

CITY OF JAMESTOWN



OFFICE OF THE MAYOR

www.jamestownny.net

SAMUEL TERESI

TO: Jamestown City Council Members

FROM: Mayor Sam Teresi

RE: FY 2012 Executive Operating Budget and Capital Improvement Program

DATE: October 7, 2011

In accordance with Section C-39 (D) (1) of the Jamestown City Charter, I have attached for your review the Executive Operating Budget and Capital Improvement Program for Fiscal Year 2012.

This comprehensive plan, compiled with the assistance of Director of Financial Services/City Clerk Jim Olson and City Comptroller Joe Bellitto, is the culmination of several months worth of effort involving the various department and agency directors of city government, along with input from various members of the City Council.

STRUCTURE / ZERO BASED BUDGETING

As may be seen, the structure of the attached is very similar to that of previous years. Included are detailed line item accounts of the adopted FY 2011 Budget, year to date expenditure totals in each Budget category, FY 2012 departmental and agency requests and a line item summary of the final Executive Budget and Capital Improvement Program. Also included is a **realistic** forecast of all non-property tax revenue sources.

As has been the case in every budget during my tenure as Mayor, we have again employed what is commonly referred to as a "**zero based budgeting**" approach, and have done so in the context of a **multi-year** look at the city's future expenditure requirements and revenue prospects. As has been the case during the past ten years, this Budget has been built upon a "clean slate" zero starting point.

In other words, **every single expenditure and revenue line item in this budget**, regardless of what has been allocated in past years, **began at the zero point**, and is based upon hard documentation and/or our best forecast of the **actual needs** for the coming fiscal year.

In the case of **expenditure** line items, the bare **minimum funding level** necessary to deliver the service in question was programmed and in the case of non-property tax **revenues**, the most **aggressive**, yet defensible amount was incorporated into this financial plan.

In short, this plan does NOT utilize the respective figures from the previous budget as a starting point upon which an arbitrary series of percentage increases have been applied.

Based upon the most current, available data, it is the professional opinion of the Executive Budget Team that this plan is **balanced** and **honest**, provides adequately for a basic level of **mandated** and **essential** municipal services, addresses the requirements of the City Charter, complies with Generally Accepted Accounting Principles, and is consistent with the objectives and strategies contained within the City's Fiscal Recovery Plan as presented to the City Council and the Office of the State Comptroller on June 19, 2000.

PROCESS

Initial preparations for this plan actually began shortly after the adoption of the FY 2011 Budget. The process moved into full swing with a series of individual meetings involving senior financial staff members. Over the past several weeks, pre-budget preparation meetings and discussions were then held with various city council members and department and agency representatives. The Executive Budget Team then proceeded with its series of reviews and revisions prior to the preparation and submission of this fiscal plan.

ISSUES

As with the preparation of any budget document, the Executive Budget Team was confronted by and required to deal with a series of issues and dynamics that have profoundly impacted this proposal. Included were the following opportunities, concerns and challenges.

Positives/Opportunities

1. Disciplined/Realistic Budgeting – The level of public education, discussion and input over the past several years has clearly helped to produce tighter, more realistic and honest budgets on which to build this year's plan.
2. Restructuring/Downsizing of Operations – The determined efforts and difficult decisions of the past several years to change the way in which the City does its business, and the related reduction and streamlining of our operations, have taken significant pressure off of numerous areas in the proposed 2012 Budget.

Previous actions to restructure departments, regionalize services, eliminate positions and institute and abide by a hiring freeze have dramatically impacted this Executive Budget plan. Had these steps not been taken during the past twelve years, the increase in costs included in this plan would have been significantly greater and devastating. Included for your review is a summary comparison of FY2000 and current employment totals by department, documenting a nearly 20% reduction in actual full time employment and a 50% reduction in appointed City Officer (top management) positions. Also included is a report listing 46 restructuring efforts implemented since January 1, 2000. Collectively, these initiatives have resulted in more than \$4.4 million in **annual recurring savings** to City taxpayers.

3. Positive Fund Balance – Due to the above referenced change in budgeting philosophy and practices over the past twelve years, and the tight day-to-day management of city operations by Department Heads and staff, the City ended FY 2010 with its 10th consecutive surplus budget and a final, audited, General Fund balance of \$3,439,116, of which \$2,415,231 is unappropriated. This compares to the accumulated NEGATIVE fund balance of (\$1,371,007) (created by the deficit plagued years of the late 1990's) that the City carried into the 2001 fiscal year.

While this hard earned financial cushion has yet to accumulate to the optimal level recommended for operations the size of Jamestown, it is nevertheless a significant accomplishment in which we can all take great satisfaction. Additionally, it is always better and somewhat easier to put together a budget plan while operating in the BLACK, as opposed to the deficit, "one foot in the hole" position in which we were forced to start during past years.

4. Health Care Benefits Management – Increased levels of employee contributions (as provided for through labor contracts negotiated and settled during the past decade) and the tight management of the self insurance fund by both our in-house staff and our third party administrators, have helped to contain, somewhat, the appropriation for employee and retiree health care benefits in the FY 2012 Executive Budget.
5. Miscellaneous Revenues – Despite the overall deflating impact of the weak national/regional economy on various non-property tax revenue lines in this budget, several items have actually remained stable or even posted increases.

Overall, it is projected that revenues from miscellaneous, non-property tax sources will increase by \$550,034 (3.15%)

6. Sales Tax – \$5,750,000 in sales tax revenue has been included in this preliminary budget, which represents an increase of \$450,000 or 8.5%. This extremely aggressive projection may need to be adjusted during the coming weeks, upon receiving the third quarter payment from the County and after evaluating updated forecasts of national economic performance during the 2012 fiscal year.
7. Salaries – Total investment in employee salaries (\$15,163,316) is actually predicted to decrease by \$432,543 or 2.8% from the amount budgeted for FY 2011.

While the continued reduction in total employment has contributed to this outcome, it must also be noted that all six (6) collective bargaining units supported by this budget, will likely be operating under expired collective bargaining agreements effective 1/1/2012. As such, yet to be negotiated and/or imposed employee wage increase have not been incorporated and reflected in this particular category.

8. Property Tax Cap Compliance – According to calculations prepared by the Office of the City Comptroller, the Property Tax Levy Cap recently enacted by the New

York State Legislature has limited the amount that the City can raise through the collection of property taxes to \$14,520,101. This budget plan includes a property tax levy of \$14,420,080, which is \$100,021 below the state mandated cap amount. Thus, this plan is within and does not require the enactment of a Local Law to override the statutory cap for 2012.

Concerns/Challenges

1. Continued Economic Implements – The Nation, New York State and the Greater Jamestown Region continue to struggle with the fiscal challenges and fallout from the 2008-2009 Great Recession.

While the economy at both the national and local levels has shown some limited and erratic signs of recovery, the worst national economic downturn since the Great Depression continues to have an adverse impact on the City Budget. This is not only from a diminished revenue-generating standpoint, but also from the increased demand on the basic municipal (and most notably public safety) services directly associated with a weakened economy.

Recent national economic forecasts point to uncertainty during 2012, which will undoubtedly have a dragging impact on city operations, revenues and expenditures during 2012 and beyond.

2. Salaries and Benefits – In conjunction with the City's previously negotiated and approved labor contracts, (which include an assortment of lucrative wage and benefits packages, minimum staffing agreements, no layoff clauses, post retirement benefits, etc., etc.), the categories of salaries and employee/retiree benefits, remain a major problem/challenge in the 2012 Budget.

Additionally, arbitration decisions (issued over the past several years), courtesy of the New York State Public Employees Relations Board (PERB), have proven to be particularly damaging to our efforts to slow and reign in skyrocketing wage and benefits packages.

