	378,940.00	378,940.00	398,230.00	425,316.50	454,275.37	485,236.96





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DEPARTMENT OF ADMINISTRATIVE SERVICE

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.

DEPARTMENT OF ADMINISTRATIVE SERVICES

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.

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

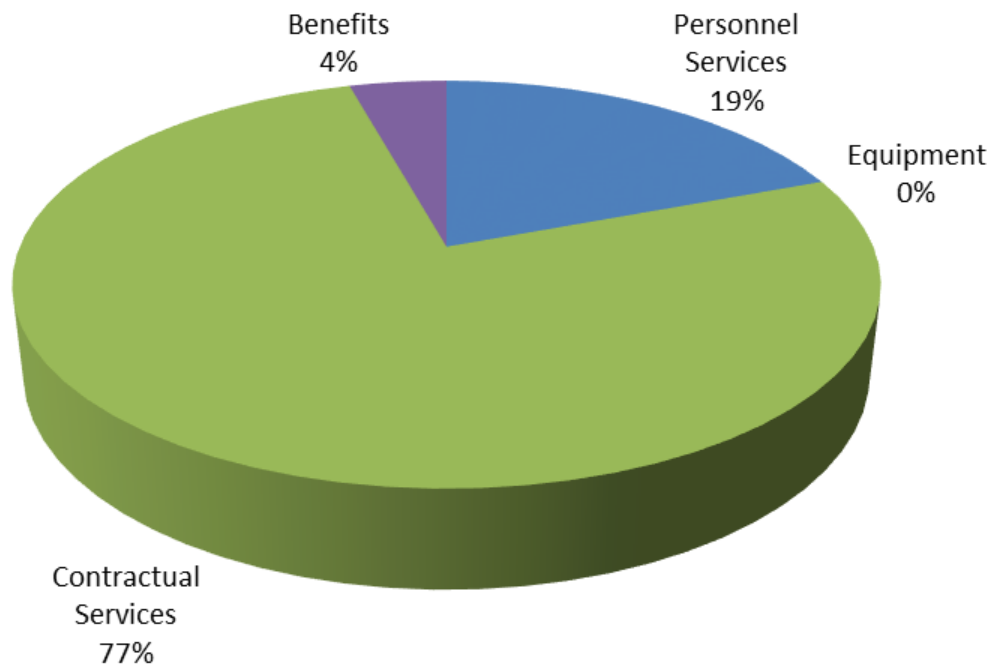
Budget Changes

- Overall this budget has decreased slightly (\$400) due to a decrease in contractual services and employee health insurance, while there was an equaling increase in insurance costs.

DEPARTMENT OF ADMINISTRATIVE SERVICES

ADMINISTRATIVE SERVICES

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	53,440.00	53,440.00	60,600.00	62,266.50	63,978.83	65,738.25
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	1,000.00	-	-	-
Travel & Training	-	-	-	1,500.00	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	25,381.88	10,000.00	15,032.57	2,150.00	2,214.50	2,280.94	2,349.36
Other Expenses	237,075.30	230,620.00	223,881.20	235,350.00	245,422.50	257,570.03	270,321.22
State Retirement	-	5,770.00	5,770.00	6,430.00	6,558.60	6,689.77	6,823.57
Social Security	-	4,090.00	4,090.00	4,640.00	4,767.60	4,898.71	5,033.42
Health Insurance	-	12,320.00	-	2,500.00	2,575.00	2,652.25	2,731.82
Total Expense	262,457.18	316,240.00	302,213.77	314,170.00	323,804.70	338,070.52	352,997.64



DEPARTMENT OF ADMINISTRATIVE SERVICES

FINANCE

The Bureau of Finance is responsible for maintaining the City's financial accounts. This bureau maintains computerized receipts, disbursements, subsidiary accounts and all financial statements for the City's general, water, wastewater, workers comp, trust, agency, small cities, 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.

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
- Undertake various special projects relating to the City's financial position

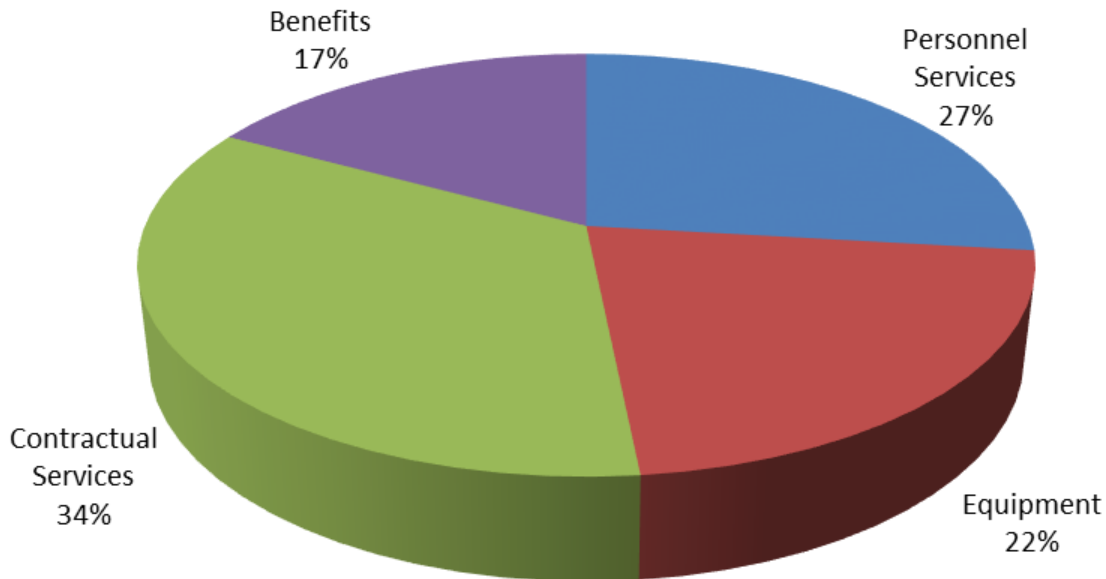
Budget Changes

- The most notable change in this budget is the inclusion of \$36,874 for upgrades to the City's utility billing, payroll and tax collection systems. This upgrade would take the City's current financial software, which is DOS based software, and upgrade it to a windows based program. Our current DOS based software, which when purchased included general ledger, tax collection and accounts payable was purchased by the City in 1986 (29 years ago). The total cost of the proposed conversion is \$69,174, however the Water and Wastewater Funds will equally split \$32,300 which is for the water/sewer utility billing package. Along with the upgrade will be an increase of \$7,000 for KVS support and maintenance services.
- In order to purchase this upgrade, and future administrative equipment and software packages, it is recommended that the City Council create an Administrative Services Capital Equipment Reserve Fund similar to other department's equipment reserve funds. It is also proposed that this year, FY15, the City Council commit \$50,000 from the current year Video Lottery Terminal Aid to begin funding the reserve. The proposed budget for FY16 would then be able to utilize \$37,000 of this funding for the needed upgrade while leaving a balance in the reserve fund for future investments.
- There is a \$4,000 decrease in Professional Fees for fiscal advisors for bonding as there is no anticipated General Fund borrowing for FY16.

DEPARTMENT OF ADMINISTRATIVE SERVICES

FINANCE

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	40,482.95	44,850.00	44,850.00	45,980.00	47,244.45	48,543.67	49,878.62
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	36,874.00	-	-	-
Professional Fees	31,751.90	31,100.00	33,600.00	27,100.00	27,913.00	28,750.39	29,612.90
Travel & Training	4,091.91	4,385.00	4,385.00	4,760.00	4,902.80	5,049.88	5,201.38
Utilities	320.22	350.00	450.00	350.00	360.50	371.32	382.45
Contract Services	16,318.00	16,615.00	16,615.00	23,682.00	24,392.46	25,124.23	25,877.96
Other Expenses	4,380.97	3,800.00	3,800.00	3,100.00	3,193.00	3,288.79	3,387.45
State Retirement	11,551.47	11,640.00	11,640.00	11,160.00	11,383.20	11,610.86	11,843.08
Social Security	2,901.49	3,400.00	3,400.00	3,480.00	3,575.70	3,674.03	3,775.07
Health Insurance	-	13,960.00	-	14,700.00	15,141.00	15,595.23	16,063.09
Total Expense	111,798.91	130,100.00	118,740.00	171,186.00	138,106.11	142,008.41	146,022.01



DEPARTMENT OF ADMINISTRATIVE SERVICES

CLERK-TREASURER

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

Major Service Activities

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

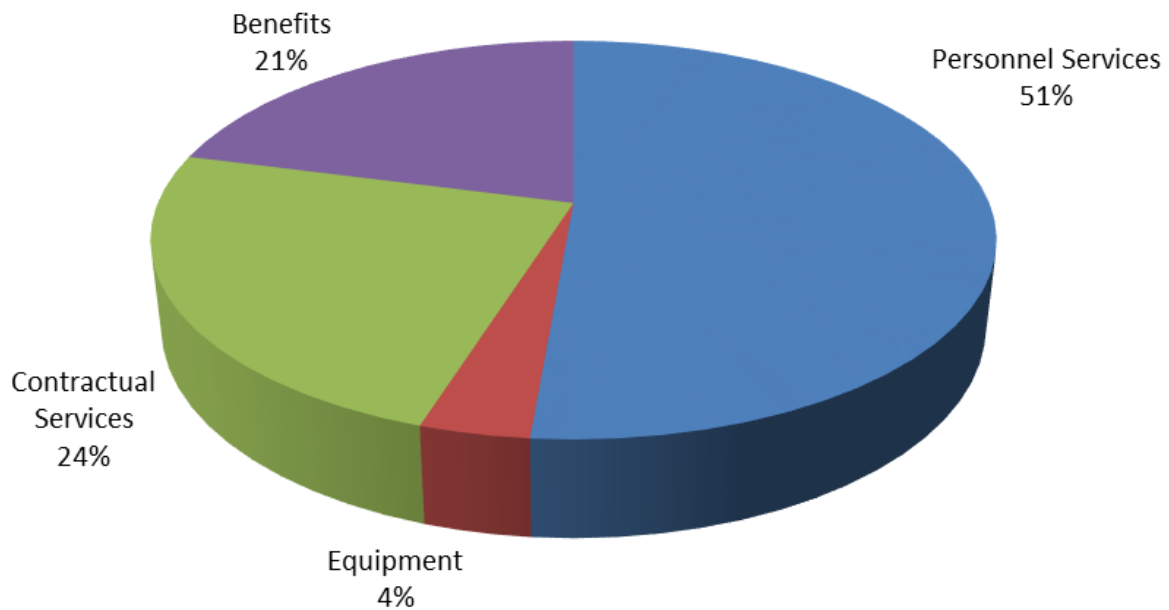
Budget Changes

- Combining budget lines 001.1325.0200 and 001.1325.0200.2112 equals a one-time expenditure of \$8,520 to upgrade records management hardware and software that is no longer supported. The Clerk's office Filebound Express Box that the City obtained through a grant several years ago will no longer supported by its provider. Should the unit fail the City will not have the ability to retrieve over 153,000 documents. The unit is used on a daily basis to view vital statistics records such as birth and death certificates and provide faster service to the customers while minimizing the handling of the permanent, paper records. Filebound is also used to satisfy FOIL requests and research, and new documents are entered every day. In addition to the Clerk's office, Filebound is currently being used by Public Works for building permits and contracts, Human Resources for payroll records, and the City Council meeting minutes. The new Filebound version is the full version (instead of the Express box which had less capacity) and has greater retention capabilities, unlimited capacity, easier viewing procedures and whole database search capabilities. This purchase will make research and retrieval more efficient for multiple departments and secure the records already digitized. It is proposed that a portion, \$3,600 of the upgrade be supported with the newly created Administrative Services Capital Equipment Reserve funds.
- There is a \$5,000 increase in Tax Foreclosure Expenses in anticipation of higher foreclosure expenses. The proposed budget is consistent with prior expenses when reviewing the most recent years.

DEPARTMENT OF ADMINISTRATIVE SERVICES

CLERK-TREASURER

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	62,744.10	69,030.00	69,030.00	70,910.00	72,860.03	74,863.68	76,922.43
Overtime	-	-	-	-	-	-	-
Equipment	14,292.93	3,000.00	3,000.00	4,920.00	5,067.60	5,219.63	5,376.22
Professional Fees	-	-	-	-	-	-	-
Travel & Training	2,516.65	2,150.00	2,150.00	2,150.00	2,214.50	2,280.94	2,349.36
Utilities	1,120.78	1,200.00	1,200.00	1,200.00	1,236.00	1,273.08	1,311.27
Contract Services	8,798.00	5,835.00	2,235.00	4,955.00	5,103.65	5,256.76	5,414.46
Other Expenses	18,332.91	20,300.00	30,300.00	25,000.00	25,750.00	26,522.50	27,318.18
State Retirement	12,170.82	12,760.00	12,760.00	12,260.00	12,505.20	12,755.30	13,010.41
Social Security	4,680.79	5,280.00	5,280.00	5,430.00	5,579.33	5,732.76	5,890.41
Health Insurance	-	10,730.00	-	11,250.00	11,587.50	11,935.13	12,293.18
Total Expense	124,656.98	130,285.00	125,955.00	138,075.00	141,903.80	145,839.76	149,885.91



DEPARTMENT OF ADMINISTRATIVE SERVICES

CITY ASSESSMENT

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

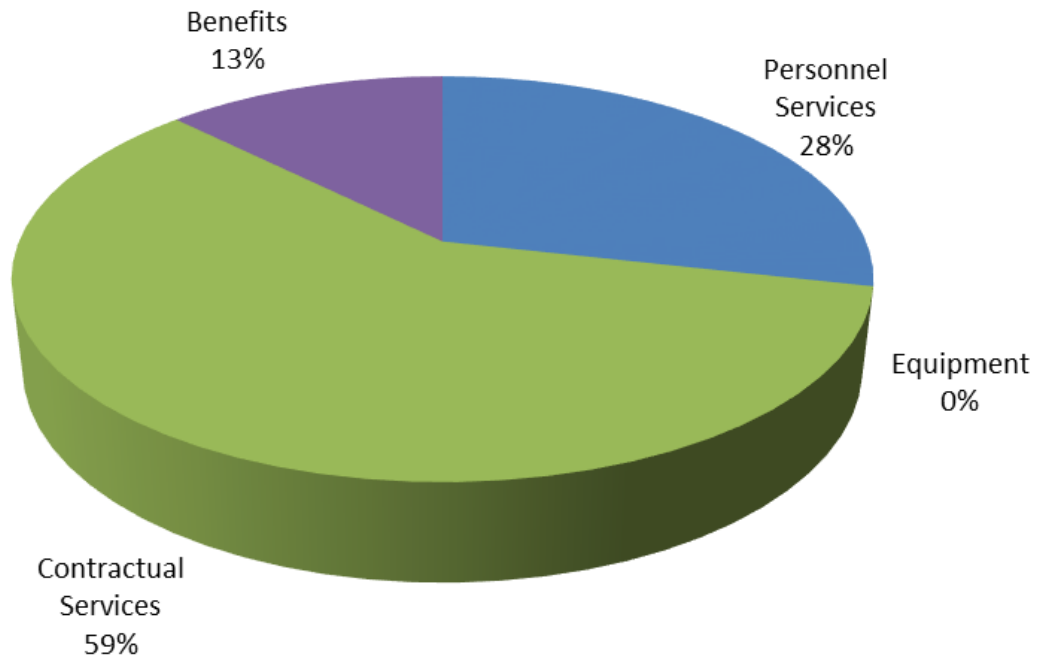
Major Service Activities

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

DEPARTMENT OF ADMINISTRATIVE SERVICES

CITY ASSESSMENT

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	37,901.12	39,930.00	39,930.00	40,680.00	41,028.08	42,156.35	43,315.65
Overtime	339.70	700.00	700.00	700.00	719.25	739.03	759.35
Equipment	3,052.04	-	-	-	-	-	-
Professional Fees	1,830.60	5,000.00	5,000.00	5,000.00	5,150.00	5,304.50	5,463.64
Travel & Training	115.75	300.00	300.00	300.00	309.00	318.27	327.82
Utilities	711.74	1,200.00	1,200.00	800.00	824.00	848.72	874.18
Contract Services	70,534.15	74,384.00	74,384.00	76,582.00	78,879.46	81,245.84	83,683.22
Other Expenses	2,045.91	5,000.00	5,000.00	2,750.00	2,832.50	2,917.48	3,005.00
State Retirement	7,864.83	8,170.00	8,170.00	7,640.00	7,792.80	7,948.66	8,107.63
Social Security	2,925.43	3,110.00	3,110.00	3,110.00	3,195.53	3,283.40	3,373.70
Health Insurance	-	7,130.00	-	7,510.00	7,735.30	7,967.36	8,206.38
Total Expense	127,321.27	144,924.00	137,794.00	145,072.00	148,465.91	152,729.60	157,116.56



PERSONNEL

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

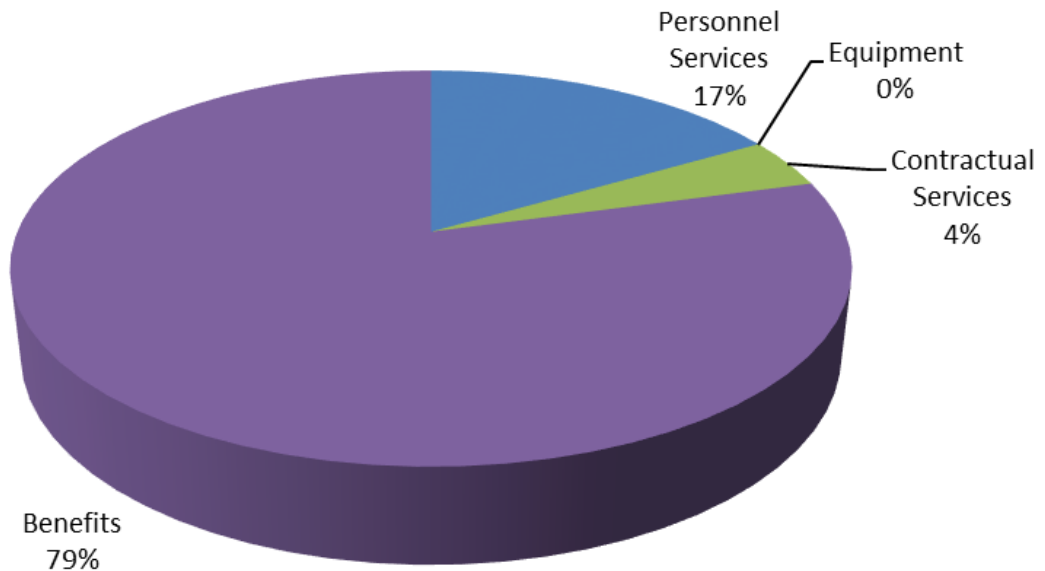
Major Service Activities

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

DEPARTMENT OF ADMINISTRATIVE SERVICES

PERSONNEL

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	80,348.95	85,280.00	85,280.00	87,410.00	89,813.78	92,283.65	94,821.45
Overtime	-	-	-	-	-	-	-
Equipment	1,379.67	-	337.47	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	935.03	6,000.00	6,000.00	6,000.00	6,180.00	6,365.40	6,556.36
Utilities	711.75	850.00	850.00	850.00	875.50	901.77	928.82
Contract Services	569.95	-	-	-	-	-	-
Other Expenses	8,167.42	14,600.00	34,100.00	14,600.00	15,038.00	15,489.14	15,953.81
State Retirement	15,670.67	15,990.00	15,990.00	15,390.00	15,697.80	16,011.76	16,331.99
Social Security	5,929.60	6,530.00	6,530.00	6,690.00	6,873.98	7,063.01	7,257.24
Health Insurance	-	406,890.00	-	394,020.00	405,840.60	418,015.82	430,556.29
Total Expense	113,713.04	536,140.00	149,087.47	524,960.00	540,319.65	556,130.54	572,405.97



DEPARTMENT OF ADMINISTRATIVE SERVICES

ELECTIONS

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

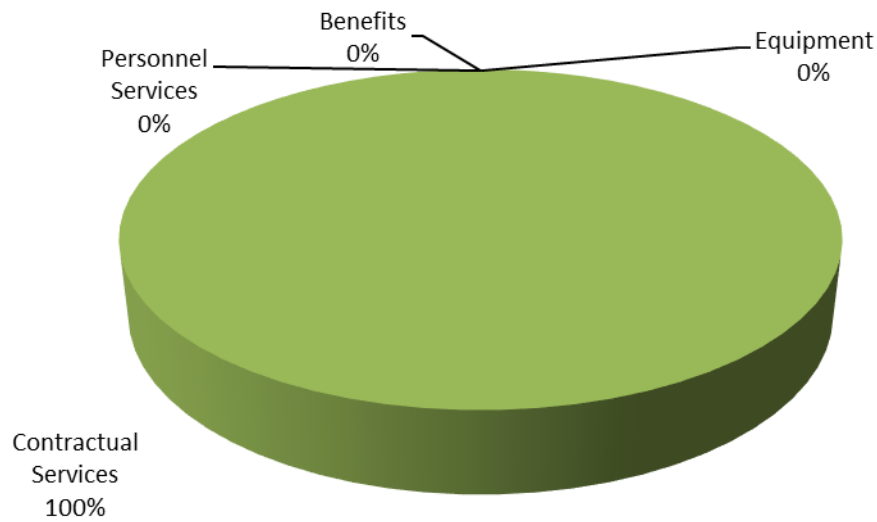
Major Service Activities

- Assist the County Board of Elections as needed

DEPARTMENT OF ADMINISTRATIVE SERVICES

ELECTIONS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	23,365.00	34,735.00	34,735.00	11,835.00	20,000.00	20,000.00	20,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	23,365.00	34,735.00	34,735.00	11,835.00	20,000.00	20,000.00	20,000.00