The significant increase in the benefit category is also directly attributed to the flawed and biased system in New York State governing public employee contract settlements, in which existing agreements simply CANNOT be scrapped. In accordance with the Tri Borough Amendment (1984) to the New York State Taylor Law (1968), new contracts must effectively be negotiated and built upon base contracts that have evolved layer by layer over previous years...and quite often, this is done with little or no regard to the ability of local property taxpayers to afford such wage and benefit rich packages.

As noted earlier, the bloated salary and benefits appropriations in the 2012 Executive Budget have come despite a fairly significant decrease in employment numbers during recent years. I would like to again refer you to the attached chart comparing current city employment levels with those of the past.

3. State Retirement System Obligations – Due to a variety of factors (the dramatic loss of stock market revenues following the 9/11 attacks; the unraveling of the national financial system following the 9/15/08 crash of Lehman Brothers; corrective actions taken by the State Comptroller; the incremental growth in the City’s payroll etc.), the amount included in this budget to cover **mandatory** payments to the State Retirement System continues to crowd out other needed services and is one of the major factors driving the City’s high and punitive property tax levy. The line items in this budget pertaining to mandated retirement system expenses total **\$3,590,000**, and represent a **\$941,000** or **35.5% increase** over the amount budgeted for FY 2011. It should be noted that this allocation **does not** include City Employees associated with the five (5) Enterprise Funds operated by the Board of Public Utilities (BPU).

Please refer to the tables in the “Charts” section of this budget document for the history of payments to the State Public Employees Retirement Systems. The annual adjustments and impact of this skyrocketing and unsustainable burden on City/State taxpayers is startling, self explanatory and depressing.

It must also be noted that the City’s **total tax levy increase of \$372,076** has been driven entirely by this one state mandate. Had it been possible to hold the 2012 appropriations in these lines to the 2011 levels, the City would have been able to experience a **\$569,000 or a 4.1% decrease** in the 2012 tax levy.

4. Health Insurance – Due to a variety of factors, including the size, age and growth of our self-insured employee and retiree pool, along with skyrocketing expenses within the health care industry, the cost of health benefits remains a problem that continues to crowd out other needs and priorities within this budget.

The **\$4,550,000** allocation in the 2012 Budget is contingent upon realizing savings projected during 2011, which will be “rolled” over into and posted as a revenue source in 2012.

During the coming weeks, the performance of the health care fund will need to be closely monitored. **Should it appear that the projected 2011 savings will not materialize, an appropriate adjustment (decrease) in the 2012 revenue stream will need to occur.**

5. Fuel, Utilities and Materials – As with private business and family budgets, the City’s utility expenses, fuel for its fleet of vehicles and the cost for materials made out of petroleum have experienced significant **increases** that must be accounted for and thereby reflected in the 2012 budget.
6. Capital and Equipment Investments – Due to years of poor planning, legitimate inability, unwillingness and at times outright neglect, the City’s infrastructure, physical plant, equipment and rolling stock assets remain in dire need of a multi-million dollar transfusion. However, due to a variety of other competing needs, previously agreed to obligations and legal mandates (i.e.: Retirement System

Payments), this budget, unfortunately, will once again fall short and provide an inadequate appropriation for equipment and capital projects.

The **\$81,700** included for equipment replacement in 2012, represents a **5.6% reduction** from the amount contained in the 2011 spending plan, is actually **34% and 45% less** than the amounts budgeted respectively in 2009 and 2008.

7. **Street Lighting** – Due to recent electric rate increases and the installation of additional streetlights throughout the community, the appropriation for operating the City’s 3,720 streetlights continues to put a strain on the overall budget.
8. **Retirements** – This budget plan must account for and provide adequate resources for another round of scheduled employee retirements during the coming year. While planned retirements can provide a welcome opportunity and means by which to restructure and downsize our operations, they also result in the loss of valuable, experienced employees and present expensive, contractually provided, “buy-out” packages that place a severe strain on first year out budgets.
9. **State AIM Program Payments** – Revenues from AIM will be **reduced by at least \$90,000 or 2%** from the 2011 funding level. Given the State’s current financial crisis, this figure may prove to be unrealistic and may need to be reduced, as the State Legislature continues to address New York’s projected multi-billion dollar deficit during the coming year.
10. **Investment Income** – A **\$13,000 decrease** in revenues from investments has been included in this budget. A further reduction in this forecast may be necessary during the coming weeks pending the performance (or lack thereof) of financial markets at the national and international levels.
11. **Reduced Taxable Assessment** – Due to a variety of influences, the City has experienced a **\$2,795,682 net loss** in taxable assessed property.

Major contributing factors include the following assessment reductions:

• Chautauqua County IDA:	\$ 1,855,000
• The Resource Center:	\$ 1,696,000
• National Fuel: (Special Franchise Reduction by NYS ORPS)	\$ 777,591
• Increased Senior Citizen Exemptions:	\$ 735,355
• International Ordinance:	\$ 600,000
• Covenant Manor:	\$ 245,000
• Northcrest Associates:	\$ 225,000

Total \$ 6,133,946

Note: Had these reductions not occurred the City would have posted a **\$3,300,000 increase** in taxable assessment for the coming year.

The **net \$2,795,682 reduction** in assessment will translate into a **\$60,000 loss** in revenue during the coming year.

12. Utility Revenues – Revenues received from the five (5) Enterprise Funds operated by the Board of Public Utilities (BPU) are projected to total **\$3,578,000**, which will represent a **decrease** of **\$42,000** or **1.2%** during FY 2012. This is primarily attributed to the continued retirement/depreciation of Electric Division assets and a reduction in electric consumption, driven by anemic national and local economic activity.

FY 2012 EXECUTIVE BUDGET – POINTS OF INTEREST

The following is a summary of some of the points of interest within the Executive Budget, as outlined in greater detail in the attached budget document.

1. A decrease of **\$432,543** or **(2.8%)** from the amount budgeted for 2011 has been included in this plan for **employee salaries**. This amount is in accordance with previously approved labor contracts and Police and Fire arbitration awards imposed on the City by the State of New York.

As previously indicated, new collective bargaining agreements have yet to be negotiated/established with any of the six (6) bargaining units representing employees funded through this budget. As such, the salaries category does not reflect pay increases that may be negotiated through this process or imposed upon the City in an arbitration award.

2. An **increased** appropriation of **\$1,221,000 (14.25%)** for **contracted employee benefits**.

As previously indicated, this increase is principally driven by the huge jump in the mandated retirement system payment due to the State of New York on or before December 15, 2012.

As also previously noted, health care fund expenditures during the coming weeks will need to be closely monitored. Should it become evident that projected savings during the remainder of 2011 will **not** be attainable, an appropriate adjustment in other 2012 budget lines will need to occur.

3. A dramatic **increase** in the line items associated with the City's **mandatory participation in the State Retirement System (\$941,000) (35.5%)**.
4. **Increased** appropriation for **street lighting/heating of parking decks (\$49,000) (9.3%)**.
5. **Increased** allocation for **utilities, fuel, and other materials/contractual services (\$139,068) (3.1%)**.
6. **Increased** **debt service** payments **(\$294,385) (14.5%)**.

In accordance with discussions earlier this year, a \$295,000 ear mark from the Fund Balance has been included to hold the net budget impact of debt service at the FY 2011 level. Future designated fund balance appropriations of \$215,000 in 2013 and \$135,000 in 2014 will be required. It is currently projected that no additional fund balance appropriations will be required in FY 2015 and beyond for meeting this “hold harmless” objective.

7. **Decreased** appropriation for **acquisition and replacement of equipment** (\$4,800) (5.6%). The 2012 amount however, represents a 34.2% reduction from the 2009 appropriation of \$124,115 and a 45% reduction from the \$148,900 contained in the 2008 Budget.

8. **Capital Projects** appropriation - Flat

It should be noted that \$716,576 of the total \$775,000 appropriated for capital projects will be provided from State CHIPS funding. The remaining \$58,424, which is allocated for a variety of initiatives (i.e.: continued roof repairs at Diethrick Park, critical storm drainage improvements, trees, small capital needs, etc.) is the actual appropriation from City generated funds.

9. The **Contingency Account** allocation totals \$225,000, which represents a \$5,000 or 2.3% increase from the amount included in the FY 2011 spending plan. This figure is absolutely necessary to hedge against the potential/likely further reduction in State AIM assistance during 2012, the impact of City bargaining unit contracts that will be settled during 2012, and to cover unforeseen/unbudgeted expenses (i.e.: storm damage, public safety emergencies, equipment failure, capital project overruns, etc.) that can occur during the course of any year.

10. **Social Security** obligations (\$1,225,000) – Flat

11. **Workers Compensation Premium** – \$420,000, which represents a \$60,000 (16.7%) increase from the previous budget.

12. A very optimistic \$450,000 (8.5%) **increase in Sales Tax Revenues**. See previous comments and conditions.

13. Funding for **agency contracts** – Flat.

14. **BPU Tax Equivalency Payments** – A **decrease** of \$42,000 or 1.2% from the 2011 budgeted amount. See previous comments.

15. Decreased **investment revenues** (\$13,000) (20%)

16. A very reluctant \$420,000 appropriation from the \$2,415,231 **General Fund Balance**. An additional \$295,000 appropriation has also been made for debt service hold harmless, bringing the total Fund Balance usage to \$715,000.

17. **State AIM Assistance** – Reduction of \$90,000 or 2% (see previous comments)
18. **General Liability Insurance Expenses** – **Reduced** by \$10,000 or 3.6%
19. **Increased total expenditures** of \$1,217,110 or 3.8% over the 2011 Budget. **Note:** Increased contracted retirement system payments and employee benefits **account for all of this increase**, and then some.
20. **Increased non-property tax (miscellaneous) revenues** of \$550,034 or 3.15% compared to the 2011 Budget level.
21. An **increase** in **property tax generated revenues** of \$372,076 or 2.65% over the 2011 Budget level.

As previously indicated the proposed 2012 Tax Levy is \$100,021 below the State imposed Property Tax Cap amount and will **not** require the enactment of a Local Law to override the 2012 statutory cap.

FUTURE ISSUES/CHALLENGES

As I have suggested over the years, a good, honest and realistic budget proposal cannot be developed within a vacuum, but rather, must be created with an eye toward future issues and concerns.

In past Executive Budget presentations, I have repeatedly made the attempt to identify and plan ahead for factors that would be impacting future budgets. A review of the budget proposals and veto messages from previous years will confirm that these forecasts and warnings have largely materialized. Continuing with that practice, I have outlined below numerous factors, which will likely impact the FY 2013 and 2014 budget plans.

- A weakened national and local economy that does not have the capacity to create and sustain jobs, income and an adequate local government revenue stream...while placing increasing demands and undue burdens on government services.
- Reduced State aid payments that are exacerbated by growing, unfunded State mandates.
- Increasing salary and health care benefit expenses for active employees and an expanding retiree pool.
- Skyrocketing mandated retirement system expenses.
- Increased workers compensation expenses.
- The adverse impact of continued deferred capital and equipment replacement investments.
- Threatened changes by the County in the collection and distribution of sales tax revenues.
- Increased fuel and utility expenses.

- Costs associated with expensive post retirement obligations (health care benefits for life) that have been granted to retirees and their dependents through previously settled labor contracts.
- Costs associated with employee retirements that are expected to occur in 2013, 2014 and 2015.
- Improper utilization of “one shot” revenues and the ill advised draining of our modest fund balance.
- Declining BPU TEP revenues associated with the retirement and depreciation of Electric Division assets.

NEXT STEPS

During the coming weeks, a variety of actions will be required in order to put this Budget plan, or one utilizing it as a base, into action. As I am sure that you are all aware, I stand ready and look forward to working with you in any manner deemed helpful to bring this process to a successful conclusion on or before December 1st.

In accordance with past practice, I would be happy to arrange for a series of meetings with representatives of the various departments to review in greater detail not only what I have outlined in this plan, but to examine from the departments’ perspective their identified needs and the impact of this proposal.

During the coming weeks, we will be receiving additional and/or updated information that may necessitate further attention and revisions to selected revenue and expenditure lines. Specifically, we will all need to pay close attention to the following before final action is taken on the 2012 plan:

- All 2011 revenue and expenditure lines as of 10/31/11
- 3rd quarter sales tax revenues (due in early November)
- FY 2011 health and dental benefits expenditures as of 10/31/11

Please keep in mind that this is an **extremely tight budget** that is consistent with the principals and recommendations contained within the City’s Financial Recovery Plan developed and presented publicly to the City Council and the Office of State Comptroller on June 19, 2000. As such, any and all modifications to either the appropriations or revenue lines, with **the desire to impact the final tax levy and rate, must be based upon sound fiscal reasoning, solid documentation and Generally Accepted Accounting Principles.**

In so far as the revenue lines in this Budget are extremely aggressive, I would strongly recommend that **any changes to this plan come from the expenditure side of the equation**...so long as the proposed cuts are legal and achievable.

Given Jamestown’s history with and past reliance on inflated and unsubstantiated revenue allocations, **it is important that we avoid falling back into the trap that once took this City to the brink of bankruptcy and a state control board.**

During the coming weeks, I look forward to **working with you every step of the way to further improve this budget.** I would again encourage each member of the City Council to conduct his or her own review and feel free to contact me, or any member of the Executive Budget Team whenever questions should arise.

Again, as I have said before, we are all in this together and as we have done in the past, we must attempt to work as one to insure the adoption of a plan that all can be relatively comfortable with, is honest in its approach, provides for the needs of the community and continues the change that we all recognize as necessary.



Samuel Teresi
Mayor

pc: Department Heads

City of Jamestown General Fund
FULL TIME EMPLOYMENT COMPARISON
01/01/2000 – 10/01/2011

	<u>01/01/2000</u>	<u>10/1/2011</u>	<u>Change</u>	<u>% Change</u>
Administrative (JCAA, CSEA, Non-Bargaining, Court Security)	61	50	- 11	(-18%)
Fire Department (Local 1772)	67	55	-12	(-18%)
Police Department (Kendall Club PBA)	72	60	-12	(-17%)
DPW (AFSCME 66/418)	51	43	-8	(-16%)
Parks (AFSCME 66/418)	19	15	-4	(-21%)
JURA – DOD (JCAA)	16	10	-6	(-38%)
TOTAL	286	233	-53	(-19%)
*Appointed City Officers	13	6.5	-6.5	(-50%)

Positions Eliminated/Merged:

- City Clerk
- City Treasurer
- Ombudsman/HR Director
- Associate Corporation Counsel
- Assessor (.5)
- Parks Director
- Fire Chief