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

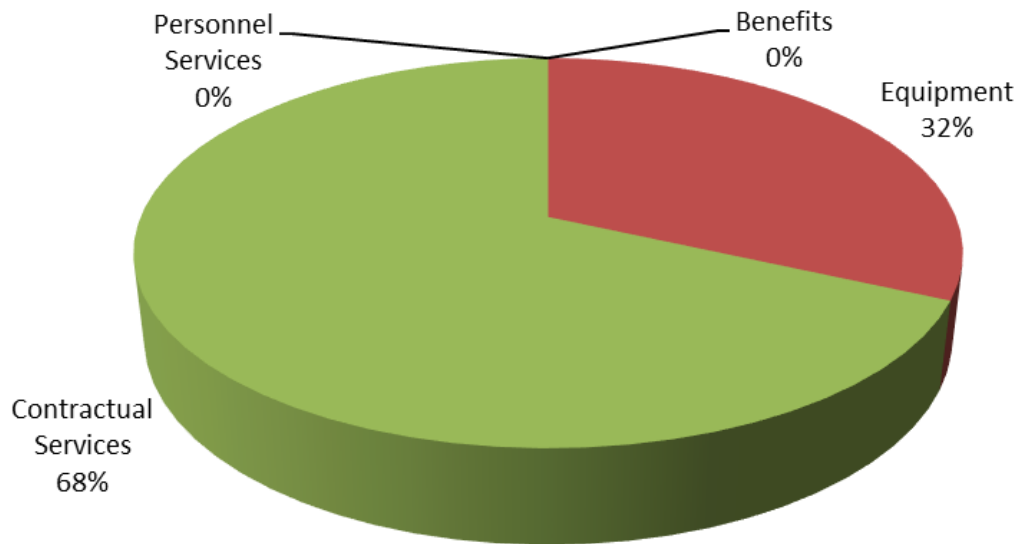
Major Service Activities

- 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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	15,150.71	80,000.00	80,000.00	23,544.00	24,250.32	24,977.83	25,727.16
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	47,867.50	46,500.00	46,500.00	50,625.00	52,143.75	53,708.06	55,319.30
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	63,018.21	126,500.00	126,500.00	74,169.00	76,394.07	78,685.89	81,046.47



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

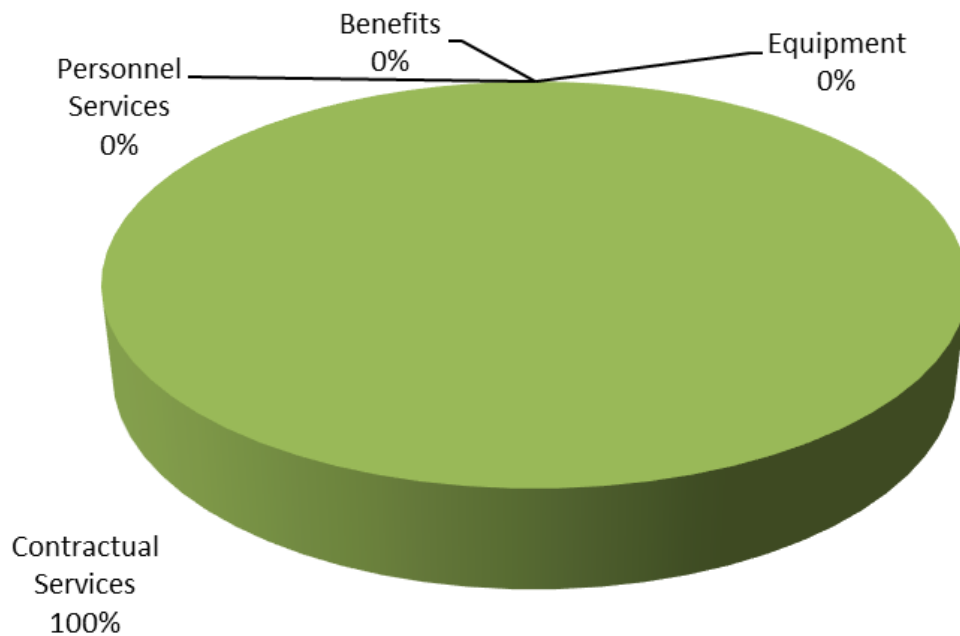
Major Service Activities

- Issue original dog licenses and annual renewals

DEPARTMENT OF ADMINISTRATIVE SERVICES

CONTROL OF DOGS

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	735.00	770.00	770.00	810.00	834.30	859.33	885.11
Other Expenses	163.89	560.00	560.00	500.00	515.00	530.45	546.36
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	898.89	1,330.00	1,330.00	1,310.00	1,349.30	1,389.78	1,431.47



VITAL STATISTICS

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

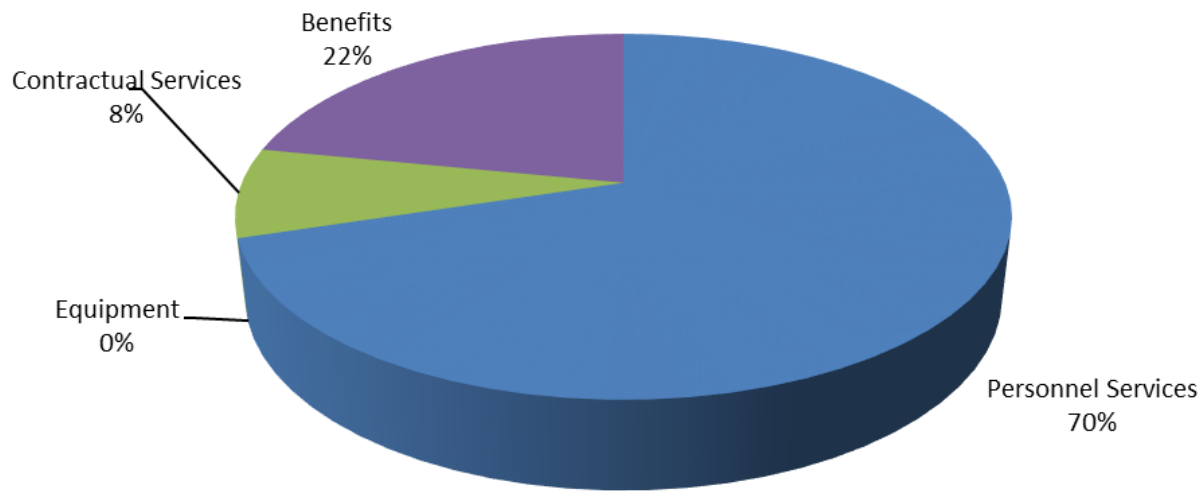
Major Service Activities

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

DEPARTMENT OF ADMINISTRATIVE SERVICES

VITAL STATISTICS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	12,458.28	13,100.00	13,100.00	13,310.00	13,676.03	14,052.12	14,438.55
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	160.08	200.00	200.00	200.00	206.00	212.18	218.55
Contract Services	-	-	-	-	-	-	-
Other Expenses	993.04	1,300.00	1,300.00	1,300.00	1,339.00	1,379.17	1,420.55
State Retirement	2,477.42	2,630.00	2,630.00	2,500.00	2,550.00	2,601.00	2,653.02
Social Security	923.21	1,010.00	1,010.00	1,020.00	1,048.05	1,076.87	1,106.49
Health Insurance	-	630.00	-	630.00	648.90	668.37	688.42
Total Expense	17,012.03	18,870.00	18,240.00	18,960.00	19,467.98	19,989.70	20,525.56



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

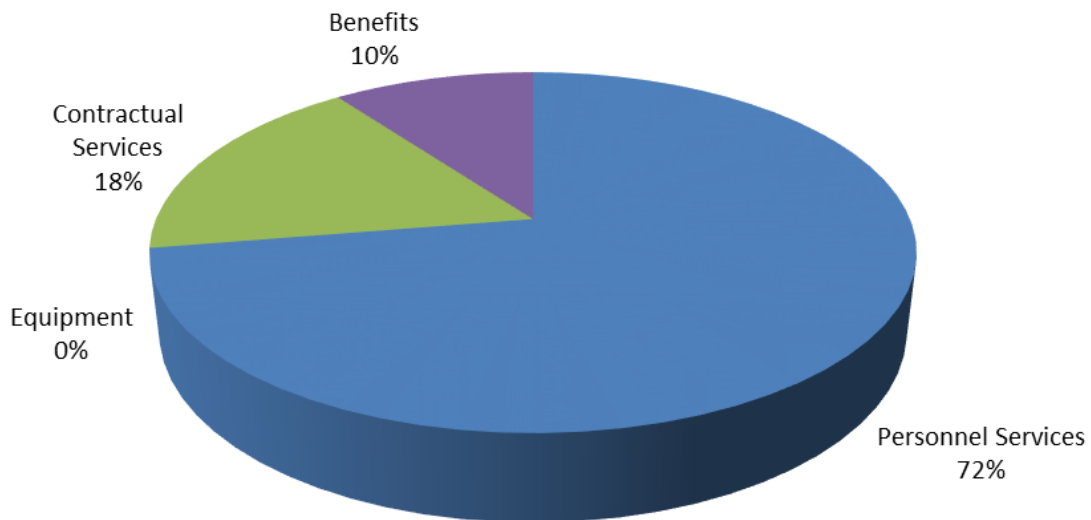
Budget Changes

- There is a \$3,000 increase in Personnel Services and Social Security expenditures as a result of increases in minimum wage requirements for summer recreation staff

DEPARTMENT OF ADMINISTRATIVE SERVICES

SUMMER RECREATION

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	45,295.09	46,340.00	46,340.00	49,250.00	50,604.38	51,996.00	53,425.89
Overtime	16.69	-	-	-	-	0.03	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,153.18	1,500.00	1,500.00	1,500.00	1,545.00	1,591.35	1,639.09
Utilities	227.78	350.00	350.00	250.00	257.50	265.23	273.18
Contract Services	1,219.97	3,250.00	4,092.00	3,250.00	3,347.50	3,447.93	3,551.36
Other Expenses	4,984.04	6,350.00	6,816.77	6,850.00	6,540.50	6,736.72	6,938.82
State Retirement	2,615.06	2,620.00	2,620.00	2,500.00	2,550.00	2,601.00	2,653.02
Social Security	3,451.79	3,550.00	3,550.00	3,770.00	3,873.68	3,980.20	4,089.66
Health Insurance	-	630.00	-	630.00	648.90	668.37	688.42
Total Expense	58,963.60	64,590.00	65,268.77	68,000.00	69,367.45	71,286.81	73,259.43



DEPARTMENT OF ADMINISTRATIVE SERVICES

YOUTH SERVICES

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

Major Service Activities

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

Strategic Initiatives-Program Analysis

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

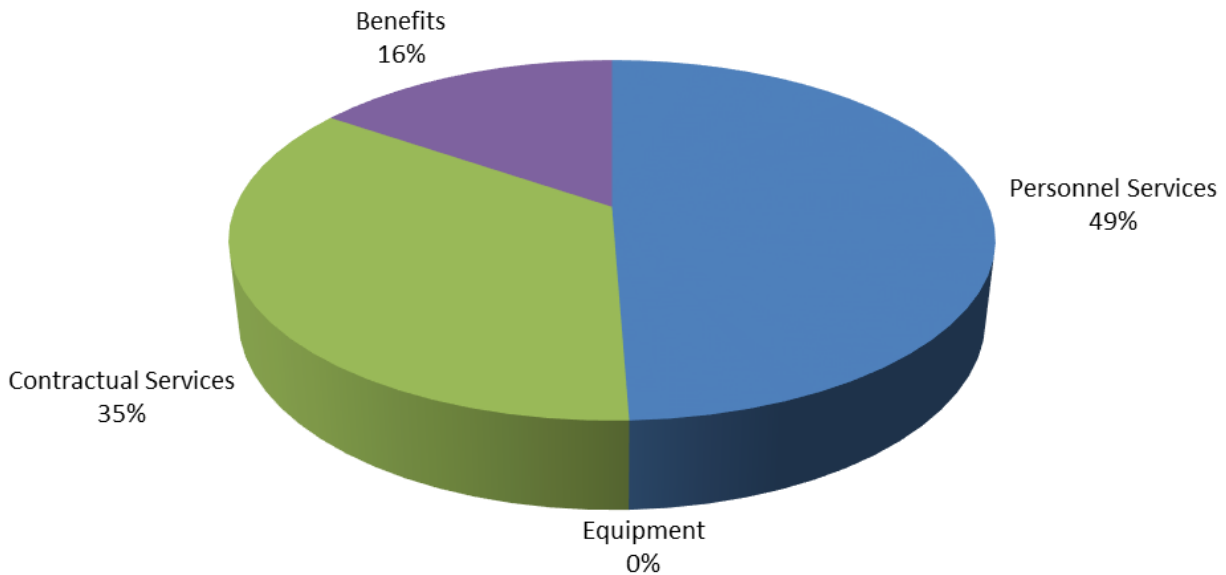
Budget Changes

- There is a \$25,000 increase in Repair & Maintenance-Facility Reserve for the replacement of the Youth Services Bureau roof. After inspection by City staff, it was recommended that the roof be replaced. It is proposed that the project be supported by funding from the Facility Reserve Fund.

DEPARTMENT OF ADMINISTRATIVE SERVICES

YOUTH SERVICES

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	77,408.95	92,980.00	89,940.00	96,100.00	98,742.75	101,458.18	104,248.28
Overtime	38.30	-	-	100.00	102.75	105.58	108.48
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	487.18	900.00	645.00	900.00	927.00	954.81	983.45
Utilities	4,901.40	5,400.00	5,050.00	5,350.00	5,510.50	5,675.82	5,846.09
Contract Services	24,894.94	25,235.00	25,235.00	25,535.00	26,301.05	27,090.08	27,902.78
Other Expenses	10,123.26	11,900.00	10,900.00	36,650.00	11,999.50	12,359.49	12,730.27
State Retirement	15,218.44	13,730.00	13,730.00	13,330.00	13,596.60	13,868.53	14,145.90
Social Security	5,866.21	7,120.00	7,120.00	7,360.00	7,562.40	7,770.37	7,984.05
Health Insurance	-	9,010.00	-	9,390.00	9,671.70	9,961.85	10,260.71
Total Expense	138,938.68	166,275.00	152,620.00	194,715.00	174,414.25	179,244.69	184,210.01



MEDICAL INSURANCE

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



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POLICE DEPARTMENT

Mission Statement

It is the mission of the officers and support staff of the Batavia Police Department to provide comprehensive, effective police services that exceed the expectation 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

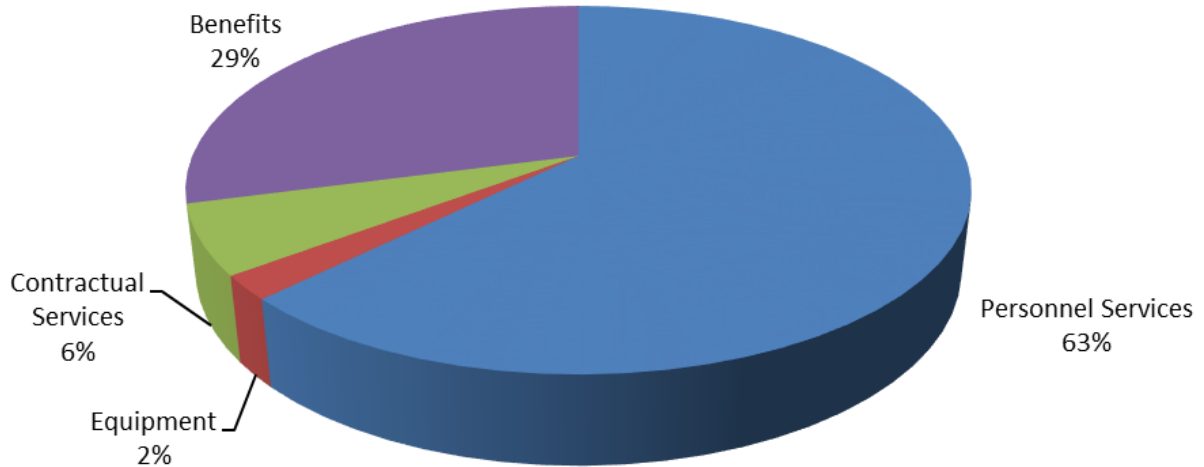
- Preventative patrols, traffic control and enforcement
- Criminal investigation
- Enforcement and crime suppression
- Community policing activities
- Interagency collaboration and work activities
- Community education

Budget Changes

- There is an \$110,000 increase in Personnel Services and Social Security as a result of wage and step increases for the personnel in the department.
- In prior years community policing and NET detail expenses were charged to the same account. The proposed budget separates each activity into distinct budget lines. Funding is increased slightly for community policing efforts over the prior year.
- In prior years all equipment purchases were accounted for in Equipment (001.3120.0200), however the proposed budget only includes equipment that is greater than \$5,000 in this budget line. All equipment less than \$5,000 is in Equipment-Small (001.3120.0201). As a result there will be a disparity between the prior and current totals of each budget line.

POLICE DEPARTMENT

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	1,870,720.79	2,175,040.00	2,175,040.00	2,276,070.00	2,338,661.93	2,402,975.13	2,469,056.94
Overtime	336,738.36	254,700.00	254,700.00	243,000.00	243,517.50	250,214.23	257,095.12
Equipment	104,275.55	125,070.00	148,861.90	85,620.00	88,188.60	90,834.26	93,559.29
Professional Fees	6,057.00	7,320.00	7,320.00	6,110.00	6,293.30	6,482.10	6,676.56
Travel & Training	33,463.14	45,200.00	57,795.50	42,550.00	43,826.50	45,141.30	46,495.53
Utilities	33,950.25	42,350.00	42,350.00	38,500.00	39,655.00	40,844.65	42,069.99
Contract Services	-	-	-	-	-	-	-
Other Expenses	183,133.81	173,190.00	209,461.67	159,310.00	163,988.20	168,806.75	173,769.85
State Retirement	334,060.04	574,130.00	574,130.00	539,980.00	550,779.60	561,795.19	573,031.10
Social Security	166,277.03	189,240.00	189,240.00	196,110.00	201,030.38	206,558.71	212,239.07
Health Insurance	-	448,390.00	-	434,610.00	447,648.30	461,077.75	474,910.08
Total Expense	3,068,675.97	4,034,630.00	3,658,899.07	4,021,860.00	4,123,589.30	4,234,730.06	4,348,903.54





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FIRE DEPARTMENT

Mission Statement

Our essential mission is to professionally protect and preserve life, property, and the environment and to minimize the loss, suffering, and damage in our community to our citizens through community partnerships, proactive prevention and education efforts, and high quality and timely response. We will do this through training, and the utilization of state-of-the-art apparatus and equipment.

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

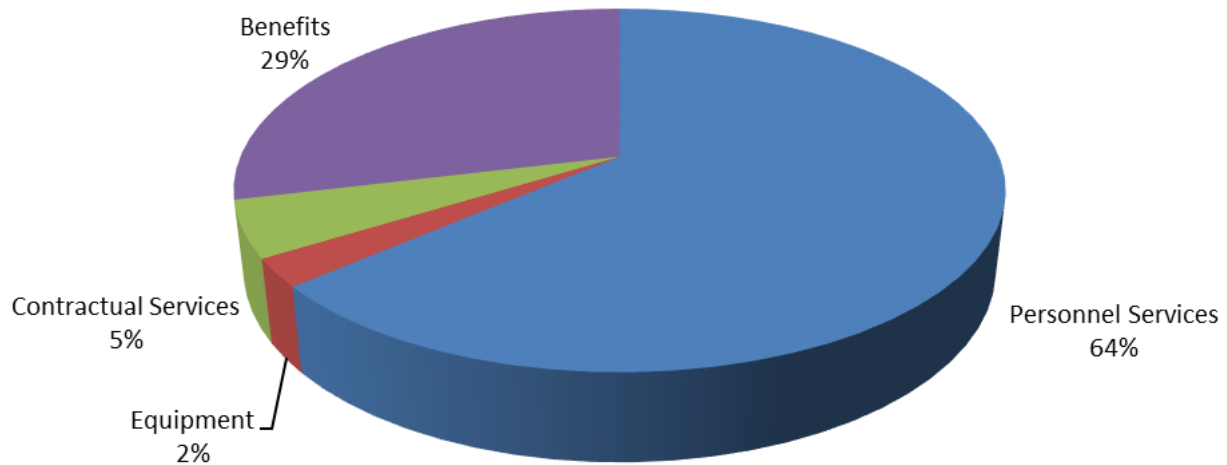
- Provide all operations for the control of fire both within the City and provide assistance to fire companies outside the City
- Provide response and mitigation for hazardous material type incidents with specialized equipment
- Perform fire safety inspections for commercial structures and multi-family 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

Budget Changes

- There is a \$99,000 increase in Personnel Services due to wage increases and the filling of one vacant firefighter position pursuant to the collective bargaining agreement.
- There is a \$10,000 reduction in overtime as a result of several vacancies being filled over the past year.
- Similar to Police in prior years all equipment purchases were accounted for in Equipment (001.3410.0200), however the proposed budget only includes equipment that is greater than \$5,000 in this budget line. All equipment less than \$5,000 is in Equipment-Small (001.3410.0201). The proposed budget includes the replacement of two (2) thermal imaging cameras (\$24,000) and the replacement of a utility vehicle (\$42,940) to be funded. One thermal imaging camera and the utility vehicle will be utilizing funds from the Fire Equipment Reserve.
- There is an increase of \$5,200 in communications to purchase two (2) additional portable radios and accessories.

FIRE DEPARTMENT

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	2,084,547.51	2,203,400.00	2,196,580.00	2,313,550.00	2,377,172.63	2,442,544.87	2,509,714.86
Overtime	159,509.84	156,000.00	156,000.00	139,000.00	142,822.50	146,750.12	150,785.75
Equipment	98,973.76	123,049.00	140,994.45	96,440.00	62,745.00	64,627.35	66,566.17
Professional Fees	-	-	-	-	-	-	-
Travel & Training	40,091.05	42,470.00	46,218.72	36,900.00	38,007.00	39,147.21	40,321.63
Utilities	29,036.86	32,630.00	33,550.00	32,570.00	33,547.10	34,553.51	35,590.12
Contract Services	7,178.92	15,595.00	15,595.00	14,500.00	14,935.00	15,383.05	15,844.54
Other Expenses	86,820.30	93,350.00	115,944.00	109,900.00	113,166.00	116,529.13	119,992.27
State Retirement	337,290.96	585,400.00	571,900.00	552,710.00	563,764.20	575,039.48	586,540.27
Social Security	173,230.72	182,400.00	183,100.00	189,520.00	194,731.80	200,086.92	205,589.31
Health Insurance	-	370,220.00	-	365,630.00	376,598.90	387,896.87	399,533.77
Total Expense	3,016,679.92	3,804,514.00	3,459,882.17	3,850,720.00	3,917,490.13	4,022,558.52	4,130,478.69





DEPARTMENT OF PUBLIC WORKS

MISSION STATEMENT

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

- Provide adequate, safe, and environmentally sound water supply, water distribution, wastewater collection, and wastewater treatment process.
- 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 and property maintenance ordinances.

Purpose

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

In order to accomplish our mission we must...

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

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION

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

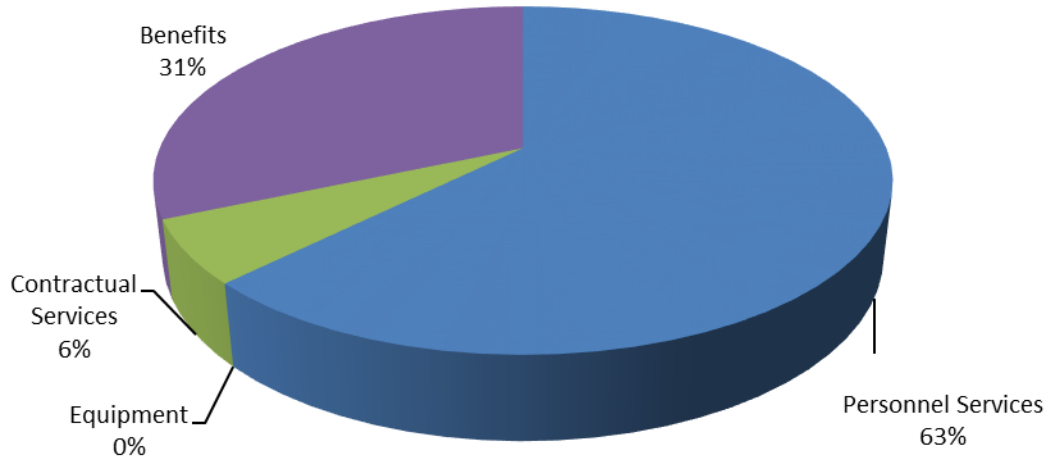
Major Service Activities

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

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	67,359.49	68,340.00	68,340.00	70,100.00	72,027.75	74,008.51	76,043.75
Overtime	-	-	-	-	-	-	-
Equipment	-	400.00	400.00	-	-	-	-
Professional Fees	25.00	180.00	180.00	180.00	185.40	190.96	196.69
Travel & Training	1,735.00	2,000.00	2,000.00	2,000.00	2,060.00	2,121.80	2,185.45
Utilities	1,673.88	2,100.00	2,100.00	2,000.00	2,060.00	2,121.80	2,185.45
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,216.47	2,450.00	2,450.00	2,450.00	2,523.50	2,599.21	2,677.18
State Retirement	12,858.99	12,990.00	12,990.00	12,500.00	12,750.00	13,005.00	13,265.10
Social Security	5,082.92	5,230.00	5,230.00	5,370.00	5,517.68	5,669.41	5,825.32
Health Insurance	-	16,430.00	-	17,290.00	17,808.70	18,342.96	18,893.25
Total Expense	90,951.75	110,120.00	93,690.00	111,890.00	114,933.03	118,059.65	121,272.20



DEPARTMENT OF PUBLIC WORKS

ENGINEERING

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

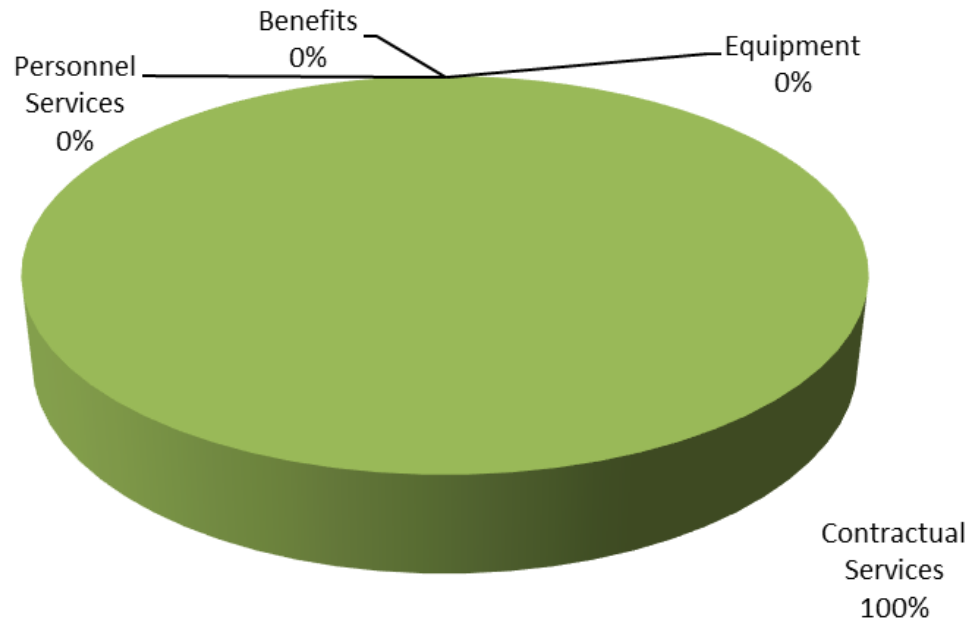
Major Service Activities

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

DEPARTMENT OF PUBLIC WORKS

ENGINEERING

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	41,710.81	32,000.00	51,863.71	32,000.00	33,600.00	35,280.00	37,044.00
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	41,710.81	32,000.00	51,863.71	32,000.00	33,600.00	35,280.00	37,044.00



DEPARTMENT OF PUBLIC WORKS

CITY FACILITIES

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

Major Service Activities

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

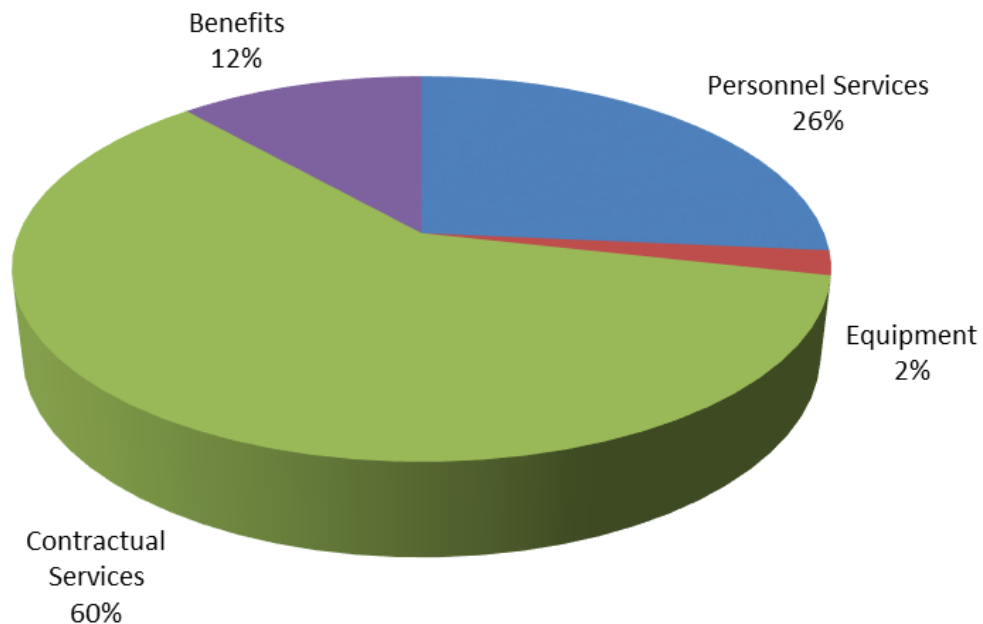
Budget Changes

- There is a \$13,700 decrease in Equipment as the current year provided for the replacement of the Clerk's office carpet
- There is \$8,000 in Repair & Maintenance-Ice Rink Reserve for the replacement of locker room seating. This is a City responsibility under a lease agreement with the operator and will be funded from the Ice Rink Reserve
- There is \$12,900 in Repair & Maintenance-Dwyer Stadium Reserve for various repairs to the facilities at the stadium. These will be funded from the Dwyer Stadium Repair Reserve

DEPARTMENT OF PUBLIC WORKS

CITY FACILITIES

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	34,920.02	66,000.00	68,480.00	70,290.00	72,222.98	74,209.11	76,249.86
Overtime	327.08	500.00	500.00	500.00	513.75	527.88	542.39
Equipment	28,835.61	17,200.00	17,200.00	5,500.00	5,665.00	5,834.95	6,010.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	32,021.34	42,000.00	35,500.00	39,000.00	40,170.00	41,375.10	42,616.35
Contract Services	61,471.91	71,600.00	76,777.96	70,850.00	72,975.50	75,164.77	77,419.71
Other Expenses	39,180.68	63,500.00	65,433.25	50,600.00	38,831.00	39,995.93	41,195.81
State Retirement	13,714.29	12,520.00	13,030.00	12,530.00	12,780.60	13,036.21	13,296.94
Social Security	2,686.76	5,090.00	5,280.00	5,420.00	5,569.05	5,722.20	5,879.56
Health Insurance	-	12,430.00	-	13,050.00	13,441.50	13,844.75	14,260.09
Total Expense	213,157.69	290,840.00	282,201.21	267,740.00	262,169.38	269,710.89	277,470.70



DEPARTMENT OF PUBLIC WORKS

INSPECTION

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

Major Service Activities

- Review and process building permit
- 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 Presentation Commission

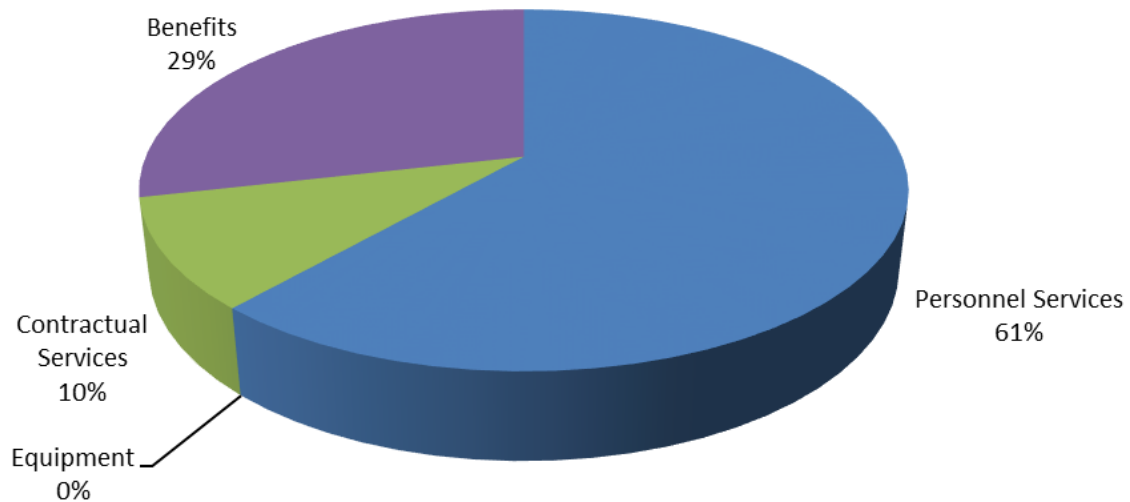
Budget Changes

- This budget has decreased \$34,500 because the prior year had the replacement of two (2) inspection vehicles. Those vehicle purchases will not be needed in FY16

DEPARTMENT OF PUBLIC WORKS

INSPECTION

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	178,818.47	198,500.00	198,500.00	202,120.00	207,678.30	213,389.45	219,257.66
Overtime	-	2,000.00	2,000.00	1,000.00	1,027.50	1,055.76	1,084.79
Equipment	1,449.00	34,500.00	34,500.00	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	890.00	1,600.00	1,600.00	1,600.00	1,648.00	1,697.44	1,748.36
Utilities	2,031.72	2,700.00	2,700.00	2,500.00	2,575.00	2,652.25	2,731.82
Contract Services	13,800.50	16,600.00	16,600.00	18,000.00	18,540.00	19,096.20	19,669.09
Other Expenses	7,282.26	11,850.00	11,850.00	10,455.00	10,768.65	11,091.71	11,424.46
State Retirement	35,961.93	40,000.00	40,000.00	37,850.00	38,607.00	39,379.14	40,166.72
Social Security	13,503.19	15,400.00	15,400.00	15,600.00	16,029.00	16,469.80	16,922.72
Health Insurance	-	38,920.00	-	40,840.00	42,065.20	43,327.16	44,626.97
Total Expense	253,737.07	362,070.00	323,150.00	329,965.00	338,938.65	348,158.90	357,632.59



DEPARTMENT OF PUBLIC WORKS

BUREAU OF MAINTENANCE ADMINISTRATION

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

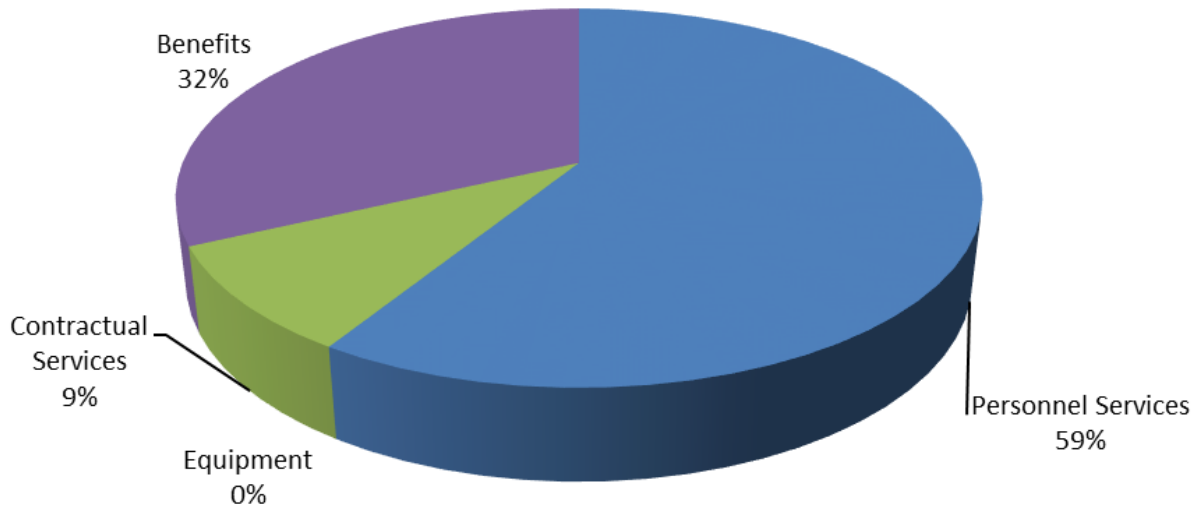
Major Service Activities

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

DEPARTMENT OF PUBLIC WORKS

BUREAU OF MAINTENANCE ADMINISTRATION

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	119,806.59	123,170.00	123,170.00	124,760.00	128,190.90	131,716.15	135,338.34
Overtime	-	-	-	-	-	-	-
Equipment	1,145.00	3,750.00	3,750.00	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,719.87	2,000.00	2,000.00	2,000.00	2,060.00	2,121.80	2,185.45
Utilities	3,897.85	4,200.00	4,200.00	4,200.00	4,326.00	4,455.78	4,589.45
Contract Services	-	-	-	-	-	-	-
Other Expenses	11,496.69	13,540.00	13,540.00	13,200.00	13,596.00	14,003.88	14,424.00
State Retirement	24,616.91	24,760.00	24,760.00	23,460.00	23,929.20	24,407.78	24,895.94
Social Security	8,799.99	9,430.00	9,430.00	9,550.00	9,812.63	10,082.47	10,359.74
Health Insurance	-	18,930.00	-	34,580.00	35,617.40	36,685.92	37,786.50
Total Expense	171,482.90	199,780.00	180,850.00	211,750.00	217,532.13	223,473.79	229,579.43



DEPARTMENT OF PUBLIC WORKS

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

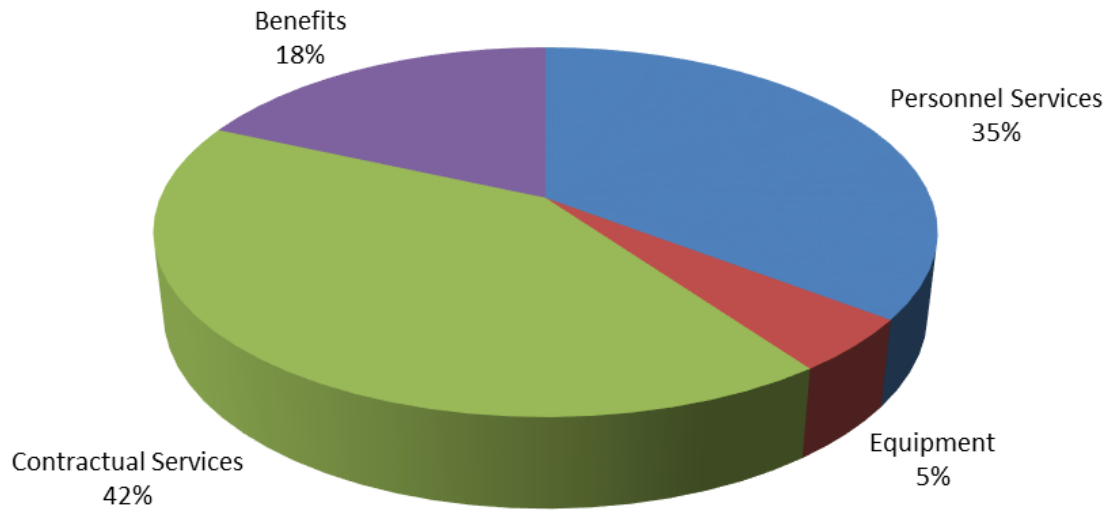
Budget Changes

- The budget proposes replacing a tandem axle dump truck/plow package and ½ ton pickup truck. The tandem dump truck and plow package will replace a 1992 tandem axle truck and plow equipment. The estimated cost is \$226,000. It is proposed that the dump truck be financed using a 7-year municipal lease. A municipal lease is a financing tool that has recently become popular due to extremely low interest rates. Essentially a municipal lease is a short term financing tool that municipalities use to fund equipment over a 5 or 7 year period. It is proposed that the City entertain a 7-year municipal lease to purchase and finance the dump truck. Installments are estimated to be \$33,000 annually and it is recommended that advance installment be made at the time of purchase in order to save \$7,000 in interest payments. \$35,000 of Public Works Reserve funds would be utilized for the first installment and the payments would be split between two budgets Street Maintenance (\$20,000) and Snow Removal (\$15,000). If purchased in 2015, the lease would be paid off in 2021. The replacement of the ½ ton pickup truck is \$23,000 and is split between the Street Maintenance, Storm Sewer and the Sewer Fund equally
- The budget proposed utilizes \$201,800 of CHIPs funding to complete over 5,660 linear feet of street resurfacings. Streets to be addressed are Allen St., Olyn Ave., South Lyon St., Holland Ave., and portions of North St. and Sumner St
- There is a \$7,000 increase to account for additional crack fill for street maintenance in order to preserve streets from further deterioration