CITY OF JAMESTOWN EMPLOYMENT HISTORY

	1/1/1980	1/1/1990	1/1/2000	10/1/2011	CHANGE 1/1/2000 - 10/1/2011	% CHANGE 1/1/2000 - 10/1/2011
BOARD OF PUBLIC UTILITIES (all employees)						
FULL-TIME	173	130	143	138	-5	-3.50%
PART-TIME	0	0	8	7	-1	-12.50%
JAMESTOWN GENERAL HOSPITAL						
FULL-TIME	285	0	0	0	0	0.00%
PART-TIME	109	0	0	0	0	0.00%
FIRE DEPARTMENT (Local 1772 members)						
FULL-TIME	99	90	67	55	-12	-17.91%
PART-TIME	0	0	0	0	0	0.00%
POLICE DEPARTMENT (Kendall Club members)						
FULL-TIME	76	91	72	60	-12	-16.67%
PART-TIME	0	0	0	0	0	0.00%
PARKS DEPARTMENT (AFSCME members)						
FULL-TIME	42	35	19	15	-4	-21.05%
PART-TIME (ICE RINK EMPLOYEES)	0	0	8	0	-8	-100.00%
DEPARTMENT OF PUBLIC WORKS (AFSCME members)						
FULL-TIME (includes WWTP, misc. employees 1980, 1990)	112	106	51	43	-8	-15.69%
PART-TIME	0	0	0	0	0	0.00%
MISCELLANEOUS (Non-bargaining, Court Security, CSEA, JCAA)						
FULL-TIME	32	38	61	50	-11	-18.03%
PART-TIME (does not include City Council)	2	14	31	31	0	0.00%
JAMESTOWN URBAN RENEWAL AGENCY						
FULL-TIME			16	10	-6	-37.50%
PART-TIME			1	1	0	0.00%
TOTAL FULL-TIME	819	490	429	371	-58	-13.52%
TOTAL PART-TIME	111	14	48	39	-9	-18.75%
TOTAL FULL-TIME (LESS BPU & JGH)	361	360	286	233	-53	-18.53%
TOTAL PART-TIME (LESS BPU & JGH)	2	14	40	32	-8	-20.00%
TOTAL	363	374	326	265	-61	-18.71%
APPOINTED CITY OFFICERS			13	6.5	6.5	-50.00%
POSITIONS ELIMINATED/MERGED						

- CITY CLERK
- CITY TREASURER
- OMBUDSMAN/HR DIRECTOR
- ASSOCIATE CORPORATION COUNSEL
- ASSESSOR (.5)
- PARKS RECREATION AND CONSERVATION DIRECTOR
- FIRE CHIEF

CITY OF JAMESTOWN
EMPLOYEE RESIDENCE 10/2011

DEPARTMENT	TOTAL EMPLOYEES	JAMESTOWN RESIDENTS	%	NON-RESIDENTS (E.G., W.E., BUSTI, ETC.)	%
DEVELOPMENT	11	6	54.55%	5	45.45%
FIRE	55	23	41.82%	32	58.18%
POLICE	60	22	36.67%	38	63.33%
MISC.	81	47	58.02%	34	41.98%
DPW	43	28	65.12%	15	34.88%
PARKS	15	8	53.33%	7	46.67%
BPU	145	76	52.41%	69	47.59%
TOTAL	410	210	51.22%	200	48.78%

CITY NON-BPU	265	134	50.57%	131	49.43%
BPU	145	76	52.41%	69	47.59%
TOTAL	410	210	51.22%	200	48.78%



CITY OF JAMESTOWN RESTRUCTURING EFFORTS

(1/1/00 –Present)

1. Restructured and downsized the Legal Services Department (annual savings - \$75,000) (1/00)
2. Transferred Housing and Building Code legal prosecution efforts to the County (1/00)
3. Merged the administration of the Public Works and Parks Departments (annual savings - \$65,000+) (1/00)
4. Changed Health Care Program Third Party Administrator (annual savings - \$1,000) (6/00)
5. Consolidated contract negotiations and administrative activities with the Board of Public Utilities (6/00)
6. Restructured the Financial Services Operation (annual savings - \$10,000+) (8/00)
7. Changed Employee Assistance Program Administrator (annual savings - \$2,100) (11/00)
8. Restructured the Human Resources Department (annual savings – \$10,000+) (1/2001 & 10/01)
9. Shared administrative personnel between the Police and Fire Departments (annual savings - \$20,000) (1/01)
10. Instituted a new Fire Department callback and overtime policy (annual savings - \$300,000+) (1/01)
11. Transferred all City-owned bridges and nine more roadways to the County (projected annual savings - \$100,000) (7/01)
12. Round I: Police and Fire Department Early Retirement Incentive Program (initial annual savings - \$100,000) (11/01)

13. Physical consolidation of City Clerk and Treasurer's Offices (Initial annual savings - \$30,000) (1/02)
14. Relocation/Restructuring of the Assessor's Office (annual savings - \$12,000) (1/02)
15. Round I: Restructuring of the Fire Department (annual savings of \$161,000)(2/02)
16. Round I: Restructuring of the Police Department (annual savings of \$359,000)(2/02)
17. Relocation and Restructuring of the Youth Services Department to Parks, Recreation and Conservation Offices (annual savings - \$13,000) (2/02)
18. Restructuring of Department of Development/JURA Operations (annual Savings - \$125,000)(2/02)
19. Restructuring of the Public Works Department (annual savings - \$100,000)(4/02)
20. Consolidation of EMS Dispatching with the County (annual Savings - \$150,000) (1/2000 – 6/03)
21. Transfer of Community College Chargeback Payments to the County (annual savings - \$1,000,000+) (4/02)
22. Administrative restructuring and consolidation: Police & Fire Departments (annual savings – \$82,000) (6/2002 and 2/03)
23. Round II: Police and Fire Department Early Retirement Incentive Program (annual savings - \$100,000) (12/02)
24. Changed the city's Internet Service Provider (ISP) to the Board of Public Utilities (annual savings - \$3,000) (2/03)
25. Revised sidewalk replacement procedure (annual savings - \$40,000) (2/03)
26. Regionalization of Assessment operations (annual savings \$40,000) (6/04)
27. Consolidation of City Clerk position with Finance Director/Treasurer (annual savings - \$70,000) (1/06)
28. Replacement of Health Care Benefits Plan Third Party Administrator (annual Savings - \$400,000) (10/06)
29. Provision of telephone services and equipment in house-utilizing City BPU personnel (annual savings - \$10,000) (11/06)
30. Creation of a State Consolidated Assessment Program (CAP) with the Town of Busti (annual savings - \$75,000) (2/07)