DEPARTMENT OF PUBLIC WORKS

STREET MAINTENANCE

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	279,783.25	216,830.00	232,050.00	213,480.00	219,350.70	225,382.84	231,580.87
Overtime	5,222.37	1,000.00	4,000.00	1,330.00	1,366.58	1,404.16	1,442.77
Equipment	148,019.31	9,950.00	9,950.00	28,650.00	28,840.00	29,705.20	30,596.36
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	252,204.56	278,975.00	284,855.00	252,515.00	260,090.45	267,893.16	275,929.96
State Retirement	39,717.38	41,180.00	43,900.00	37,540.00	38,290.80	39,056.62	39,837.75
Social Security	21,586.60	16,670.00	17,830.00	16,440.00	16,892.10	17,356.63	17,833.94
Health Insurance	-	64,650.00	-	57,160.00	58,874.80	60,641.04	62,460.28
Total Expense	746,533.47	629,255.00	592,585.00	607,115.00	623,705.43	641,439.66	659,681.92



DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS GARAGE

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

Major Service Activities

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

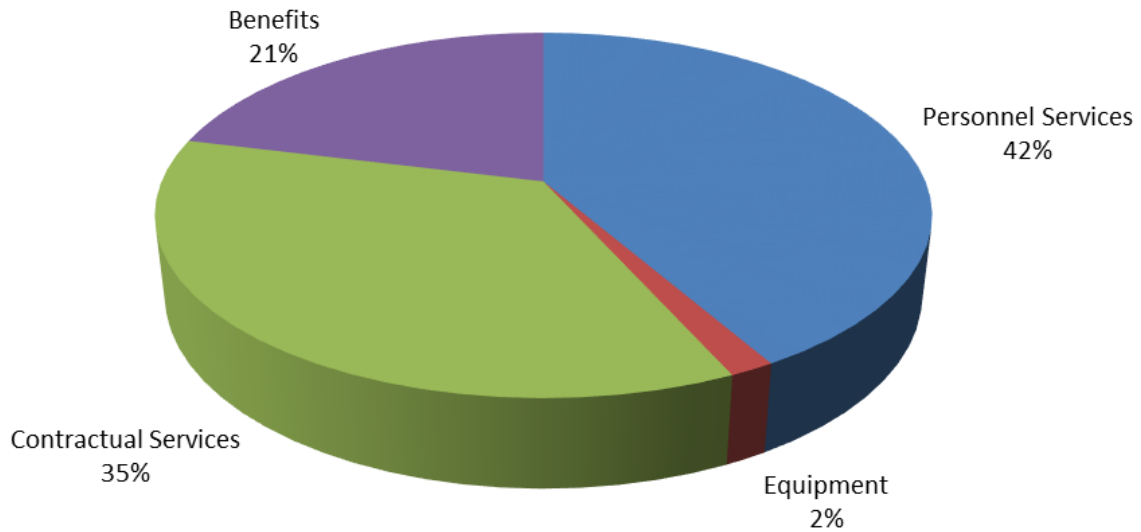
Budget Changes

- There is an elimination of \$35,000 from Repair & Maintenance-Facilities Reserve as this was for the installation of a new electrical service with emergency power point for a portable generator in the prior year
- There is \$4,000 for retro-fitting exterior lighting with LEDs. It is expected to have a 2-3 ½ year payoff

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS GARAGE

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	228,672.50	206,510.00	192,800.00	205,365.00	211,012.54	216,815.38	222,777.81
Overtime	4,674.93	1,000.00	1,000.00	1,000.00	1,027.50	1,055.76	1,084.79
Equipment	6,665.01	6,750.00	6,750.00	7,950.00	8,188.50	8,434.16	8,687.18
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	125,853.96	129,000.00	129,000.00	127,020.00	130,830.60	134,755.52	138,798.18
Contract Services	1,965.21	5,800.00	5,800.00	2,600.00	2,678.00	2,758.34	2,841.09
Other Expenses	39,877.72	75,500.00	75,500.00	46,700.00	48,101.00	49,544.03	51,030.35
State Retirement	42,135.82	41,710.00	38,960.00	35,330.00	36,036.60	36,757.33	37,492.48
Social Security	17,316.99	16,020.00	14,980.00	15,940.00	16,378.35	16,828.75	17,291.55
Health Insurance	-	50,770.00	-	53,440.00	55,043.20	56,694.50	58,395.33
Total Expense	467,162.14	533,060.00	464,790.00	495,345.00	509,296.29	523,643.76	538,398.75



DEPARTMENT OF PUBLIC WORKS

SNOW REMOVAL

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

Major Service Activities

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

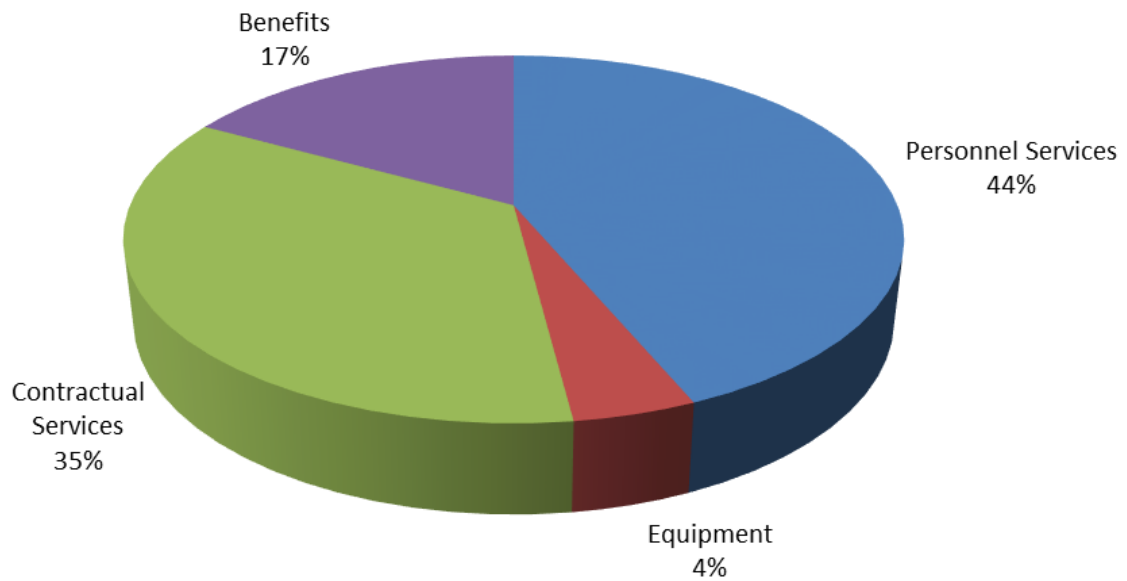
Budget Changes

- There is a \$7,000 increase in overtime due to the recent union settlement that may increase overtime costs. Overtime will be monitored over the next winter for any impacts.
- The purchase of a 14Ft. pusher box is \$8,340. This is a second box and would provide a more efficient means for cleaning municipal parking lots during the winter.
- \$15,000 will account for a portion of the advance installment for the tandem axle dump truck replacement.
- There is a \$9,800 increase in Repair Plows to account for an increase in parts needed to make the necessary snow plow repairs, as well as a continued trial of a different material of more durable plow blades.
- In FY15 the City replaced the prior 36 year old salt barn with a new salt barn. The elimination of the \$325,000 capital project accounts for much of the decrease in the Snow Removal budget.

DEPARTMENT OF PUBLIC WORKS

SNOW REMOVAL

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	85,036.76	118,280.00	126,580.00	116,440.00	119,642.10	122,932.26	126,312.89
Overtime	105,494.62	113,000.00	113,000.00	120,000.00	123,300.00	126,690.75	130,174.75
Equipment	71,926.92	329,950.00	336,982.00	23,440.00	24,040.20	24,761.41	25,504.25
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	188,679.99	175,507.00	175,507.00	189,780.00	195,473.40	201,337.60	207,377.73
State Retirement	44,662.39	45,070.00	46,550.00	42,900.00	43,758.00	44,633.16	45,525.82
Social Security	14,386.19	17,700.00	18,330.00	18,090.00	18,587.48	19,098.63	19,623.84
Health Insurance	-	35,260.00	-	31,180.00	32,115.40	33,078.86	34,071.23
Total Expense	510,186.87	834,767.00	816,949.00	541,830.00	556,916.58	572,532.67	588,590.51



STREET LIGHTING AND TRAFFIC SIGNALS

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

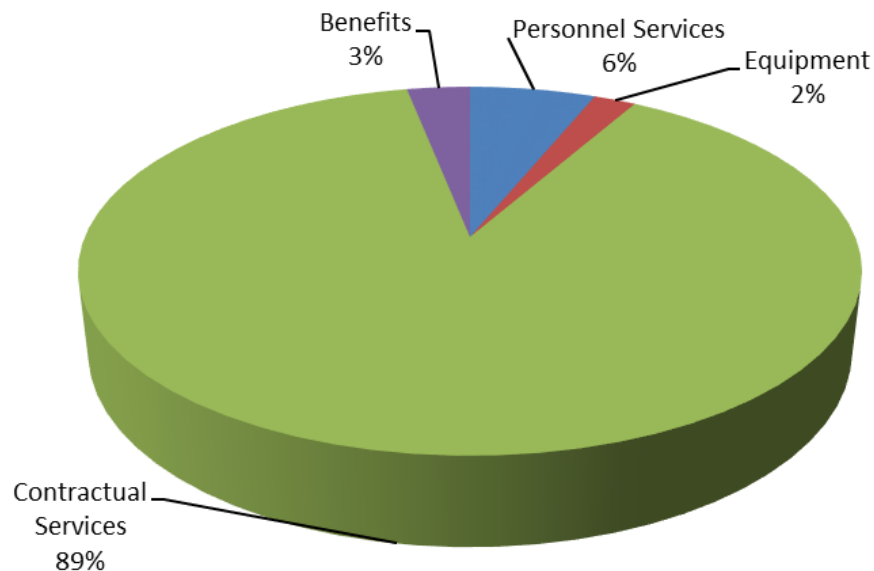
Major Service Activities

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

DEPARTMENT OF PUBLIC WORKS

STREET LIGHTING AND TRAFFIC SIGNALS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019
Salaries	12,572.57	13,640.00	20,230.00	16,580.00	17,035.95	17,504.44	17,985.81
Overtime	137.68	750.00	750.00	750.00	770.63	791.82	813.59
Equipment	3,975.05	12,650.00	12,350.00	5,800.00	5,974.00	6,153.22	6,337.82
Professional Fees	-	-	-	-	-	-	-
Travel & Training	511.00	750.00	500.00	750.00	772.50	795.68	819.55
Utilities	234,689.22	237,000.00	230,000.00	236,000.00	243,080.00	250,372.40	257,883.57
Contract Services	(34.35)	4,000.00	2,500.00	2,000.00	2,060.00	2,121.80	2,185.45
Other Expenses	5,512.03	8,500.00	9,500.00	8,800.00	9,064.00	9,335.92	9,616.00
State Retirement	3,342.55	2,620.00	2,810.00	3,000.00	3,060.00	3,121.20	3,183.62
Social Security	968.52	1,100.00	1,190.00	1,330.00	1,366.58	1,404.16	1,442.77
Health Insurance	-	3,490.00	-	4,350.00	4,480.50	4,614.92	4,753.36
Total Expense	261,674.27	284,500.00	279,830.00	279,360.00	287,664.15	296,215.54	305,021.54



SIDEWALK REPAIRS

This cost center is used for sidewalk replacement.

Major Service Activity

- Contract replacement of sidewalks

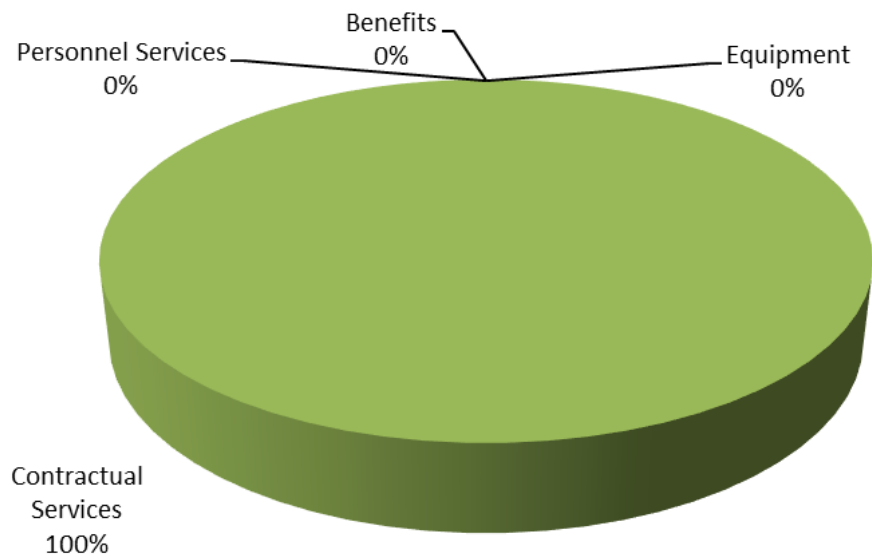
Budget Change

- Continuing efforts to make significant headway with sidewalk replacements, the proposed budget recommends completing 3,700 linear feet of sidewalk replacement and 27 ADA curb ramps. It proposed Sidewalk Capital Reserve funds be used to complete the \$318,558 of sidewalk work. Sidewalks to be replaced will include portions of Redfield Parkway, Allen St., Holland Ave., North St. and Olyn Ave. Portions of Redfield Parkway are being proposed in order to provide adequate and safe sidewalks for VA residents that utilize motorized wheelchairs for pedestrian travel.

DEPARTMENT OF PUBLIC WORKS

SIDEWALK REPAIRS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	26,028.12	113,000.00	161,970.00	318,558.00	100,000.00	103,000.00	106,090.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	26,028.12	113,000.00	161,970.00	318,558.00	100,000.00	103,000.00	106,090.00



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.

Budget Change

- No parking lot improvements are scheduled for FY16. Instead the capital plan is allocating funding to the Parking Lot Reserve to build resources in preparation for improvements in FY17

DEPARTMENT OF PUBLIC WORKS

PARKING LOTS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018	2018/2019
	Projected						
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	49,060.98	32,990.00	32,990.00	-	29,671.11	57,690.35	41,377.02
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	49,060.98	32,990.00	32,990.00	-	29,671.11	57,690.35	41,377.02

DEPARTMENT OF PUBLIC WORKS

PARKS

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

Major Service Activities

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

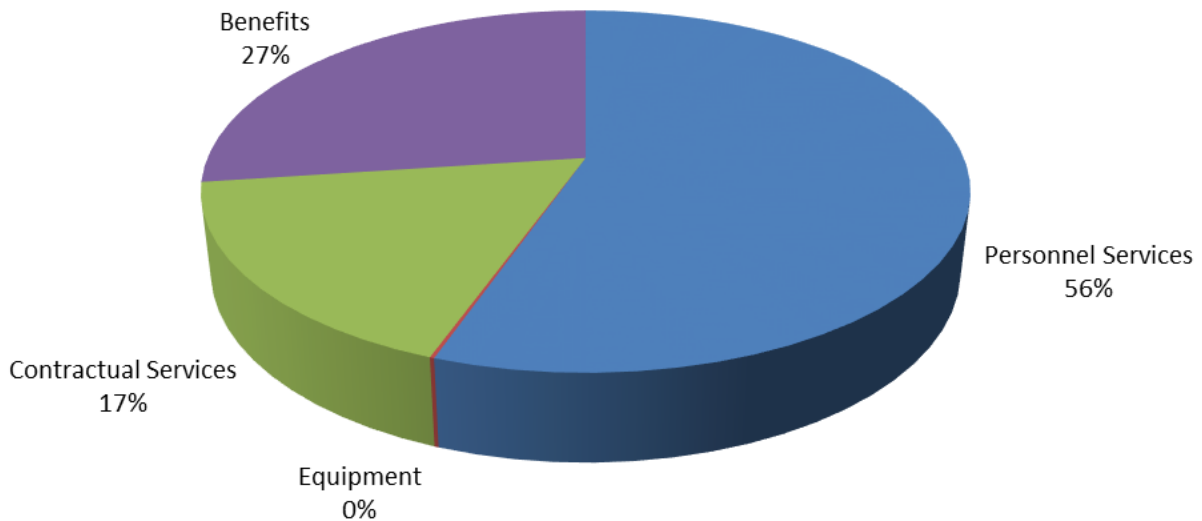
Budget Change

- There is a decrease in Equipment – DPW Reserve due to prior year equipment replacement purchases. There are no equipment replacements scheduled for this year
- \$12,500 is budgeted for park improvements at Austin Park and Mac Arthur Park. Austin Park has been subject to vandalism in the past and several pieces of playground equipment need to be replaced
- There is \$11,000 allocated for retro-fitting park lighting to LED. It is estimated that the retro-fit will have a 2 – 3 ½ year payback for improvements
- There is \$4,000 to assist with the 100-tree planting for the City's Centennial Celebration. The Centennial Celebration Committee has committed to raising an additional \$10,000. The total project cost is estimated to be \$14,000

DEPARTMENT OF PUBLIC WORKS

PARKS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	302,354.90	341,090.00	363,920.00	337,020.00	346,288.05	355,810.97	365,595.77
Overtime	9,451.98	6,000.00	8,000.00	10,000.00	10,275.00	10,557.56	10,847.90
Equipment	113,392.62	125,175.00	132,527.04	1,000.00	1,030.00	1,060.90	1,092.73
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	51,496.82	85,410.00	91,405.00	108,730.00	111,991.90	115,351.66	118,812.21
State Retirement	60,490.36	62,670.00	66,750.00	57,820.00	58,976.40	60,155.93	61,359.05
Social Security	23,416.30	26,560.00	28,300.00	26,550.00	27,280.13	28,030.33	28,801.16
Health Insurance	-	96,970.00	-	85,730.00	88,301.90	90,950.96	93,679.49
Total Expense	560,602.98	743,875.00	690,902.04	626,850.00	644,143.38	661,918.30	680,188.30



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

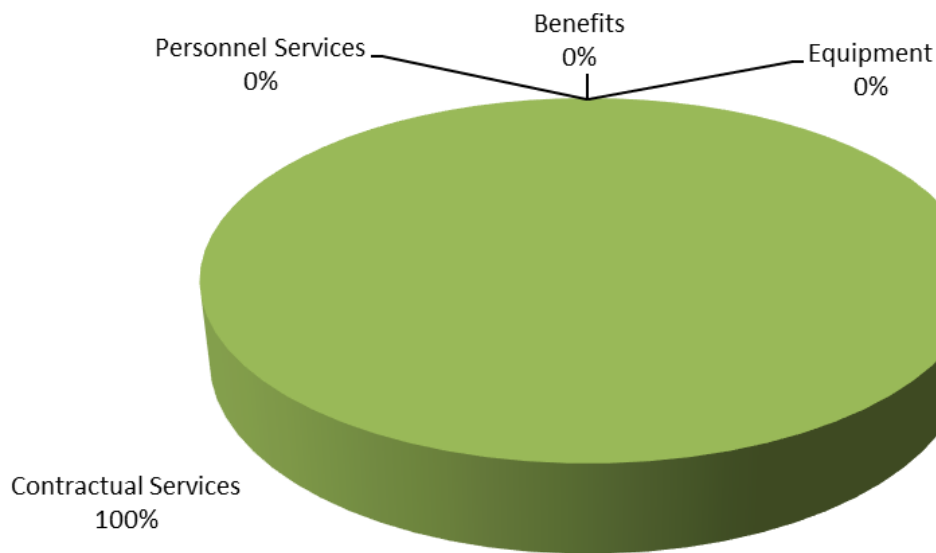
Major Service Activities

- 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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	70.00	350.00	350.00	350.00	360.50	371.32	382.45
Utilities	-	-	-	-	-	-	-
Contract Services	1,186.40	500.00	500.00	500.00	515.00	530.45	546.36
Other Expenses	497.07	1,545.00	1,545.00	1,545.00	1,591.35	1,639.09	1,688.26
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	1,753.47	2,395.00	2,395.00	2,395.00	2,466.85	2,540.86	2,617.08



PLANNING AND ZONING BOARDS

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

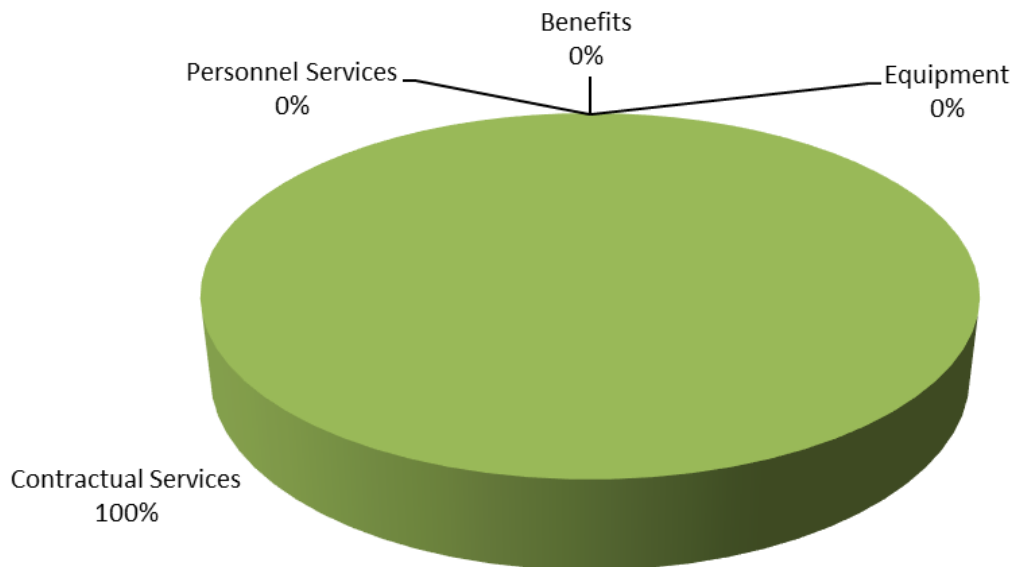
Major Service Activities

- 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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	725.00	1,000.00	1,000.00	1,000.00	1,030.00	1,060.90	1,092.73
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,443.46	2,200.00	2,200.00	2,200.00	2,266.00	2,333.98	2,404.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	2,168.46	3,200.00	3,200.00	3,200.00	3,296.00	3,394.88	3,496.73



DEPARTMENT OF PUBLIC WORKS

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

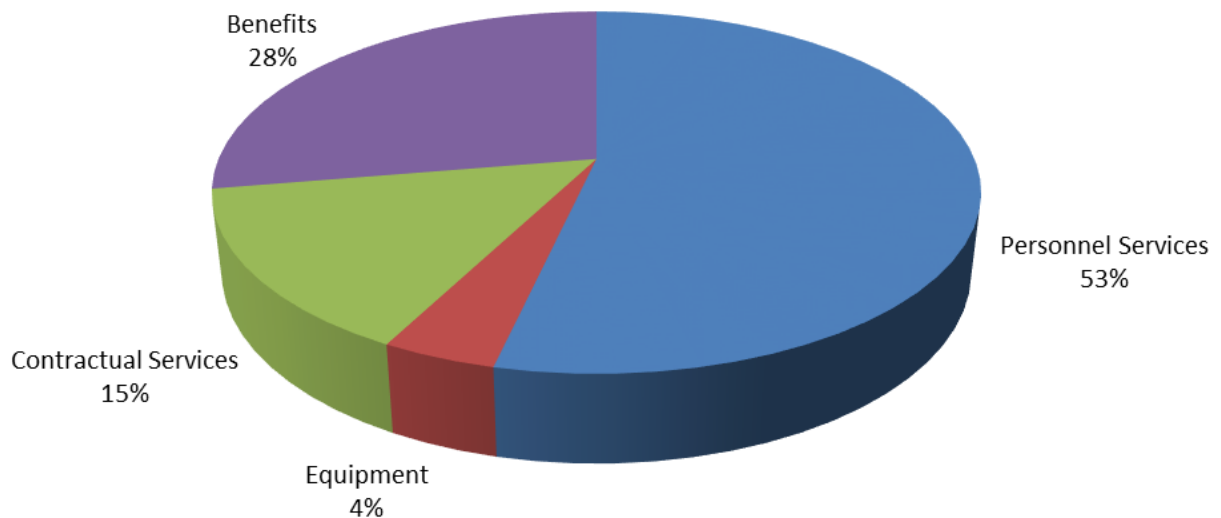
Budget Changes

- Due to the purchase of the ½ ton pickup truck, \$8,000 has been appropriated from Storm Sewers.
- Equipment has decreased \$27,680 as the prior year included storm water pump improvements for the Leigh and Burke lift stations.

DEPARTMENT OF PUBLIC WORKS

STORM SEWER

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018	2018/2019
					Projected		
Salaries	68,774.74	109,140.00	129,150.00	115,060.00	118,224.15	121,475.31	124,815.89
Overtime	1,366.53	8,030.00	1,000.00	1,300.00	1,335.75	1,372.48	1,410.23
Equipment	34,829.41	27,680.00	27,000.00	8,885.00	8,240.00	8,487.20	8,741.82
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	9,753.81	17,000.00	12,000.00	12,000.00	12,360.00	12,730.80	13,112.72
Contract Services	-	-	-	-	-	-	-
Other Expenses	9,561.87	18,060.00	20,850.00	19,905.00	20,502.15	21,117.21	21,750.73
State Retirement	21,579.12	22,110.00	23,550.00	20,330.00	20,736.60	21,151.33	21,574.36
Social Security	5,298.16	8,970.00	9,590.00	8,910.00	9,155.03	9,406.79	9,665.47
Health Insurance	-	34,390.00	-	30,760.00	31,682.80	32,633.28	33,612.28
Total Expense	151,163.64	245,380.00	223,140.00	217,150.00	222,236.48	228,374.42	234,683.50



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.

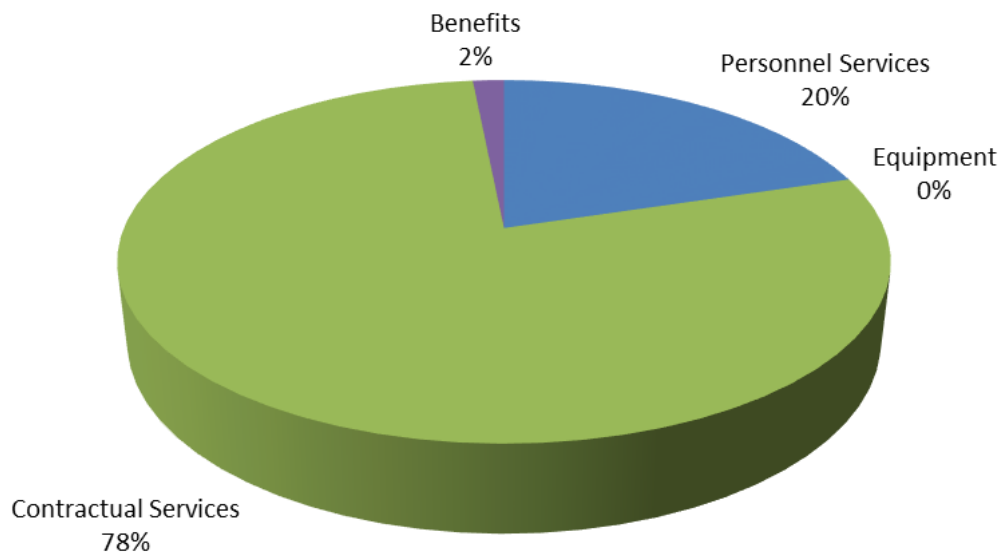
Major Service Activities

- 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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	12,127.17	12,400.00	12,400.00	12,660.00	13,008.15	13,365.87	13,733.44
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	135,228.68	-	-	-	-	-	-
Other Expenses	76,468.45	61,800.00	61,800.00	48,800.00	50,264.00	51,771.92	53,325.08
State Retirement	-	-	-	-	-	-	-
Social Security	927.71	950.00	950.00	970.00	996.68	1,024.08	1,052.25
Health Insurance	-	-	-	-	-	-	-
Total Expense	224,752.01	75,150.00	75,150.00	62,430.00	64,268.83	66,161.88	68,110.76



DEPARTMENT OF PUBLIC WORKS

STREET CLEANING

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

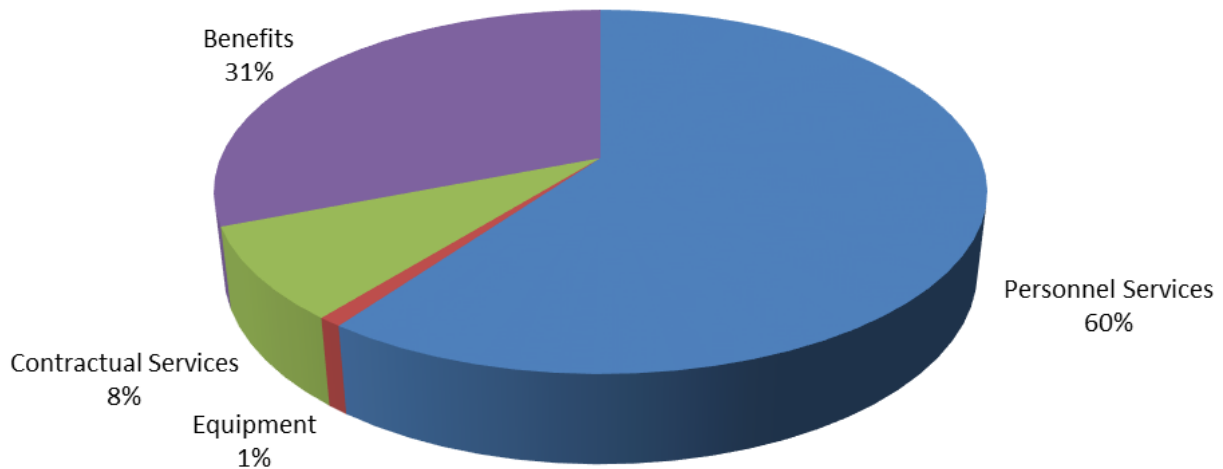
Major Service Activities

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

DEPARTMENT OF PUBLIC WORKS

STREET CLEANING

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	48,887.46	83,790.00	89,670.00	82,490.00	84,758.48	87,089.33	89,484.29
Overtime	725.44	1,000.00	1,000.00	1,000.00	1,027.50	1,055.76	1,084.79
Equipment	24,084.04	1,200.00	1,200.00	1,200.00	1,236.00	1,273.08	1,311.27
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	12,752.48	11,500.00	12,329.39	11,500.00	11,845.00	12,200.35	12,566.36
State Retirement	15,474.05	16,030.00	17,090.00	14,600.00	14,892.00	15,189.84	15,493.64
Social Security	3,756.40	6,490.00	6,940.00	6,390.00	6,565.73	6,746.28	6,931.81
Health Insurance	-	24,980.00	-	22,090.00	22,752.70	23,435.28	24,138.34
Total Expense	105,679.87	144,990.00	128,229.39	139,270.00	143,077.40	146,989.92	151,010.49





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WATER FUND

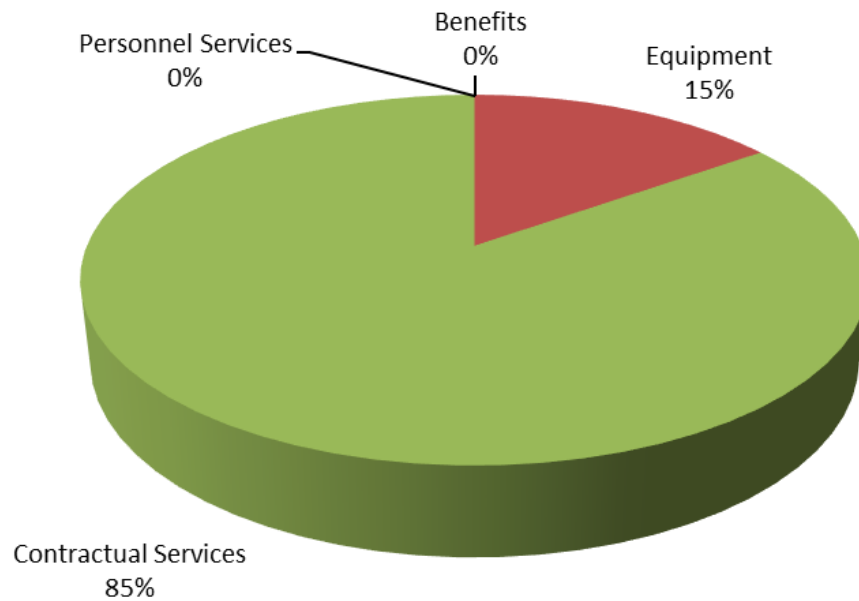
RESERVES

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

WATER FUND

RESERVES

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	20,000.00	20,000.00	12,500.00	12,875.00	13,261.25	13,659.09
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	38,300.00	38,300.00	69,586.00	81,033.78	92,631.89	106,518.18
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	58,300.00	58,300.00	82,086.00	93,908.78	105,893.14	120,177.27



WATER FUND

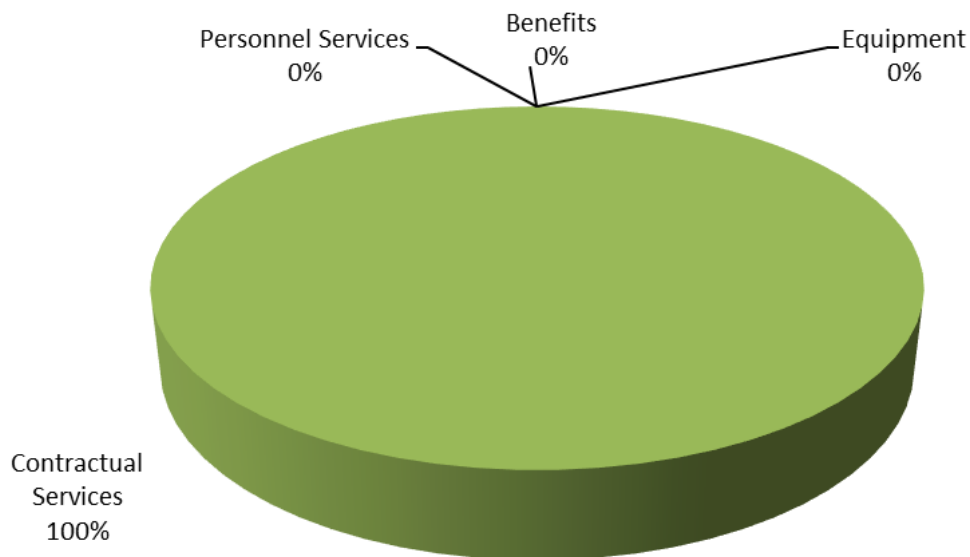
CONTINGENCY

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

WATER FUND

CONTINGENCY

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	31,700.00	31,700.00	18,489.00	19,043.67	19,614.98	20,203.43
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	31,700.00	31,700.00	18,489.00	19,043.67	19,614.98	20,203.43



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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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.

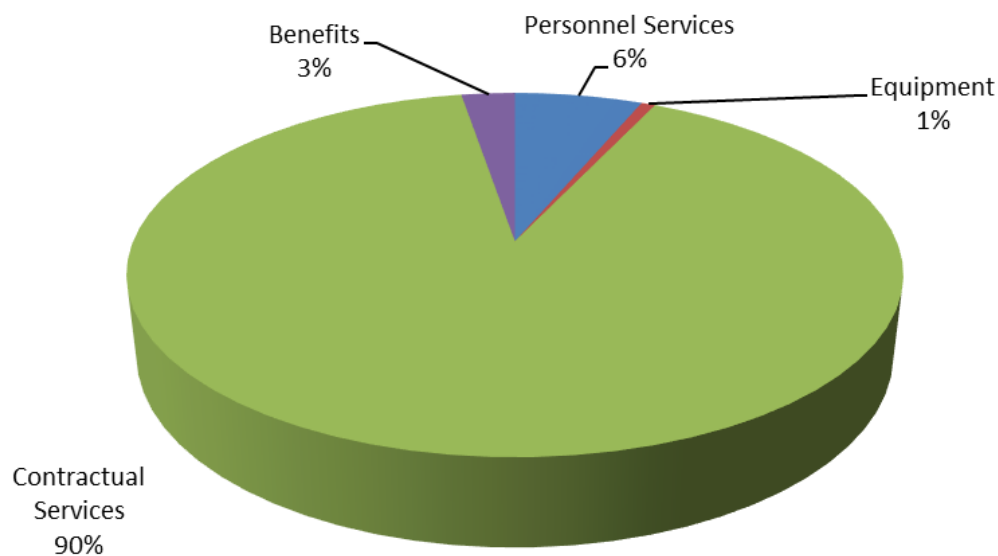
Major Service Activities

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

WATER FUND

ADMINISTRATION

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	116,988.79	144,400.00	130,610.00	148,370.00	152,450.18	156,642.55	160,950.23
Overtime	-	500.00	500.00	500.00	513.75	527.88	542.39
Equipment	-	-	-	16,150.00	16,634.50	17,133.54	17,647.54
Professional Fees	-	-	-	-	-	-	-
Travel & Training	1,133.80	1,800.00	1,500.00	1,800.00	1,854.00	1,909.62	1,966.91
Utilities	1,224.67	1,750.00	1,400.00	1,250.00	1,287.50	1,326.13	1,365.91
Contract Services	1,960,637.06	2,104,680.00	2,000,000.00	2,065,300.00	2,122,095.75	2,180,453.38	2,240,415.85
Other Expenses	42,073.69	46,500.00	46,500.00	44,425.00	45,217.25	46,026.76	46,853.97
State Retirement	27,340.12	28,710.00	28,710.00	27,590.00	28,141.80	28,704.64	29,278.73
Social Security	8,737.87	11,090.00	11,090.00	11,390.00	11,703.23	12,025.06	12,355.75
Health Insurance	-	24,290.00	-	23,290.00	23,988.70	24,708.36	25,449.61
Total Expense	2,158,136.00	2,363,720.00	2,220,310.00	2,340,065.00	2,403,886.65	2,469,457.92	2,536,826.89



WATER FUND

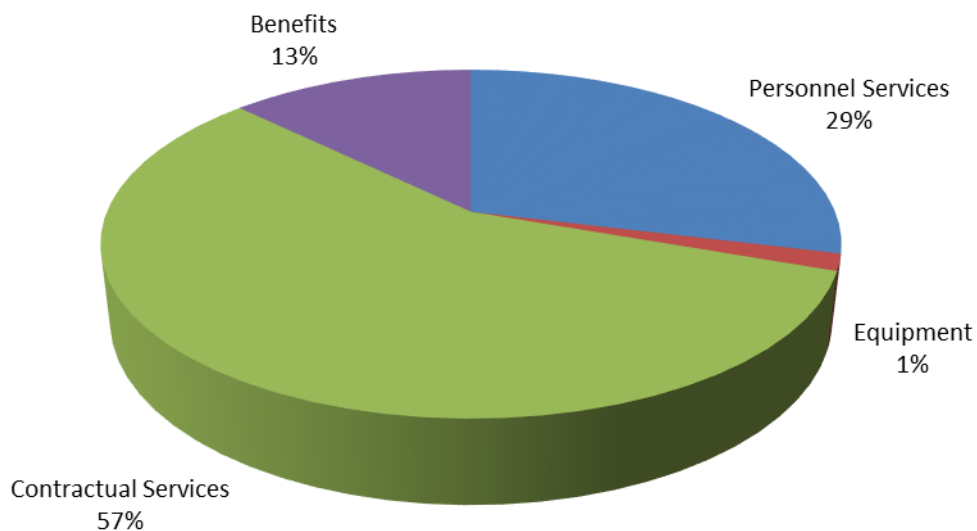
PUMP AND FILTRATION

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

WATER FUND

PUMP AND FILTRATION

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	376,448.01	401,740.00	379,820.00	440,890.00	453,014.48	465,472.37	478,272.86
Overtime	34,095.65	31,000.00	30,000.00	30,000.00	30,825.00	31,672.69	32,543.69
Equipment	49,832.36	36,600.00	58,500.00	25,400.00	26,162.00	26,946.86	27,755.27
Professional Fees	-	-	-	-	-	-	-
Travel & Training	2,661.08	2,500.00	2,500.00	2,500.00	2,575.00	2,652.25	2,731.82
Utilities	159,776.90	214,500.00	167,000.00	178,250.00	183,597.50	189,105.43	194,778.59
Contract Services	72,955.10	99,000.00	105,000.00	420,000.00	77,250.00	79,567.50	81,954.53
Other Expenses	314,744.18	323,700.00	321,346.90	328,900.00	338,767.00	348,930.01	359,397.91
State Retirement	86,581.94	85,210.00	89,750.00	86,890.00	88,627.80	90,400.36	92,208.36
Social Security	33,418.71	33,100.00	34,890.00	36,100.00	37,092.75	38,112.80	39,160.90
Health Insurance	5,535.00	81,420.00	-	85,400.00	87,962.00	90,600.86	93,318.89
Total Expense	1,136,048.93	1,308,770.00	1,188,806.90	1,634,330.00	1,325,873.53	1,363,461.12	1,402,122.81