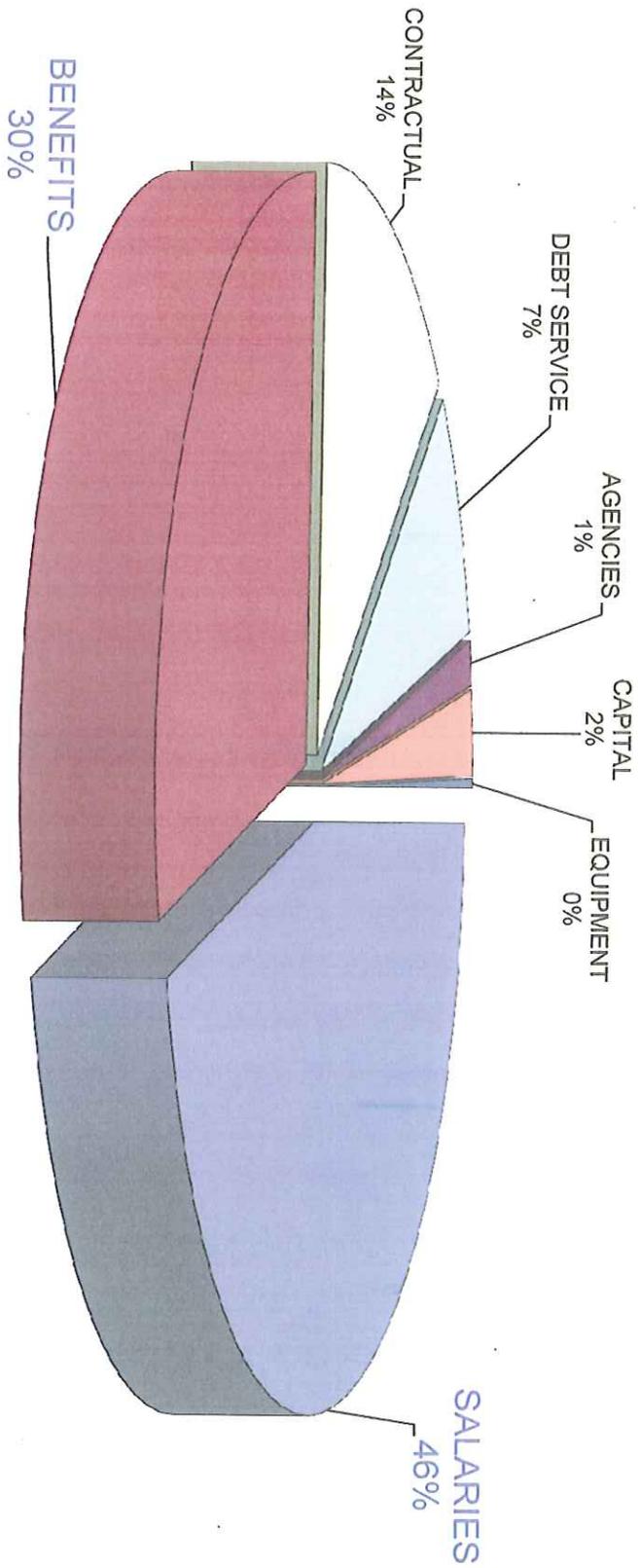
31. Completed Energy Conservation Capital Improvement Program (annual savings - \$195,000) (2/07)
32. Replacement of Health Insurance Stop Loss Coverage Administrator (annual savings - \$6,000) (7/07)
33. Replacement of Property and Liability Insurance Administrator (annual savings - \$160,000) (10/07)
34. Replacement of Pharmacy Benefit Manager (PBM) Administrator (annual savings - \$114,000) (2/08)
35. Consolidation of DPW Operations and Assistant Engineer Positions into a Senior Engineer Position (annual savings - \$30,000) (5/08)
36. Consolidation of Civil Service Commission with County (annual savings - \$55,000) (7/08)
37. Elimination of Assistant Parks Director Position – Restructured Recreation Coordinator (annual savings - \$25,000) (1/09)
38. Expanded Consolidated Assessment Operation to include the Town of Ellicott (annual savings - \$20,000) (4/09)
39. Merged Police Department Payroll Clerk with Part-Time Finance Department Position (annual savings - \$20,000) (3/09)
40. Revised Asphalt Procurement Procedure (annual savings - \$100,000) (4/09)
41. Restructured Parking Enforcement positions (annual savings - \$10,461) (8/09)
42. Replaced contractor for Boarding of Stray Dogs (annual savings - \$18,000) (7/09)
43. Restructured Medicare supplement insurance for pre-1987 retirees (annual savings – \$140,000) (11/09)
44. Revised Fire Department Shift Maintenance Overtime Policy (annual savings - \$75,000) (1/10)
45. Established new Parking Fines Enforcement and Collection Contract (annual savings - \$10,000) (2/10)
46. Revised scheduling and billing procedures for off duty, contracted services provided by Jamestown Police Department Officers (annual savings - \$35,000) (7/11)

Total Annual Savings : \$4,466,561

**CITY OF JAMESTOWN
2012 GENERAL FUND BUDGET**

	2011 ADOPTED BUDGET	2012 ORIGINAL REQUESTS	2012 EXECUTIVE BUDGET
EXPENDITURES			
SALARIES	15,595,859.00	16,906,072.00	15,163,316.00
BENEFITS	8,569,000.00	10,915,000.00	9,790,000.00
CONTRACTUAL	4,473,775.00	6,178,497.00	4,612,843.00
DEBT SERVICE	2,035,546.00	2,329,931.00	2,329,931.00
AGENCIES	406,000.00	416,920.00	406,000.00
CAPITAL	775,000.00	6,700,076.00	775,000.00
EQUIPMENT	86,500.00	655,776.00	81,700.00
TOTALS	31,941,680.00	44,102,272.00	33,158,790.00
REVENUES			
PROPERTY TAXES	14,048,004.00	26,078,562.00	14,420,080.00
FUND BALANCE	420,000.00	-	420,000.00
FUND BALANCE: DEBT SERVICE HOLD HARMLESS	-	-	295,000.00
MISC. REVENUES	17,473,676.00	18,023,710.00	18,023,710.00
TOTALS	31,941,680.00	44,102,272.00	33,158,790.00
CHANGE: TAX LEVY		12,030,558	372,076
CHANGE: TAX LEVY PERCENTAGE		85.64%	2.65%
NYS TAX LEVY CAP INCLUDING EXCLUSIONS			14,520,101
AMOUNT UNDER NYS TAX LEVY CAP			100,021
FULL VALUE TAX RATE (Gross)	20.93	39.01	21.57
CHANGE: FULL VALUE TAX RATE		18.08	0.64
CHANGE: FULL VALUE TAX RATE PERCENTAGE		86.38%	3.06%
TAXABLE ASSESSMENT	671,380,501	668,665,619	668,584,819
	Assessor 11/23/10	Assessor 8/31/11	Assessor 9/23/11
ADDITIONAL REVENUES AND/OR CUTS TO ACHIEVE ZERO TAX INCREASE		12,083,390.00	426,599.00
TOTAL BUDGET	31,941,680.00	44,102,272.00	33,158,790.00
	12budget		General Fund