WATER FUND

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

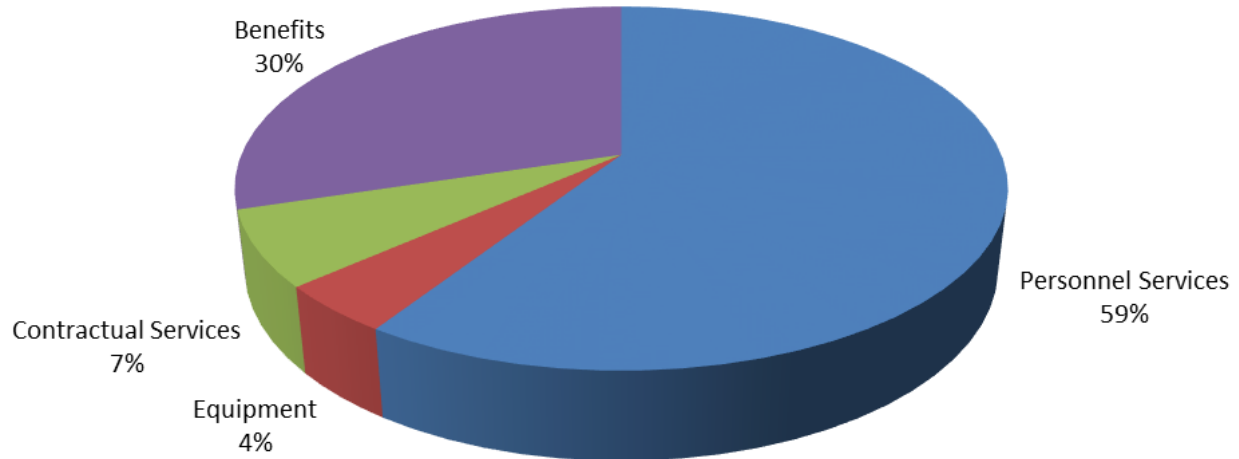
Major Service Activities

- 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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	219,011.42	221,110.00	212,730.00	240,300.00	246,908.25	253,698.23	260,674.93
Overtime	10,116.95	7,500.00	7,500.00	8,500.00	8,733.75	8,973.93	9,220.71
Equipment	12,789.67	26,650.00	22,750.00	18,150.00	18,694.50	19,255.34	19,833.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	70,000.00	91,550.00	-	-	-	-
Other Expenses	16,362.96	32,250.00	27,750.00	28,250.00	29,097.50	29,970.43	30,869.54
State Retirement	47,788.67	41,850.00	44,330.00	43,010.00	43,870.20	44,747.60	45,642.56
Social Security	17,776.54	17,490.00	18,410.00	19,040.00	19,563.60	20,101.60	20,654.39
Health Insurance	-	60,060.00	-	63,070.00	64,962.10	66,910.96	68,918.29
Total Expense	323,846.21	476,910.00	425,020.00	420,320.00	431,829.90	443,658.08	455,813.41



WATER FUND

MEDICAL INSURANCE

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



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WATER FUND

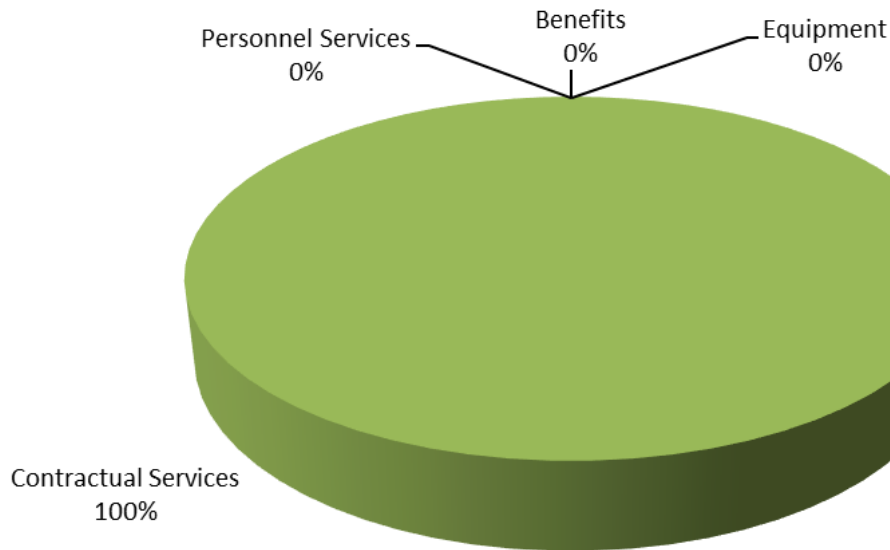
DEBT SERVICE-BONDS

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

WATER FUND

DEBT SERVICE-BONDS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	21,839.69	28,013.00	13,200.00	25,663.00	25,362.50	26,062.50	25,742.50
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	21,839.69	28,013.00	13,200.00	25,663.00	25,362.50	26,062.50	25,742.50



WATER FUND

DEBT SERVICE-BAN

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

WATER FUND

DEBT SERVICE-BAN

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018	2018/2019
	Projected						
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	-	-	-

WATER FUND

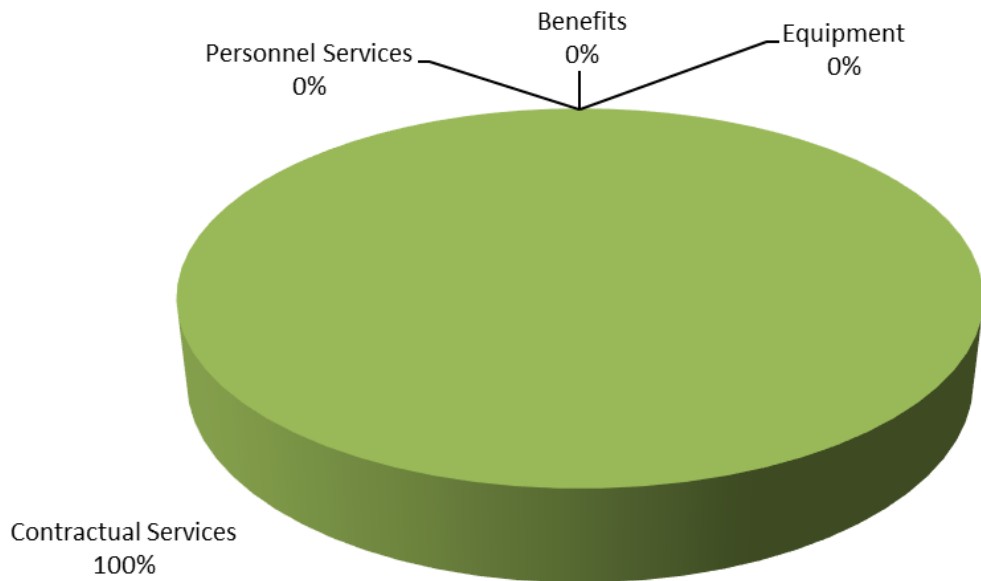
INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018	2018/2019
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	373.30	4,033.00	4,033.00	4,032.00	4,031.58	4,031.59	4,031.59
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	373.30	4,033.00	4,033.00	4,032.00	4,031.58	4,031.59	4,031.59



WATER FUND

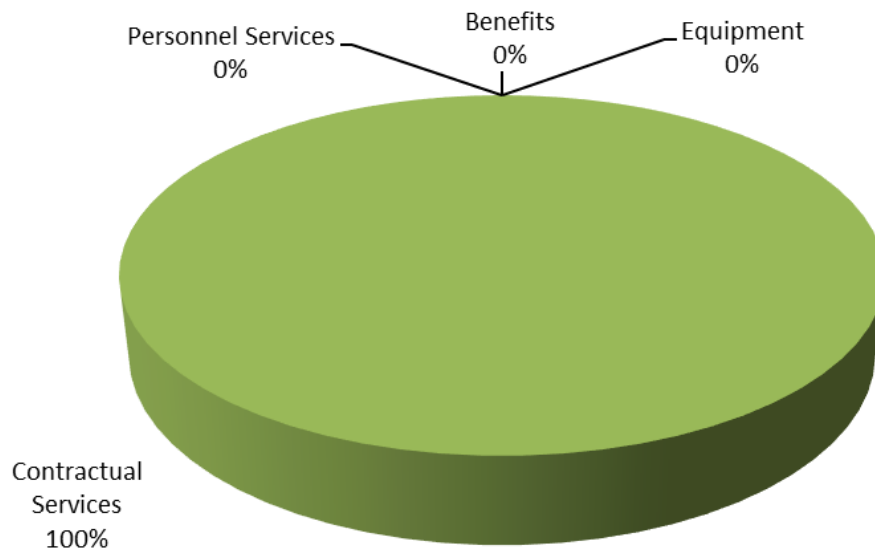
DEBT SERVICE-ENERGY LEASE

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

WATER FUND

DEBT SERVICE-ENERGY LEASE

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,799.20	16,968.00	16,968.00	17,481.00	18,010.71	18,556.45	19,118.40
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	2,799.20	16,968.00	16,968.00	17,481.00	18,010.71	18,556.45	19,118.40



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

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	57,360.00	77,278.00	77,278.00	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	57,360.00	77,278.00	77,278.00	-	-	-	-

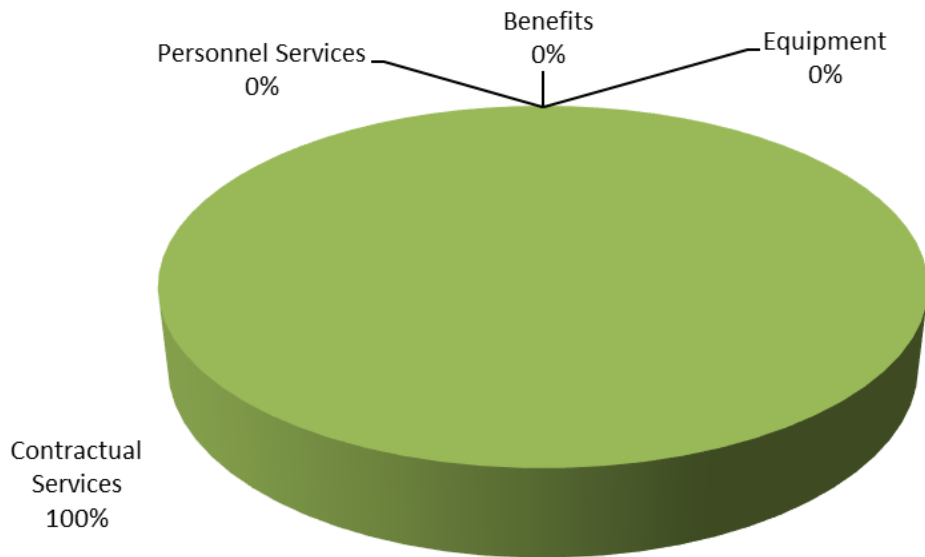
TRANSFERS TO OTHER FUNDS

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

WATER FUND

TRANSFERS TO OTHER FUNDS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	288,920.00	301,460.00	301,460.00	279,070.00	255,692.10	232,362.86	209,083.75
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	288,920.00	301,460.00	301,460.00	279,070.00	255,692.10	232,362.86	209,083.75





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WASTEWATER FUND

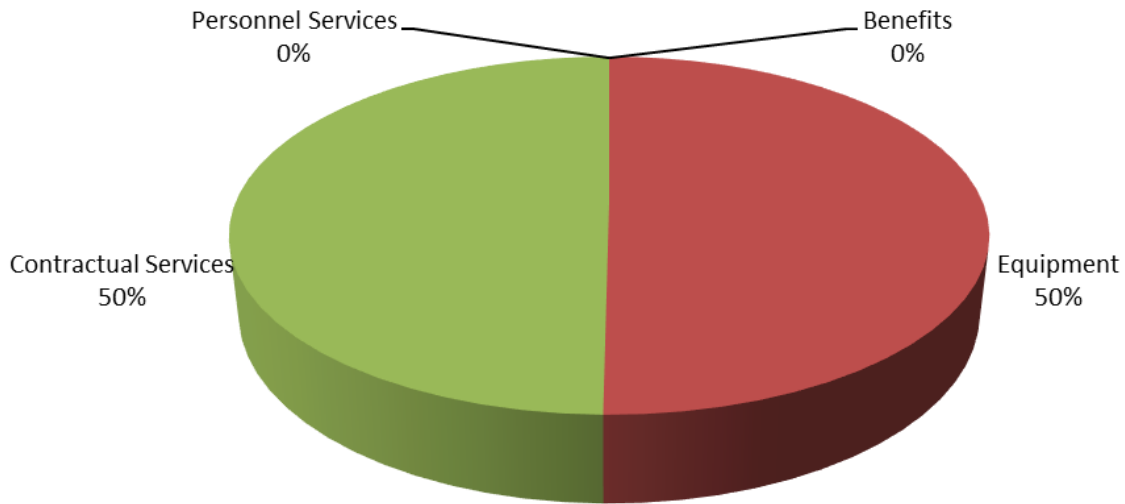
RESERVES

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

WASTEWATER FUND

RESERVES

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	60,500.00	60,500.00	60,500.00	60,500.00	60,500.00	45,000.00
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	50,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	120,500.00	120,500.00	120,500.00	120,500.00	120,500.00	95,000.00



WASTEWATER FUND

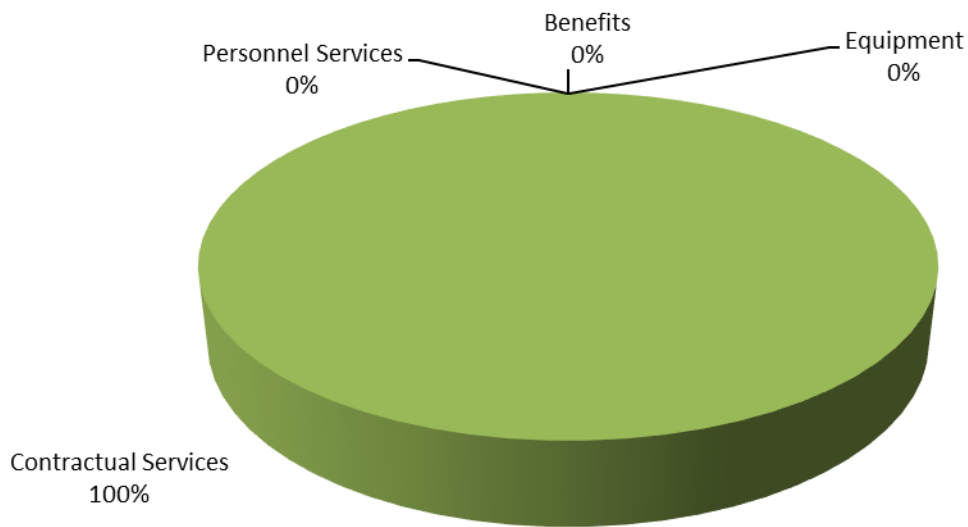
CONTINGENCY

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

WASTEWATER FUND

CONTINGENCY

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	28,636.00	28,636.00	28,000.00	25,000.00	25,000.00	25,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	28,636.00	28,636.00	28,000.00	25,000.00	25,000.00	25,000.00



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 each reporting period. The entire cost of the asset is ultimately charged off as an expense.



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WASTEWATER FUND

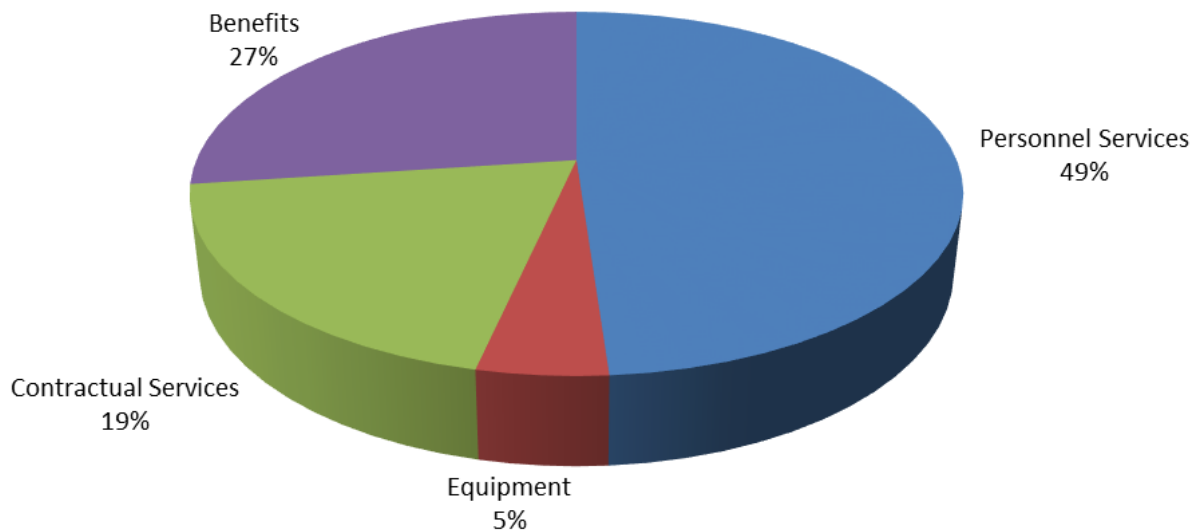
ADMINISTRATION

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

WASTEWATER FUND

ADMINISTRATION

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	141,706.75	167,060.00	140,720.00	170,710.00	175,404.53	180,228.15	185,184.42
Overtime	-	300.00	300.00	300.00	308.25	316.73	325.44
Equipment	-	-	-	16,150.00	7,000.00	7,210.00	7,426.30
Professional Fees	1,950.00	-	1,650.00	-	-	-	-
Travel & Training	700.49	2,000.00	1,200.00	1,750.00	1,802.50	1,856.58	1,912.27
Utilities	1,987.57	2,250.00	2,000.00	2,250.00	2,317.50	2,387.03	2,458.64
Contract Services	33,241.55	33,380.00	58,744.85	18,800.00	19,364.00	19,944.92	20,543.27
Other Expenses	40,528.58	47,900.00	45,900.00	45,025.00	46,375.75	47,767.02	49,200.03
State Retirement	30,977.59	32,080.00	32,080.00	30,640.00	31,252.80	31,877.86	32,515.41
Social Security	10,639.18	12,810.00	12,750.00	13,080.00	13,439.70	13,809.29	14,189.05
Health Insurance	-	48,730.00	-	51,170.00	52,705.10	54,286.25	55,914.84
Total Expense	261,731.71	346,510.00	295,344.85	349,875.00	349,970.13	359,683.82	369,669.67



WASTEWATER FUND

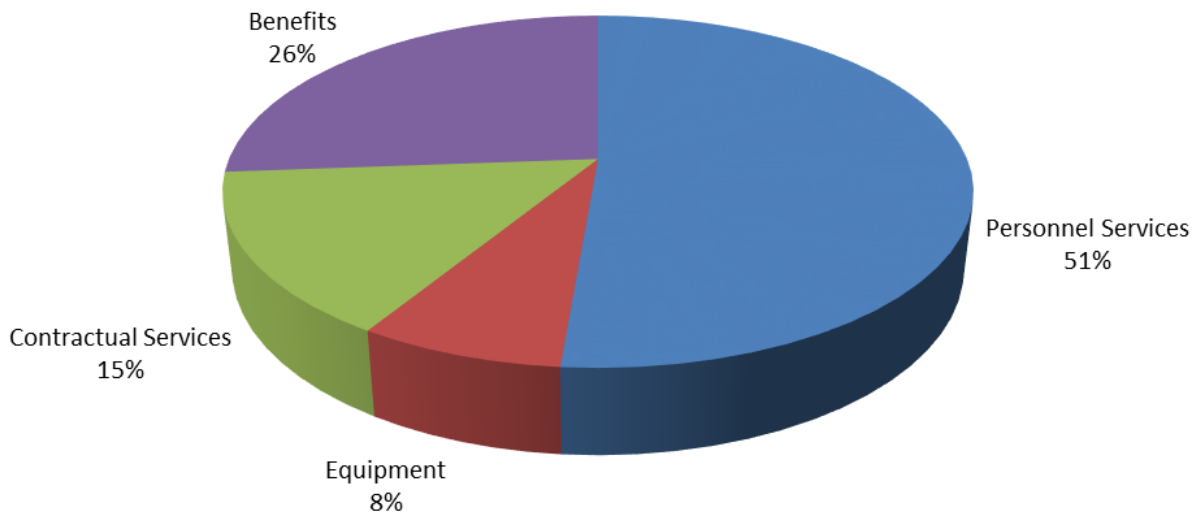
SANITARY SEWERS

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

WASTEWATER FUND

SANITARY SEWERS

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	156,659.11	219,630.00	198,260.00	225,230.00	231,423.83	237,787.98	244,327.15
Overtime	4,020.82	5,000.00	4,200.00	5,500.00	5,651.25	5,806.66	5,966.34
Equipment	1,751.67	18,500.00	18,500.00	33,635.00	26,169.05	26,954.12	27,762.75
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	14,540.96	29,500.00	22,500.00	29,500.00	30,385.00	31,296.55	32,235.45
Contract Services	-	-	-	-	-	-	-
Other Expenses	58,136.16	209,380.00	209,480.00	37,980.00	39,119.40	40,292.98	41,501.77
State Retirement	43,620.30	41,920.00	44,550.00	40,150.00	40,953.00	41,772.06	42,607.50
Social Security	12,127.98	17,200.00	18,260.00	17,660.00	18,145.65	18,644.66	19,157.38
Health Insurance	7,266.00	63,050.00	-	59,880.00	61,676.40	63,526.69	65,432.49
Total Expense	298,123.00	604,180.00	515,750.00	449,535.00	453,523.58	466,081.70	478,990.83



WASTEWATER FUND

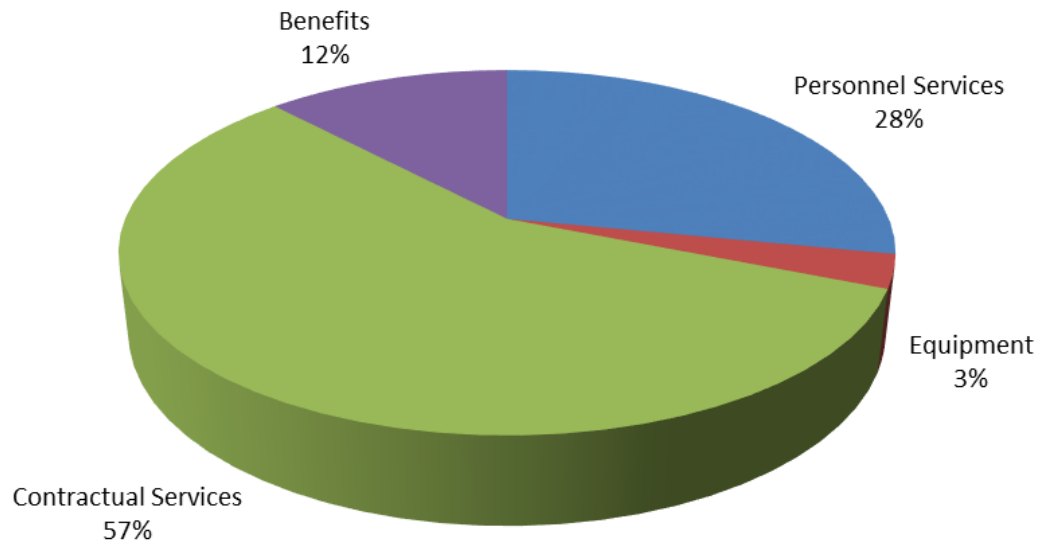
WASTEWATER TREATMENT

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

WASTEWATER FUND

WASTEWATER TREATMENT

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	234,523.04	219,770.00	216,250.00	236,180.00	242,674.95	249,348.51	256,205.60
Overtime	4,949.57	8,000.00	6,000.00	7,000.00	7,192.50	7,390.29	7,593.53
Equipment	5,345.04	23,700.00	36,380.00	25,600.00	26,368.00	27,159.04	27,973.81
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	235,126.49	310,500.00	246,500.00	300,500.00	303,815.00	307,172.45	310,573.05
Contract Services	10,347.16	10,100.00	20,000.00	20,450.00	10,706.00	11,027.18	11,358.00
Other Expenses	142,431.24	192,800.00	188,500.00	171,200.00	176,336.00	181,626.08	187,074.86
State Retirement	41,801.57	41,820.00	43,810.00	41,790.00	42,625.80	43,478.32	44,347.88
Social Security	16,989.00	17,430.00	18,290.00	18,610.00	19,121.78	19,647.62	20,187.93
Health Insurance	-	42,480.00	-	44,590.00	45,927.70	47,305.53	48,724.70
Total Expense	691,513.11	866,600.00	775,730.00	865,920.00	874,767.73	894,155.03	914,039.36



WASTEWATER FUND

MEDICAL INSURANCE

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



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WASTEWATER FUND

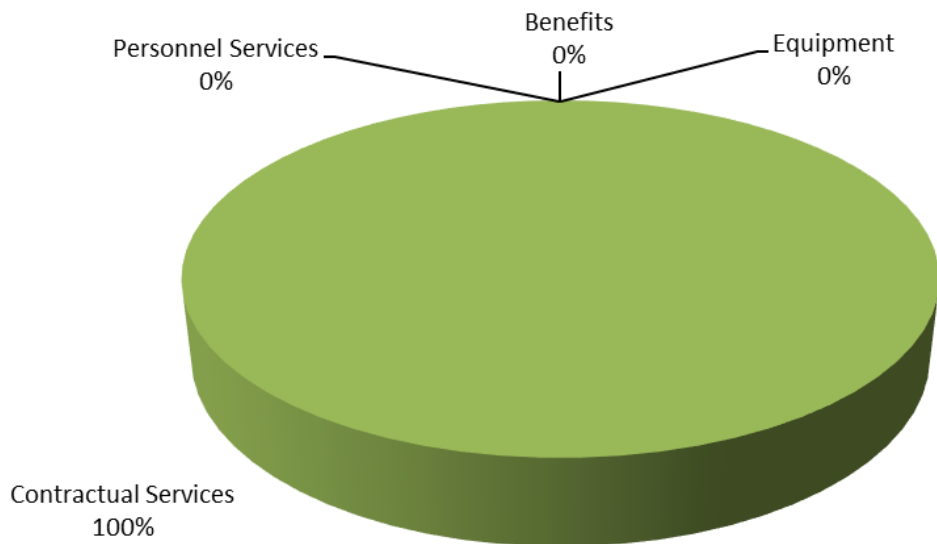
DEBT SERVICE-BONDS

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

WASTEWATER FUND

DEBT SERVICE-BONDS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017 Projected	2017/2018 Projected	2018/2019 Projected
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	37,474.91	158,146.00	143,200.00	159,500.00	162,621.45	161,500.15	164,166.95
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	37,474.91	158,146.00	143,200.00	159,500.00	162,621.45	161,500.15	164,166.95



WASTEWATER FUND

DEBT SERVICE-BAN

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

WASTEWATER FUND

DEBT SERVICE-BAN

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018	2018/2019
	Projected						
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	-	-	3,850.00	-	-	-	-
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	-	-	3,850.00	-	-	-	-

WASTEWATER FUND

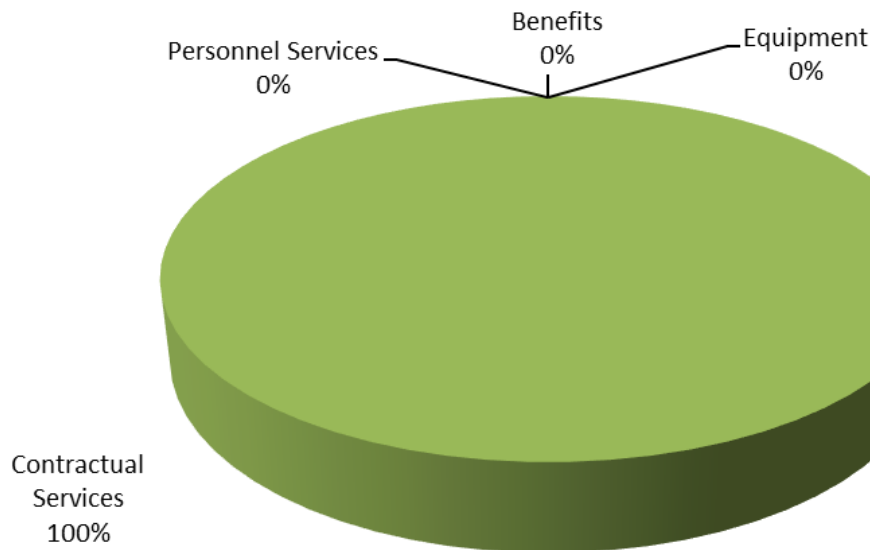
INSTALLMENT PURCHASE DEBT-MUNICIPAL LEASE

Expenditures for long-term debt principal and interest payments of Installment Purchase Debt. Debt under this category 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

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	2,687.82	29,029.00	29,029.00	29,028.00	29,027.42	29,027.43	29,027.44
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	2,687.82	29,029.00	29,029.00	29,028.00	29,027.42	29,027.43	29,027.44



WASTEWATER FUND

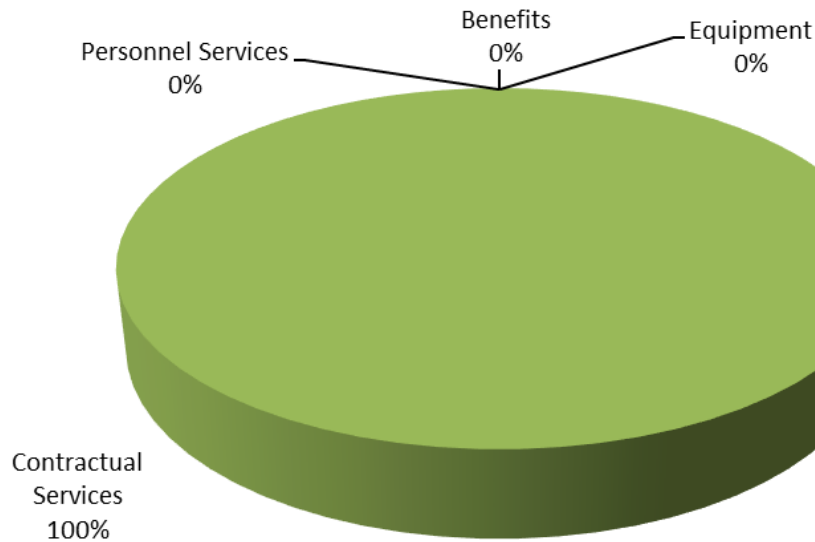
DEBT SERVICE-ENERGY LEASE

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

WASTEWATER FUND

DEBT SERVICE-ENERGY LEASE

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	1,161.10	7,039.00	7,039.00	7,251.00	7,470.81	7,697.17	7,930.28
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	1,161.10	7,039.00	7,039.00	7,251.00	7,470.81	7,697.17	7,930.28



WASTEWATER FUND

TRANSFERS FOR CAPITAL PROJECTS

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

WASTEWATER FUND

TRANSFERS FOR CAPITAL PROJECTS

Description	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018	2018/2019
					Projected		
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	121,020.00	500,000.00	500,000.00	-	500,000.00	500,000.00	480,000.00
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	121,020.00	500,000.00	500,000.00	-	500,000.00	500,000.00	480,000.00

WASTEWATER FUND

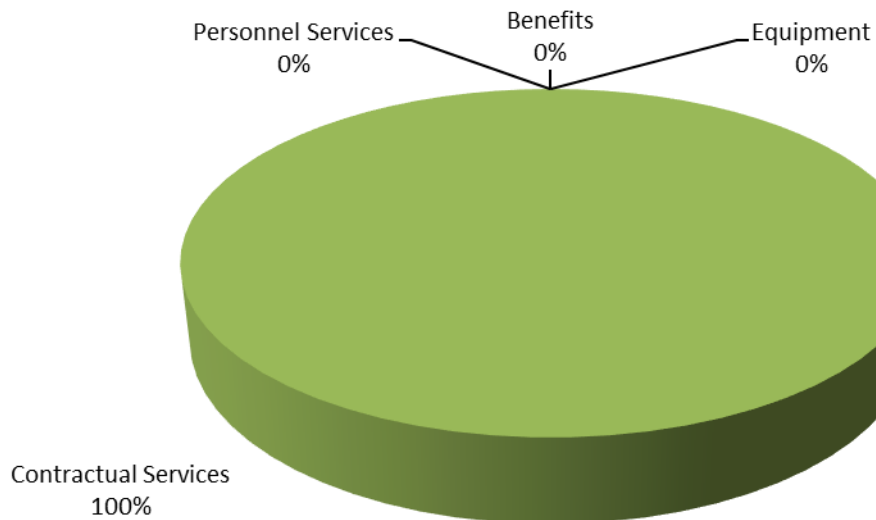
TRANSFERS TO OTHER FUNDS

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

WASTEWATER FUND

TRANSFERS TO OTHER FUNDS

<u>Description</u>	2013/2014 Actual	2014/2015 Budget	2014/2015 Projected	2015/2016 Proposed	2016/2017	2017/2018 Projected	2018/2019
Salaries	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-
Travel & Training	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-
Other Expenses	28,310.00	37,430.00	37,430.00	574,330.00	40,509.90	41,725.20	42,976.95
State Retirement	-	-	-	-	-	-	-
Social Security	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-
Total Expense	28,310.00	37,430.00	37,430.00	574,330.00	40,509.90	41,725.20	42,976.95

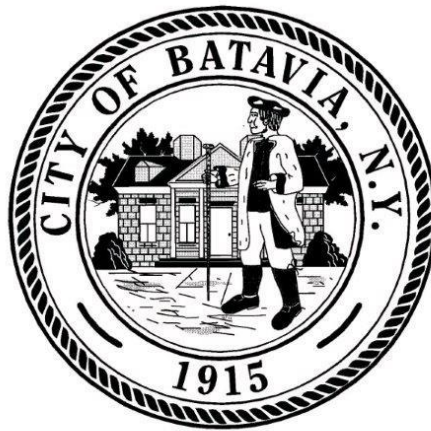




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SECTION 6

MISCELLANEOUS FUNDS



MISCELLANEOUS

CAPITAL FUND

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

WORKER'S COMP FUND

The City's Worker's Comp fund is a government fund that houses the expenses the City experiences in providing worker's compensation insurance coverage on their employees. It is funded by contributions from the General, Water and Wastewater 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 current relationship and ownership between the City and Mall Merchants Association is dictated by several separate contracts and agreements between the parties. In particular the August 21, 1987 settlement agreement outlines the City's responsibility to prepare and forward to each mall merchant a maintenance bill for each fiscal year. The City then collects unpaid mall maintenance charges in the same manner as provided by law for the collection of unpaid real property taxes. In addition, the City provides accounting services related to the mall maintenance budget.

MISCELLANEOUS

As a result, the Mall Fund is accounted for in the City annual audited financial statements under non-major governmental funds.

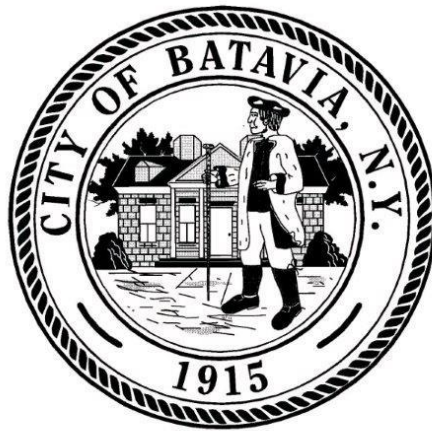
Under the agreements, the City has no responsibility in relation to budgetary matters, Mall employee matters, operations of the Mall, Mall capital improvements or projects and the City is indemnified by the Mall for negligent action by the Mall. The City Council appoints two representatives to sit on the seven person Mall Operating Committee.



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SECTION 7

CAPITAL & DEBT



CAPITAL IMPROVEMENTS

CAPITAL IMPROVEMENT PLANS

Following is the City's Capital Improvement Plans for FY 15/16 and ten years projected beyond that. Included in the plan are capital expenditures and capital projects. They are defined as follows:

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

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

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

Although the importance of maintaining a balance between capital and non-capital is

an easily understood concept, the application of this concept is more difficult. As has been discussed, the City is experiencing challenges in revenue amount 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 is striving to develop capital improvement plans for all City facilities. Currently the City is evaluating the Police Station with the assistance of a citizen appointed Task Force to review a space

needs assessment of the existing facility and make a recommendation to City Council by July 1, 2015. This recommendation will outline future capital improvements for the Police Station. In addition in FY16 City staff, with the assistance of the City's engineers, will be developing a Capital Improvement Plan for the Fire Station and Youth Center.

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

PARKING LOT PLAN

Project	Near	Near	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
East Mall	Alva	Bank		\$96,424						
Mac Arthur Park	Tennis Courts								\$6,944	
Court Street Plaza	Court	Jackson				\$38,699				
Center Street Plaza	Center	E. Main				\$16,836				
City Centre Front	Main	Jefferson				\$6,167				
Jefferson	PO Short Term	Jefferson				\$4,420				
Alva Lot	Alva	Bank					\$1,056			
Kanale Lot	Ellicot	Central					\$8,373			
Lions Park-Main	Wallace							\$11,556		
Lions Park-Triangle	Edwards	Cedar						\$2,778		
Williams Park	Parking							\$38,657		
Kibbe Park-Lower	Lower Parking				\$11,500					
Kibbe Park-Upper	Upper Parking				\$29,967					
Kibbe Park	Tennis Court				\$3,993					
Kibbe Park	Basketball				\$1,889					
Lambert Park	Hillcrest	Verona							\$1,556	
Southside	Liberty								\$1,124	
Bur. Of Maint	Walnut									\$141,134
Cost			\$0	\$96,424	\$47,349	\$66,122	\$9,429	\$52,991	\$9,624	\$141,134
Budget			\$39,114	\$41,461	\$43,948	\$46,585	\$49,381	\$52,343	\$55,484	\$58,813
Reserve Balance			\$57,851	\$2,888	-\$512	-\$20,049	\$19,902	\$19,255	\$65,115	-\$17,206

DWYER STADIUM CAPITAL PLAN

Project	Cost Estimate	2015-16	2016-17	2017-18	2018-19	2019-20
Replace Padding on Top Rail	\$800	\$800				
Stadium Lights Re-Lamp	\$4,000	\$4,000	\$4,200	\$4,400	\$4,600	\$4,800
New Sound System	\$10,000				\$11,000	
Replace Netting Behind Home Plate	\$5,800	\$5,800				
Replace Seating	\$32,000		\$32,000		\$34,000	
Roof at Main Building South Side	\$90,000			\$115,000		
Score Board	\$20,000			\$25,000		
Hot Water Tank	\$1,800	\$1,800				
Roof Replace (Home & Visitor)	\$90,000		\$90,000			\$90,000
Field Tarp	\$4,000	\$4,000				
Total	\$258,400	\$16,400	\$126,200	\$144,400	\$49,600	\$94,800

ICE RINK CAPITAL PLAN

Project	Cost Estimate	2015-16	2016-17	2017-18	2018-19	2019-20
Compressor Rebuild	\$6,500	\$6,500	\$6,700	\$6,800	\$6,900	\$7,000
Maintenance Contract	\$7,200	\$7,200	\$7,200	\$7,500	\$7,500	\$7,500
Locker Room Seating	\$8,000	\$8,000				
Replace De-humidifiers	\$50,000		\$51,500			
Renovate Showers	\$12,000		\$12,000			
Total	\$83,700	\$21,700	\$77,400	\$14,300	\$14,400	\$14,500

EQUIPMENT REPLACEMENT PLAN

Equipment Name	Age at Replacement	Department	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
International	26	Public Works	\$225,000					
Marked Police Car	3	Police	\$32,500					
Marked Police Car	4	Police	\$32,500					
Elgin Sweeper-P-Series	20	Public Works		\$191,800				
Jacobson Mower	23	Public Works		\$78,000				
Dodge Ram Van	19	Public Works		\$24,000				
Ford (LS9000) Dump	20	Public Works		\$179,800				
Marked Police Car	3	Police Department		\$33,500				
Marked Police Car	4	Police Department		\$33,500				
ASV-Skid-Ster	13	Public Works			\$62,100			
Marked Police Car	3	Police Department			\$34,500			
Marked Police Car	4	Police Department			\$34,500			
Unmarked Police Car	13	Police Department			\$20,000			
6 Wheel Plow	226	Public Works				\$193,300		
Chevy Pickup	20	Public Works				\$32,100		
Marked Police Car	3	Police Department				\$35,500		
Marked Police Car	4	Police Department				\$35,500		
Unmarked Police Car	13	Police Department				\$20,500		
CAT Loader	24	Public Works					\$239,200	
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

WATER FUND

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	\$257,500									
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	Funding	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25

	County	Method										
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	\$2,313,603	\$1,337,379	\$1,253,820	\$1,323,493	\$1,413,740	\$597,662	\$3,707,643	\$1,020,436
<p>*Improvements related to the water treatment process are paid for by Genesee County in accordance with the current water supply agreement</p> <p>** The estimated project cost reflect 2014 dollars and was inflated by 3% annually based on the anticipate schedule</p> <p> Indicates that design will be completed the previous year.</p>												

SEWER FUND

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								
Stormwater Pumping Station Electrical Improvements	City	Facility Reserve		\$111,713								
Washington Avenue Sanitary Sewer Replacement (Jefferson to Bank)	City	Finance	\$102,197	\$579,114								
Franklin Street Sanitary Sewer Replacement	City	Finance				\$1,048,637						
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 Bnak	City	Finance										
Total Estimated Cost			\$2,658,491	\$1,981,931	\$1,210,745	\$1,048,637	\$841,598	\$1,064,050	\$1,046,229	\$1,257,111	\$228,335	\$0
<p>*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</p> <p>** The estimated total City cost is based on 2014 dollars and is inflated 3% annually based on the anticipated schedule</p> <p> Indicates that design will be completed the previous year</p>												

DEBT SERVICE

CONSTITUTIONAL DEBT LIMIT

In New York State, Constitutional debt limits exist that impose constraints on the amount of debt that a local government can incur. The debt limit for the City of Batavia is a percentage (7%) of the five-year average full valuation of taxable property within a municipality. Debt issued for the purpose of water supply and distribution and certain types of short term borrowings are excluded from the debt limit. In addition, a municipality can apply for exclusions from the limit for debt related to sewer projects and for certain types of self-liquidating debt. For the fiscal year ending March 31, 2014, the City's constitutional debt limit was \$36,965,102. The City's principal debt from 2016 through 2036 General Fund currently totals \$4,997,757.23.