**City of Jamestown
2012 General Fund Executive Budget
\$33,158,790**



**CITY OF JAMESTOWN
2012 GENERAL FUND BUDGET
ANALYSIS OF REVENUES**

ACCT. NO.	ACCOUNT NAME	FINAL ACTUAL 2008	FINAL ACTUAL 2009	ADOPTED BUDGET 2010	FINAL ACTUAL 2010	ADOPTED BUDGET 2011	EXECUTIVE BUDGET 2012
A1051	Gain on Tax Acquired Property	1,422.27	1,029.74	2,000.00	-	2,000.00	2,000.00
A1080	Federal Housing Payments	27,146.65	29,512.71	29,500.00	31,979.84	32,000.00	32,000.00
A1081	Payments In Lieu of Taxes	101,133.99	106,592.56	103,000.00	116,692.44	143,500.00	180,000.00
A1090	Interest & Penalty on Taxes	73,875.34	72,457.88	70,000.00	66,134.96	26,000.00	37,500.00
A1110	Sales Tax	5,190,190.63	5,252,766.01	5,150,000.00	5,426,891.72	5,300,000.00	5,750,000.00
A1170	Franchise Fee	193,813.41	197,737.10	275,000.00	352,935.68	375,000.00	378,000.00
A1230	City Treasurer's Fees	68,569.00	65,876.00	73,000.00	68,639.00	69,000.00	69,000.00
A1232	School Tax Collection Fee	43,271.29	43,489.63	46,000.00	31,974.50	13,000.00	21,000.00
A1250	Assessor's Fees	-	-	-	-	-	-
A1255	City Clerk's Fees	67,261.42	64,849.47	75,000.00	66,411.94	73,000.00	68,000.00
A1311	Utilities Gross Receipts	214,258.69	190,632.20	215,000.00	156,173.91	215,000.00	200,000.00
A1520	Police Dept. Fees	144,707.46	99,514.51	150,000.00	126,142.10	130,000.00	70,000.00
A1540	Fire Dept. Fees	25,804.00	34,567.00	38,000.00	37,917.75	38,000.00	43,000.00
A1550	Dog Violations	2,249.00	1,685.00	3,000.00	2,548.00	2,500.00	2,500.00
A1589	Traffic Control Fees	932.80	1,314.31	1,000.00	911.12	1,000.00	1,000.00
A1590	Parking Violations	200,382.50	261,056.88	215,000.00	180,333.94	175,000.00	190,000.00
A1710	Public Works Services	64,445.87	88,367.06	81,000.00	44,218.55	80,000.00	45,000.00
A1720	Parking Lots & Garages	147,812.59	115,420.31	150,000.00	116,846.28	135,000.00	120,000.00
A1740	On Street Parking Meters	121,722.09	169,994.22	200,000.00	171,598.59	190,000.00	175,000.00
A2001	Park Fees	44,082.24	35,146.61	33,000.00	40,147.00	37,000.00	38,000.00
A2070	Contributions-Private Agencies	7,942.25	16,825.00	-	11,192.00	-	-
A2220	Civil Service Fees	25,451.07	-	-	-	-	-
A2401	Interest On Investments	172,261.59	53,974.05	75,000.00	70,248.79	65,000.00	52,000.00
A2410	Rentals of Tax Acquired Prop.	2,405.00	2,220.00	2,200.00	185.00	2,200.00	-
A2412	Rentals of Real Property	137,881.78	146,711.74	156,000.00	187,912.44	158,000.00	163,000.00
A2501	Business Licenses	28,020.00	28,211.32	33,000.00	30,100.00	33,000.00	30,000.00
A2540	Bingo Fees	638.96	585.34	500.00	734.47	600.00	600.00
A2542	Dog Licenses	22,026.48	29,641.27	25,000.00	24,786.04	25,000.00	26,000.00
A2545	Automatic Device Licenses	3,200.00	3,600.00	4,500.00	4,725.00	4,500.00	4,500.00
A2546	Marriage Licenses	5,542.50	5,547.50	5,500.00	5,390.00	5,500.00	5,600.00
A2555	Building Permits	21,181.79	20,995.25	25,000.00	36,647.50	25,000.00	27,000.00
A2560	Street Opening Permits	59,981.68	122,795.00	120,000.00	117,153.00	120,000.00	120,000.00
A2570	Special Event / Vendor Permits	4,715.00	4,680.00	4,500.00	3,350.00	4,500.00	3,300.00
A2590	Encroachment Permits	170.00	1,720.00	4,500.00	4,150.00	2,000.00	2,500.00
A2610	Fines & Forfeited Bail	154,799.60	153,798.36	157,000.00	135,575.96	145,000.00	145,000.00
A2701	Refunds of Appropriated Exp.	259,729.83	124,654.63	75,000.00	109,829.08	75,000.00	490,000.00
A2770	Other Unclassified Revenues	60,788.92	13,163.27	25,000.00	14,345.59	31,000.00	27,000.00
A2815	PILOT - Electric	2,012,977.85	2,005,968.63	2,001,000.00	1,981,098.63	2,076,000.00	2,014,000.00
A2816	PILOT - Water	810,623.29	784,818.30	803,000.00	783,610.50	799,000.00	816,000.00
A2817	PILOT - District Heat	120,068.15	112,361.31	113,000.00	106,690.68	115,000.00	117,000.00
A2818	PILOT - Waste Water	448,013.40	462,316.71	463,000.00	460,870.96	445,000.00	448,000.00
A2819	PILOT - Solid Waste	164,609.07	175,241.06	179,000.00	179,095.39	185,000.00	183,000.00
A2956	Interest on Capital Investments	45,752.67	75,000.00	25,000.00	25,000.00	7,000.00	4,000.00
A3001	State Aid Per Capita	4,965,773.00	5,029,795.00	4,468,455.00	4,665,592.00	4,665,000.00	4,575,000.00
A3005	State Aid Mortgage Tax	186,366.22	149,754.92	150,000.00	166,104.86	160,000.00	153,000.00
A3021	State Aid Court Facilities	18,860.00	18,855.00	19,000.00	27,339.00	21,000.00	21,000.00
A3040	State Aid Real Prop. Admin.	174,847.84	60,401.70	68,000.00	55,380.00	65,000.00	-
A3330	State Aid Court Security	252,808.69	245,143.75	248,826.00	234,764.90	245,000.00	217,400.00
A3501	State Highway Aid - CHIPS	726,731.56	729,179.92	726,732.00	665,312.51	716,576.00	716,812.00
A3589	State Highway Maintenance	203,439.06	203,439.06	203,000.00	203,439.06	203,000.00	203,000.00
A3820	State Aid Youth Projects	14,192.82	5,359.00	14,800.00	14,765.82	14,800.00	12,998.00
A3889	State Aid Youth Bureau	34,498.90	27,678.44	23,000.00	18,910.90	25,000.00	24,000.00
A3960	State Aid Emer. Disaster Asst.	-	88,876.53	-	-	-	-
A5032	Interfund Transfers	106,126.00	-	-	-	-	-
	TOTALS	17,985,506.21	17,735,321.26	17,128,013.00	17,405,527.92	17,473,676.00	18,023,710.00
	BPU PILOT	3,556,291.76	3,540,706.01	3,559,000.00	3,511,366.16	3,620,000.00	3,578,000.00
	STATE AID	6,577,518.09	6,558,483.32	5,921,813.00	6,051,609.05	6,115,376.00	5,923,210.00
	MISC. REVENUE	7,851,696.36	7,636,131.93	7,647,200.00	7,842,552.71	7,738,300.00	8,522,500.00
	TOTAL	17,985,506.21	17,735,321.26	17,128,013.00	17,405,527.92	17,473,676.00	18,023,710.00
	Real Property Taxes	203,578.25	209,592.89	204,500.00	214,807.24	203,500.00	251,500.00
	Sales Tax	5,190,190.63	5,252,766.01	5,150,000.00	5,426,891.72	5,300,000.00	5,750,000.00
	Other Non-Property Taxes	587,173.81	562,584.40	684,000.00	676,135.03	745,000.00	736,000.00
	Departmental Income	752,138.55	807,065.90	871,000.00	730,663.33	788,500.00	684,500.00
	Other Local Revenue	4,523,028.21	4,269,828.74	4,271,700.00	4,280,421.55	4,314,300.00	4,674,500.00
	Interfund Transfers	151,878.67	75,000.00	25,000.00	25,000.00	7,000.00	4,000.00
	State Aid	6,577,518.09	6,558,483.32	5,921,813.00	6,051,609.05	6,115,376.00	5,923,210.00
	TOTAL	17,985,506.21	17,735,321.26	17,128,013.00	17,405,527.92	17,473,676.00	18,023,710.00

**CITY OF JAMESTOWN
2012 GENERAL FUND BUDGET**

FUND BALANCE ANALYSIS

RESERVED & DESIGNATED FUND BALANCE	\$ 1,023,885.00
UNAPPROPRIATED FUND BALANCE	<u>2,415,231.00</u>
AUDITED FUND BALANCE, 12/31/10	\$ 3,439,116.00

APPROPRIATED FOR 2011 BUDGET:

EXECUTIVE BUDGET	400,000.00
CITY COUNCIL BUDGET	<u>20,000.00</u>
TOTAL	420,000.00

ESTIMATED FUND BALANCE 12/31/11	\$ 3,019,116.00
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APPROPRIATED FOR 2012 BUDGET:

EXECUTIVE BUDGET	420,000.00
DEBT SERVICE HOLD HARMLESS	295,000.00
CITY COUNCIL BUDGET	<u>715,000.00</u>
TOTAL	715,000.00

REMAINING FUND BALANCE	<u><u>\$ 2,304,116.00</u></u>
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RESERVED & DESIGNATED FUND BALANCE	\$ 1,318,885.00
UNAPPROPRIATED FUND BALANCE	<u>985,231.00</u>
	<u><u>\$ 2,304,116.00</u></u>

**CITY OF JAMESTOWN
HISTORY OF SALES TAX REVENUES**

<u>YEAR</u>	<u>AMOUNT</u>	<u>PERCENTAGE INCREASE</u>
2000	\$ 4,742,797	
2001	\$ 4,634,296	-2.29%
2002	\$ 4,501,404	-2.87%
2003	\$ 4,752,398	5.58%
2004	\$ 4,981,339	4.82%
2005	\$ 5,124,484	2.87%
2006	\$ 5,111,811	-0.25%
2007	\$ 5,076,875	-0.68%
2008	\$ 5,190,191	2.23%
2009	\$ 5,252,767	1.21%
2010	\$ 5,426,891	3.31%

TEN YEAR AVERAGE INCREASE 1.39%

2011 BUDGET	\$	5,300,000	-2.34% Decrease	2010	
2011 YTD	54.79%	\$ 2,903,774	(2 payments of 4)	\$ 2,604,452	11.49%

2011 PROJECTED \$ 5,807,548

2012 BUDGET

1ST QUARTER		May 1st
\$	1,228,582	2010
\$	1,514,129	2011
\$	285,547	Increase

RECOMMENDATION:

Reevaluate after receiving 3rd quarter sales tax on November 1st

2ND QUARTER		August 1st
\$	1,375,870	2010
\$	1,389,645	2011
\$	13,775	Increase

3RD QUARTER		November 1st
\$	1,468,762	2010
		2011
\$	(1,468,762)	

4TH QUARTER		February 1st
\$	1,353,677	2010
		2011
\$	(1,353,677)	

CITY OF JAMESTOWN

GENERAL PURPOSE STATE AID

<u>YEAR</u>	<u>AMOUNT</u>	
1980	\$ 2,397,771	
1981	\$ 2,397,777	
1982	\$ 3,018,174	
1983	\$ 3,018,133	
1984	\$ 2,989,123	
1985	\$ 3,526,277	
1986	\$ 3,794,148	
1987	\$ 3,794,050	
1988	\$ 3,794,050	
1989	\$ 3,794,050	
1990	\$ 3,676,454	
1991	\$ 2,958,887	
1992	\$ 2,117,049	
1993	\$ 2,117,049	
1994	\$ 2,277,945	
1995	\$ 2,505,739	
1996	\$ 4,086,781	NYS accelerated March 1997 payment to December 1996
1997	\$ 2,368,380	
1998	\$ 2,568,380	Includes \$200,000 Distressed City Aid
1999	\$ 2,568,380	Includes \$200,000 Distressed City Aid
2000	\$ 2,986,799	Includes \$500,000 Distressed City Aid
2001	\$ 3,986,799	Includes \$500,000 Distressed City Aid and one-time \$1,000,000 grant
2002	\$ 3,111,799	Includes \$500,000 Distressed City Aid and one-time \$125,000 grant
2003	\$ 3,186,799	Includes \$500,000 Distressed City Aid and one-time \$200,000 grant
2004	\$ 2,986,799	Includes \$500,000 Distressed City Aid
2005	\$ 2,986,799	Includes \$500,000 Distressed City Aid (In Base)
2006	\$ 4,179,592	Increase in AIM Funding
2007	\$ 4,179,592	
2008	\$ 4,965,773	
2009	\$ 5,029,795	
2010	\$ 4,665,592	
2011	\$ 4,572,280	(Anticipated)

**CITY OF JAMESTOWN
TAXABLE ASSESSMENT & TAX LEVY**

<u>YEAR</u>	<u>EQUALIZED ASSESSMENT</u>	<u>EQ RATE</u>	<u>FULL VALUE ASSESSMENT</u>	<u>TAX LEVY</u>
2011	671,380,501	100.00%	671,380,501	14,048,004
2010	676,200,436	100.00%	676,200,436	13,939,808
2009	675,939,065	100.00%	675,939,065	12,924,290
2008	676,661,390	100.00%	676,661,390	12,610,625
2007	672,852,122	100.00%	672,852,122	12,712,519
2006	192,471,323	30.00%	641,571,077	12,268,125
2005	192,017,701	31.00%	619,411,939	11,594,160
2004	190,404,661	32.00%	595,014,566	11,133,082
2003	191,130,315	31.67%	603,505,889	11,142,788
2002	192,016,548	31.67%	606,304,225	11,015,933
2001	193,381,288	31.67%	610,613,476	9,810,966
2000	193,852,016	31.77%	610,173,170	8,872,218
1999	194,973,957	32.74%	595,522,166	8,934,572
1998	196,629,082	32.62%	602,786,885	9,159,020
1997	199,809,925	33.80%	591,153,624	9,170,571
1996	198,690,000	33.91%	585,933,353	8,943,233
1995	200,159,842	34.09%	587,151,194	9,035,646
1994	203,904,724	35.16%	579,933,800	9,345,070
1993	204,380,553	34.96%	584,612,566	9,201,447
1992	204,079,308	38.20%	534,239,026	9,201,113
1991	204,269,847	39.00%	523,768,838	7,984,230
1990	205,562,660	41.17%	499,302,065	7,628,053

**CITY OF JAMESTOWN
COMPARISON OF PROPERTY TAX RATES**

YEAR	Percentage		Percentage		Percentage	
	CITY	Change	COUNTY	Change	SCHOOL	Change
1995	45.04	-1.66%	28.94	-1.93%	51.24	0.93%
1996	44.95	-0.20%	29.39	1.55%	51.63	0.76%
1997	45.73	1.74%	27.38	-6.84%	51.97	0.66%
1998	46.55	1.79%	27.39	0.04%	52.99	1.96%
1999	45.78	-1.65%	25.93	-5.33%	53.44	0.85%
2000	45.74	-0.09%	25.25	-2.62%	53.50	0.11%
2001	50.68	10.80%	24.61	-2.53%	55.31	3.38%
2002	57.33	13.12%	23.78	-3.37%	55.06	-0.45%
2003	58.20	1.52%	29.02	22.04%	59.27	7.65%
2004	58.31	0.19%	32.17	10.85%	61.16	3.19%
2005	60.36	3.52%	32.97	2.49%	62.18	1.67%
2006	63.73	5.58%	32.29	-2.06%	18.80	0.78%
2007	18.88	-1.25%	9.05	-6.58%	18.67	-0.69%
2008	18.63	-1.32%	8.73	-3.54%	18.63	-0.21%
2009	19.12	2.63%	8.64	-1.03%	18.58	-0.27%
2010	20.61	7.79%	8.28	-4.17%	19.61	5.54%
2011	20.92	1.50%	8.90	7.49%	19.69	0.41%

NOTE: CITY AND COUNTY TAX RATES INCREASED TO 100% EQUALIZATION IN 2007, SCHOOL IN 2006.

CITY OF JAMESTOWN
 GENERAL FUND BUDGET HISTORY
 2000 -- 2011

BUDGET	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
ESTIMATED REVENUES	13,878,000	14,454,500	13,954,000	14,066,500	14,260,500	11,594,160	15,430,000	16,336,300	17,592,800	17,820,382	17,128,013	17,473,676
TAX LEVY	8,872,218	9,810,966	11,015,933	11,142,788	11,173,082	14,852,500	12,268,125	12,712,519	12,610,625	12,924,290	13,939,808	14,048,004
ESTIMATED REVENUES & TAX LEVY	22,750,218	24,265,466	24,969,933	25,209,288	25,433,582	26,446,660	27,698,125	29,048,819	30,203,425	30,744,672	31,067,821	31,521,680
APPROPRIATED FUND BALANCE	-	-	-	-	25,000	321,000	198,424	300,000	300,000	300,000	300,000	420,000
TOTAL	22,750,218	24,265,466	24,969,933	25,209,288	25,458,582	26,767,660	27,896,549	29,348,819	30,503,425	31,044,672	31,417,821	31,941,680
APPROPRIATIONS	22,750,218	24,265,466	24,969,933	25,209,288	25,458,582	26,767,660	27,896,549	29,348,819	30,503,425	31,044,672	31,417,821	31,941,680