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.

Court Facility – Issued in 1996 in the amount of \$8,210,000 of which the City's share is 15%, as a result of an inter municipal agreement between Genesee County and the City of Batavia, approved by council via resolution dated June 12, 1996. Impacts General Fund. Used for the Court Facility. Refunded in 2010. Payment in full expected 10/15/16.

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.

BAN (Bond Anticipation Note) – Issued 5/16/13 in the amount of \$3,700,000. Impacts General, Sewer and Capital Funds. Used to repair a portion of the Tracy Avenue Sewer main and to reconstruct Cedar Street. Re-issued on 5/15/14 in the amount of \$1,700,000 to continue the reconstruction of Cedar Street. Payment in full expected 5/14/2015.

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 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.

DEBT PAYMENT SCHEDULE

Due Date		Total Payments	General Fund		Water Fund		Sewer Fund	
			Principal	Interest	Principal	Interest	Principal	Interest
<u>FY 2015-16</u>								
4/1/15	EFC-SAN.SEWER	129,775.18					125,000.00	4,775.18
4/1/15	MUNICIPAL LEASE	20,157.94	3,344.49	283.94	1,858.05	157.74	13,377.97	1,135.75
4/15/15	COURT FACILITY	35,454.75	34,500.00	954.75				
5/1/15	LANDFILL, etc	16,500.00		16,500.00				
5/1/15	CITY CENTRE - REFUNDED	53,312.51		42,650.01		5,331.25		5,331.25
5/14/15	BAN	16,952.78		16,952.78				
8/1/15	DWYER / BID	177,487.06	139,836.80	11,620.10				
8/15/15	COURT FACILITY	57,529.72	55,500.00	2,029.72				
10/1/15	EFC-SAN.SEWER	4,062.05						4,062.05
10/1/15	MUNICIPAL LEASE	20,157.94	3,374.91	253.52	1,874.95	140.84	13,499.64	1,014.08
10/15/15	COURT FACILITY	492.45		492.45				
11/1/15	LANDFILL, etc	126,500.00	110,000.00	16,500.00				
11/1/15	CITY CENTRE - REFUNDED	203,312.51	120,000.00	42,650.01	15,000.00	5,331.25	15,000.00	5,331.25
11/24/15	ENERGY LEASE	97,987.00	63,702.35	9,552.75	15,201.30	2,279.57	6,305.47	945.56
2/1/16	DWYER / BID	9,901.63		9,522.55				
2/15/16	COURT FACILITY	1,035.02		1,035.02				
		970,618.55	530,258.55	170,997.61	33,934.30	13,240.65	173,183.08	22,595.12
<u>FY2016-17</u>								
4/1/16	EFC-SAN.SEWER	134,062.05					130,000.00	4,062.05
4/1/16	MUNICIPAL LEASE	20,157.93	3,405.60	222.83	1,892.00	123.79	13,622.41	891.30
4/15/16	COURT FACILITY	37,242.45	36,750.00	492.45				
5/1/16	LANDFILL, etc	13,750.00		13,750.00				
5/1/16	CITY CENTRE - REFUNDED	51,812.51		41,450.01		5,181.25		5,181.25
8/1/16	DWYER / BID	175,010.43	139,836.80	9,522.55				
8/15/16	COURT FACILITY	58,785.02	57,750.00	1,035.02				
10/1/16	EFC-SAN.SEWER	3,196.90						3,196.90
10/1/16	MUNICIPAL LEASE	20,157.93	3,436.58	191.85	1,909.21	106.58	13,746.31	767.40
11/1/16	LANDFILL, etc	123,750.00	110,000.00	13,750.00				
11/1/16	CITY CENTRE - REFUNDED	201,812.51	120,000.00	41,450.01	15,000.00	5,181.25	15,000.00	5,181.25
11/24/16	ENERGY LEASE	100,957.00	67,101.22	8,374.26	16,012.37	1,998.34	6,641.90	828.91
2/1/17	DWYER	7,425.00		7,425.00				
		948,119.73	538,280.20	137,663.98	34,813.58	12,591.21	179,010.62	20,109.06
<u>FY 2017-18</u>								
4/1/17	EFC-SAN.SEWER	133,196.90					130,000.00	3,196.90
4/1/17	MUNICIPAL LEASE	20,157.93	3,467.83	160.60	1,926.57	89.22	13,871.33	642.38

Due Date		Total Payments	General Fund		Water Fund		Sewer Fund	
			Principal	Interest	Principal	Interest	Principal	Interest
5/1/17	LANDFILL, etc CITY CENTRE -	11,000.00		11,000.00				
5/1/17	REFUNDED	50,312.51		40,250.01		5,031.25		5,031.25
8/1/17	DWYER	132,425.00	125,000.00	7,425.00				
10/1/17	EFC-SAN.SEWER	2,240.75						2,240.75
10/1/17	MUNICIPAL LEASE	20,157.94	3,499.37	129.05	1,944.10	71.70	13,997.50	516.22
11/1/17	LANDFILL, etc CITY CENTRE -	121,000.00	110,000.00	11,000.00				
11/1/17	REFUNDED	210,312.51	128,000.00	40,250.01	16,000.00	5,031.25	16,000.00	5,031.25
11/24/17	ENERGY LEASE	104,016.00	70,629.49	7,132.89	16,854.33	1,702.12	6,991.14	706.03
2/1/18	DWYER	5,550.00		5,550.00				
		810,369.54	440,596.69	122,897.56	36,725.00	11,925.54	180,859.97	17,364.78
<u>FY 2018-19</u>								
4/1/18	EFC-SAN.SEWER	137,240.75					135,000.00	2,240.75
4/1/18	MUNICIPAL LEASE	20,157.95	3,531.20	97.23	1,961.78	54.02	14,124.80	388.92
5/1/18	LANDFILL, etc CITY CENTRE -	8,250.00		8,250.00				
5/1/18	REFUNDED	48,712.51		38,970.01		4,871.25		4,871.25
8/1/18	DWYER	130,550.00	125,000.00	5,550.00				
10/1/18	EFC-SAN.SEWER	1,183.70						1,183.70
10/1/18	MUNICIPAL LEASE	20,157.94	3,563.32	65.11	1,979.62	36.17	14,253.27	260.45
11/1/18	LANDFILL, etc CITY CENTRE -	118,250.00	110,000.00	8,250.00				
11/1/18	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	107,166.00	74,291.08	5,826.24	17,728.09	1,390.31	7,353.58	576.70
2/1/19	DWYER	3,675.00		3,675.00				
		804,056.36	444,385.60	109,653.60	37,669.49	11,223.00	186,731.65	14,393.02
<u>FY 2019-20</u>								
4/1/19	EFC-SAN.SEWER	141,183.70					140,000.00	1,183.70
4/1/19	MUNICIPAL LEASE	20,158.25	3,595.73	32.76	1,997.63	18.20	14,382.90	131.03
5/1/19	LANDFILL, etc CITY CENTRE -	5,500.00		5,500.00				
5/1/19	REFUNDED	47,112.51		37,690.01		4,711.25		4,711.25
8/1/19	DWYER	123,675.00	120,000.00	3,675.00				
11/1/19	LANDFILL, etc CITY CENTRE -	115,500.00	110,000.00	5,500.00				
11/1/19	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	110,411.00	78,091.43	4,451.86	18,634.97	1,062.34	7,729.75	440.65
2/1/20	DWYER	1,875.00		1,875.00				
		777,527.97	443,687.16	96,414.64	37,132.60	10,503.04	178,612.65	11,177.88

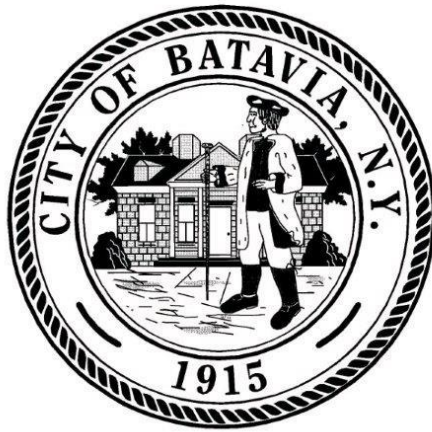
Due Date		Total Payments	Principal	Interest	Principal	Interest	Principal	Interest
<u>FY 2020-21</u>								
5/1/20	LANDFILL, etc CITY CENTRE -	2,750.00		2,750.00				
5/1/20	REFUNDED	45,462.51		36,370.01		4,546.25		4,546.25
8/1/20	DWYER	121,875.00	120,000.00	1,875.00				
11/1/20	LANDFILL, etc CITY CENTRE -	112,750.00	110,000.00	2,750.00				
11/1/20	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
		602,053.02	440,034.60	83,122.19	35,575.93	9,810.09	24,120.06	9,390.15
<u>FY 2021-22</u>								
5/1/21	CITY CENTRE - REFUNDED	43,662.51		34,930.01		4,366.25		4,366.25
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
11/24/22	ENERGY LEASE	109,689.58	80,514.43	1,489.52	19,213.17	355.44	7,969.59	147.43
		372,014.60	220,514.43	71,349.54	36,713.17	9,087.94	25,469.59	8,879.93
<u>FY 2022-23</u>								
5/1/22	CITY CENTRE - REFUNDED	41,475.01		33,180.01		4,147.50		4,147.50
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
		262,950.02	144,000.00	66,360.02	18,000.00	8,295.00	18,000.00	8,295.00
<u>FY 2023-24</u>								
5/1/23	CITY CENTRE - REFUNDED	39,000.01		31,200.01		3,900.00		3,900.00
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
		258,000.02	144,000.00	62,400.02	18,000.00	7,800.00	18,000.00	7,800.00
<u>FY 2024-25</u>								
5/1/24	CITY CENTRE - REFUNDED	36,300.01		29,040.01		3,630.00		3,630.00
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
		257,600.02	148,000.00	58,080.02	18,500.00	7,260.00	18,500.00	7,260.00
<u>FY 2025-26</u>								
5/1/25	CITY CENTRE - REFUNDED	33,525.01		26,820.01		3,352.50		3,352.50
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
		252,050.02	148,000.00	53,640.02	18,500.00	6,705.00	18,500.00	6,705.00

Due Date		Total Payments	General Fund		Water Fund		Sewer Fund	
			Principal	Interest	Principal	Interest	Principal	Interest
<u>FY 2026-27</u>								
5/1/26	CITY CENTRE - REFUNDED	30,634.38		24,507.50		3,063.44		3,063.44
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
		261,268.76	160,000.00	49,015.00	20,000.00	6,126.88	20,000.00	6,126.88
<u>FY 2027-28</u>								
5/1/27	CITY CENTRE - REFUNDED	27,384.38		21,907.50		2,738.44		2,738.44
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
		259,768.76	164,000.00	43,815.00	20,500.00	5,476.88	20,500.00	5,476.88
<u>FY 2028-29</u>								
5/1/28	CITY CENTRE - REFUNDED	23,925.00		19,140.00		2,392.50		2,392.50
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
		257,850.00	168,000.00	38,280.00	21,000.00	4,785.00	21,000.00	4,785.00
<u>FY 2029-30</u>								
5/1/29	CITY CENTRE - REFUNDED	20,250.00		16,200.00		2,025.00		2,025.00
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
		260,500.00	176,000.00	32,400.00	22,000.00	4,050.00	22,000.00	4,050.00
<u>FY 2030-31</u>								
5/1/30	CITY CENTRE - REFUNDED	16,125.00		12,900.00		1,612.50		1,612.50
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
		262,250.00	184,000.00	25,800.00	23,000.00	3,225.00	23,000.00	3,225.00
<u>FY 2031-32</u>								
5/1/31	CITY CENTRE - REFUNDED	11,812.50		9,450.00		1,181.25		1,181.25
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
		268,625.00	196,000.00	18,900.00	24,500.00	2,362.50	24,500.00	2,362.50
<u>FY 2032-33</u>								
5/1/32	CITY CENTRE - REFUNDED	7,218.76		5,775.00		721.88		721.88
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
		264,437.52	200,000.00	11,550.00	25,000.00	1,443.76	25,000.00	1,443.76

Due		Total	General Fund		Water Fund		Sewer Fund	
Date		Payments	Principal	Interest	Principal	Interest	Principal	Interest
<u>FY 2033-34</u>								
5/1/33	CITY CENTRE - REFUNDED	2,531.26		2,025.00		253.13		253.13
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
		50,062.52	36,000.00	4,050.00	4,500.00	506.26	4,500.00	506.26
<u>FY 2034-35</u>								
5/1/34	CITY CENTRE - REFUNDED	1,687.50		1,350.00		168.75		168.75
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
		48,375.00	36,000.00	2,700.00	4,500.00	337.50	4,500.00	337.50
<u>FY 2035-36</u>								
5/1/35	CITY CENTRE - REFUNDED	843.76		675.00		84.38		84.38
11/1/35	CITY CENTRE - REFUNDED	45,843.76	36,000.00	675.00	4,500.00	84.38	4,500.00	84.38
		46,687.52	36,000.00	1,350.00	4,500.00	168.76	4,500.00	168.76
2016-2036	Totals	8,295,184.93	4,997,757.23	1,260,439.20	495,064.07	136,924.01	1,190,487.62	162,452.48

SECTION 8

GLOSSARY



ACRONYMS AND DEFINITIONS

AED	Automated External Defibrillator
AFSCME	American Federation of State, County and Municipal Employees
AIM	Aid and Incentive to Municipalities
APWA	American Public Works Association
BAN	Bond Anticipation Note
BDC	Batavian Development Corp
BID	Business Improvement District
BOA	Brownfield Opportunity Area
CD	Certificate of Deposit
CDBG	Community Development Block Grant
CFA	Consolidated Funding Application
CHIPS	Consolidated Local Street and Highway Improvement Program
CIP	Capital Improvement Plan
CO	Carbon Monoxide
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CRS	Community Rating System
CSEA	Civil Service Employees Association
DbA	Doing Business As
DOS	Disk Operating System
DOT	Department of Transportation
DPW	Department of Public Works
EPA	Environmental Protection Agency
ERS	Employees' Retirement System
FASB	Financial Accounting Standards Board
FEMA	Federal Emergency Management Agency
Fiduciary Fund	A fund used to account for assets held by the City in trustee or custodial capacity
FILEBOUND	Workflow automatic solution company and software system

ACRONYMS AND DEFINITIONS (CONT'D)

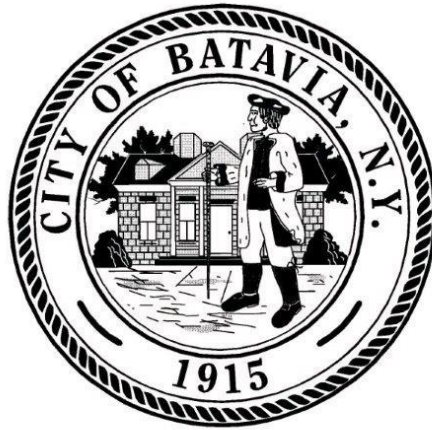
FOIL	Freedom of Information Law
FTE	Full Time Equivalent
FY	Fiscal year
GAAP	Generally Accepted Accounting Principals
GASB	General Accounting Standards Bard
GFOA	Government Financial Officers Association
GML	General Municipal Law
GO ART!	Genesee-Orleans Regional Arts Council
Governmental Fund	Funds that include most governmental functions.
HHI	Household Income
HPC	Historic Preservation Commission
HUD	U.S. Department of Housing and Urban Development
IAFF	International Association of Firefighters, Local 896
ICMA	International City/County Management Association
ICS	Incident Command System
IDA	Industrial Development Agency
In-rem	A legal term describing the power a court may exercise over property
KIO	Key Intended Outcomes
KVS	(Knowledge, Value and Service) Specialized municipal financial software system
Micropolitan	An urban area with a population between 10,000 and 50,000; a small city
NCS	National Citizens Survey
NET	Neighborhood Enforcement Teams
NIMS	National Incident Management System
NVI	Neighborhood Vitality Index
NYCOM	New York State conference of Mayors & Municipal Officials
NYS	New York State
NYSDCJS	New York State Division of Criminal Justice Services

ACRONYMS AND DEFINITIONS (CONT'D)

NYSDEC	New York State Department of Environment Conservation
NYSDOH	New York State Department of Health
NYSRSSL	New York State Retirement and Social Security Law
OPEB	Other Post Employee Benefit
OSC	Office of the State Comptroller
PBA	Police Benevolent Association
PCI	Pavement Condition Index
PD	Police Department
PDC	Planning and Development Committee
PFRS	Police and Fire Retirement System
PILOT	Payment in Lieu of Taxes
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.
RFP	Request for Proposal
RFQ	Request for Qualifications
STAMP	Science and Technology Advanced Manufacturing Park
SWOT	Strengths, Weaknesses, Opportunities and Threats
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.
UMMC	United Memorial Medical Center
USEPA	United States Environmental Protection Agency
USTA	United States Tennis Association
VLT	Video Lottery Terminal
ZBA	Zoning Board of Appeals

SECTION 9

APPENDIX



CONSTITUTIONAL TAX LIMIT

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

\$ 540,828,157	Five Year Average Full Valuation
X 2%	
<hr/>	
\$ 10,816,563	
\$ 816,753	Plus Allowed Exclusions
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\$ 11,633,316	Maximum Taxing Authority
\$ 5,119,753	Proposed Tax Levy for FY 2015-2016
<hr/>	
\$ 6,514,563	Available Constitutional Taxing Authority
39.77%	Percentage of Tax Limit Exhausted

FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT

	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
<u>CITY MANAGER'S OFFICE</u>				
City Manager	1	1	1	1
Assistant City Manager	0	1	1	1
Confidential Secretary	1	1	1	1
Total City Manager's Office	2	3	3	3
<u>DEPARTMENT OF ADMINISTRATIVE SERVICES</u>				
Bureau of Personnel				
Human Resource Specialist	1	1	1	1
Human Resource Clerk	1	1	1	1
Bureau of Finance				
Deputy Director of Finance	1	1	1	1
Financial Clerk	1	1	1	1
Bureau of Clerk/Treasurer				
Clerk Treasurer	1	1	1	1
Deputy Clerk Treasurer	1	1	1	1
Clerk Typist	0.5	0.5	0.5	0.5
Bureau of Assessment				
Assessment Clerk	1	1	1	1
Total Department of Administrative Services	7.5	7.5	7.5	7.5
<u>POLICE DEPARTMENT</u>				
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	0.5	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
Police Chief	1	1	1	1
Total Police Department	36	36.5	36.5	36.5
<u>FIRE DEPARTMENT</u>				
Senior Typist	1	1	1	1
Firefighter	28	25	26	27
Fire Lieutenant	4	4	4	4
Fire Captain	4	4	4	4
Fire Chief	1	1	1	1
Total Fire Department	38	35	36	37

	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
<u>PUBLIC WORKS DEPARTMENT</u>				

Custodial Worker	0.75	0.75	0.75	0.75
City Engineer/Director of Public Works	1	1	1	1
Engineering/Inspection				
Parking/Recycling Enforcement Officer	0.5	0	0	0
Clerk Typist	1	1	1	1
Code Enforcement Officer	2	2	2	2
Administrative Assistant	1	1	1	1
Bureau of Maintenance				
Senior Typist	1	1	1	1
Recycling Attendant	0.5	0.5	0.5	0.5
Laborer	2	2	2	2
Heavy Equipment Operator	15	15	15	15
Automotive Mechanic	3	3	3	3
Automotive Mechanic Supervisor	1	1	1	1
Public Works Supervisor	2	2	2	2
Superintendent of Maintenance	1	1	1	1
Bureau of Water and Wastewater				
Building Maintenance Worker	1	1	1	1
Water & Wastewater Mnt. Worker	4	4	4	4
Senior Water & Wastewater Mnt. Worker	1	1	1	1
Water Treatment Plant Operator	6	6	6	6
Waste Water Treatment Plant Operator	3	3	3	3
City Electrician	1	1	1	1
Water & Wastewater Mnt. Supervisor	1	1	1	1
Chief Water Plant Operator	1	1	1	1
Chief Wastewater Plant Operator	1	1	1	1
Superintendent of Water and Wastewater	1	1	1	1
Youth Bureau				
Youth Bureau Coordinator	1	1	1	1
Youth Bureau Program Assistant	1	1	1	1
Recreation Leader - 2 PT (16.5- 19.5 hrs ea per wk)	1	1	1	1
Total Department of Public Works	54.75	54.25	54.25	54.25
TOTAL CITY EMPLOYEES (FULL TIME EQUIVALENT)	138.25	136.25	137.25	138.25