ACTUAL	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
REVENUES	22,692,800	24,982,613	25,054,550	25,732,741	26,362,166	27,688,051	29,100,225	30,011,142	30,592,954	30,656,682	31,344,797
APPROPRIATIONS	23,603,537	24,392,230	23,619,912	25,175,174	26,054,323	27,538,374	28,641,833	29,433,287	30,549,761	30,300,646	31,010,258
SURPLUS / (DEFICIT)	(910,737)	590,383	1,434,638	557,567	307,843	149,677	458,392	577,855	43,193	356,036	334,539
ACCUMULATED SURPLUS / (DEFICIT)	(1,371,007)	(780,624)	654,014	1,211,581	1,519,424	1,669,101	2,127,493	2,705,348	2,748,541	3,104,577	3,439,116

**CITY OF JAMESTOWN
HISTORY OF ANNUALIZED SALARY INCREASES
2000 -- 2012**

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
POLICE	4.00%	4.00%	3.50%	3.50%	3.25%	3.25%	3.25%	3.25%	3.00%	3.00%	2.51%	2.51%	
FIRE	3.35%	4.00%	3.20%	3.80%	3.00%	3.00%	3.00%	3.00%	3.50%	3.00%	2.51%	2.51%	
AFSCME	3.20%	3.10%	3.10%	2.75%	3.25%	3.00%	3.10%	3.25%	2.75%	3.00%	2.75%	3.00%	
CSEA	3.20%	3.20%	3.20%	0.00%	2.75%	3.25%	3.25%	3.25%	2.50%	3.00%	2.75%	3.00%	
DEPARTMENT HEADS	2.00%	0.00%	0.00%	2.75%	2.50%	3.00%	3.00%	3.00%	3.00%	1.75%	0.00%		
JCAA (2001)	2.00%	2.50%	2.50%	3.00%	3.25%	3.25%	3.25%	2.50%	2.75%	1.75%	1.75%		

	Contract Through	Average Annual Increase	Cumulative Total Increase
Police	12/31/2011	3.25%	39.02%
Fire	12/31/2011	3.16%	37.87%
AFSCME	12/31/2011	3.02%	36.25%
CSEA	12/31/2011	2.78%	33.35%
Dept. Heads	12/31/2010	1.91%	21.00%
JCAA	12/31/2010	2.59%	28.50%

Police does not include Impact (Negotiated) award beginning in 2002.
 Fire does not include Impact (Arbitration) award beginning in 2001.

NOTE: POLICE 2005 PERCENTAGE INCREASE 1.50%, PLUS SHIFT DIFFERENTIAL APPROXIMATES 3.25% RAISE

**CITY OF JAMESTOWN
GENERAL FUND BUDGET
HISTORY OF PAYMENTS TO NYS RETIREMENT SYSTEM**

YEAR	POLICE & FIRE RETIREMENT PAYMENT	POLICE & FIRE RETIREMENT RATE	EMPLOYEES RETIREMENT PAYMENT	EMPLOYEES RETIREMENT RATE	TOTAL CITY RETIREMENT PAYMENT
1999	\$ 11,307	0.10%	\$ 56,673	0.10%	\$ 67,980
2000	\$ 4,223	0.00%	\$ 155,485	0.20%	\$ 159,708
2001	\$ 7,595	0.10%	\$ 170,553	0.75%	\$ 178,148
2002	\$ 6,962	0.10%	\$ 199,694	1.30%	\$ 206,656
2003	\$ 316,155	4.60%	\$ 565,545	4.90%	\$ 881,700
2004	\$ 1,256,368	15.20%	\$ 715,631	12.30%	\$ 1,971,999
2005	\$ 1,275,671	14.20%	\$ 715,767	11.00%	\$ 1,991,438
2006	\$ 1,357,896	15.00%	\$ 507,955	10.50%	\$ 1,865,851
2007	\$ 1,273,545	14.80%	\$ 511,115	9.30%	\$ 1,784,660
2008	\$ 1,292,528	14.50%	\$ 494,454	8.40%	\$ 1,786,982
2009	\$ 1,125,961	13.80%	\$ 408,397	8.00%	\$ 1,534,358
2010	\$ 1,388,768	16.80%	\$ 653,400	11.60%	\$ 2,042,168
2011	\$ 1,822,960	20.90%	\$ 960,979	16.15%	\$ 2,783,939
ESTIMATED 2012	\$ 2,280,000	25.10%	\$ 1,120,000	18.75%	\$ 3,400,000

Retirement rates had trended down through 2009. However, 2010, 2011 and 2012 rates have increased significantly. In addition, guidance from the NYS Retirement System, suggest rates will not decrease until at least 2016. Tier V for new employees will help some, but the effect will not be realized for many years. In 2010, the Retirement System began an Employer Contribution Stabilization Program. This allows municipalities to amortize a portion of their retirement liability over a ten year period with interest. This option should be avoided as it places a burden on future budgets and has a high interest rate.

NOTES:

Payments to both systems include prior year reconciliation and any miscellaneous cost adjustments from NYS. Payments to the Police & Fire Retirement System includes minimum amortization payments in 2005 through 2012. Payments to Employees Retirement System does not include the Board of Public Utilities.

All payments listed above are on a cash basis. The City of Jamestown is on a calendar fiscal year while NYS fiscal year ends on March 31st. Therefore, above payments do not necessarily agree with budget due to accrual basis of accounting.

CITY OF JAMESTOWN
HISTORY OF PAYMENTS TO NYS RETIREMENT SYSTEM

YEAR	ERS GENERAL FUND	PERCENTAGE CHANGE	ERS BPU	PERCENTAGE CHANGE	P&F GENERAL FUND	PERCENTAGE CHANGE	TOTAL	PERCENTAGE CHANGE
1999	\$ 56,673		\$ 61,956		\$ 11,307		\$ 129,936	
2000	155,485	174.35%	72,820	17.54%	4,223	-62.65%	232,530	78.96%
2001	170,553	9.69%	114,187	56.81%	7,595	79.85%	292,336	25.72%
2002	199,694	17.09%	113,897	-0.25%	6,962	-8.33%	320,553	9.65%
2003	565,545	183.21%	410,035	260.01%	316,155	4441.15%	1,291,739	302.97%
2004	715,631	26.54%	972,181	137.10%	1,256,368	297.39%	2,944,182	127.92%
2005	715,767	0.02%	895,353	-7.90%	1,275,671	1.54%	2,886,791	-1.95%
2006	507,955	-29.03%	734,243	-17.99%	1,357,896	6.45%	2,600,094	-9.93%
2007	511,115	0.62%	740,404	0.84%	1,273,545	-6.21%	2,525,064	-2.89%
2008	494,454	-3.26%	587,793	-20.61%	1,292,528	1.49%	2,374,775	-5.95%
2009	408,397	-17.40%	566,704	-3.59%	1,125,961	-12.89%	2,101,062	-11.53%
2010	653,400	59.99%	900,758	58.95%	1,388,768	23.34%	2,942,927	40.07%
2011	960,979	47.07%	1,219,062	35.34%	1,822,960	31.26%	4,003,002	36.02%
2012***	1,120,000	16.55%	1,500,000	23.05%	2,280,000	25.07%	4,900,000	22.41%

YEAR CHANGE

1999 - 2011	<u>\$ 904,306</u>	<u>\$ 1,157,106</u>	<u>\$ 1,811,653</u>	<u>\$ 3,873,066</u>
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PERCENTAGE CHANGE 1999 - 2011

<u>1595.66%</u>	<u>1867.63%</u>	<u>16022.40%</u>	<u>2980.75%</u>
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TOTAL PAYMENTS

1999 - 2011	<u>\$ 6,115,648</u>	<u>\$ 7,389,393</u>	<u>\$ 11,139,939</u>	<u>\$ 24,644,990</u>
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** Budgeted Amount for 2012

SOURCE: Office of the City Comptroller