



TO: Jamestown City Council Members

FROM: Mayor Sam Teresi

RE: FY 2013 Executive Operating Budget and Capital Improvement Program

DATE: October 9, 2012

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 2013.

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 2012 Budget, year to date expenditure totals in each Budget category, FY 2013 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 thirteen 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 2012 Budget. The process moved into full swing with the submission of departmental requests during July, followed by a series of individual meetings involving senior financial staff members and various department heads. 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 financial plan, 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 decade 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 2013 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 thirteen 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 20% reduction in actual full time employment and a 50% reduction in appointed City Officer (top management) positions. Also included is a report listing 50 restructuring efforts implemented since January 1, 2000. Collectively, these initiatives have resulted in nearly \$4.7 million in **annual, recurring savings** for City taxpayers.

3. Positive Fund Balance – Due to the above referenced change in budgeting philosophy and practices over the past thirteen years, and the tight day-to-day management of city operations by Department Heads and staff, the City ended FY 2011 with a final, audited, General Fund balance of **\$3,088,356**, of which **\$1,058,149** falls within the “Unassigned” or available category. Although far from ideal or robust, 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 2013 Executive Budget.
5. Salaries – Total investment in employee salaries (**\$14,866,801**) represents a **decrease** of **\$293,015** or **1.9%** from the FY 2012 budgeted amount.

This reduction is directly attributed to a number of dynamics including but not limited to:

A) The aforementioned and ongoing reduction in employment levels. The 2013 Budget contains three (3) less positions (Fire Department-Administrative Battalion Chief, DPW Traffic Engineering Supervisor and a Senior Account Clerk Typist position in the Treasurer’s office).

B) The continuance of the hiring freeze policy that has been strictly followed during recent years.

C) The imposition of a **salary freeze** for **all** positions (non bargaining management positions as well as all bargaining unit employees) that are supported by the 2013 General Fund Budget. In compliance with the Tri-Borough Amendment to the New York State Taylor Law, however, employees who are members of collective bargaining units and who have not already reached the top of their salary schedules, will continue to receive scheduled salary steps during 2013. All of these increments have been accounted for in this budget document.

D) Replacement of individuals retiring during 2013 (as required by legal agreements in place) with new hires being paid at entry level salaries.

E) Tight and vigilant management of all over-time line items.

All of these measures, taken together, not only help to bring a small measure of **fiscal relief for local taxpayers**, but also effectively **forestall** the need for **employee layoffs** and the detrimental **reduction in essential public services**.

While the aforementioned reduction in total employment and the salary freeze have contributed to this modest reduction in payroll, it must also be noted that all six (6) collective bargaining units supported by this budget, are currently operating under expired labor agreements. As such, any wage increases for Police Officers and Firefighters that might be imposed through a state mandated arbitration process, have not been incorporated and reflected in this particular category.

Concerns/Challenges

1. **Continued Economic Impediments** – 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 economies at both the national and local levels have shown some limited and erratic signs of recovery, the worst international 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 (sales taxes, reduced property taxes resulting from a diminished assessment, fee revenues from various categories, etc.), but also from the increased demand on the basic municipal services (and most notably public safety) directly associated with a weakened economy.

Recent economic forecasts point to a continued slow recovery throughout the coming year, which will undoubtedly have a dragging impact on city revenues and operations during 2013 and beyond.

2. **Property Tax Cap Compliance** – According to calculations prepared by the Office of the City Comptroller, the Property Tax Levy Cap enacted in 2011 by the New York State Legislature has limited the amount that the City can raise through the collection of property taxes, without over-ride legislation, to **\$14,920,325**. This budget plan includes a property tax levy of **\$15,216,527**, which is **currently \$296,202 above** the state mandated cap amount.
3. **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, (despite a slight drop from the 2012 "salaries" appropriation level), remain a major problem/challenge in the 2013 Budget.

Additionally, Police and Fire **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 (**\$593,000 or 6.1%**) 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 (1982) 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 2013 Executive Budget have come despite a fairly significant **decrease** in employment numbers during recent years (see attached chart comparing current city employment levels with those of the past), the continuance of a hiring freeze and the implementation of a FY 2013 wage freeze for all City employees included in this budget.

4. **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; etc.), the amount included in this budget to cover **mandatory** payments to the **State Retirement System** continues to crowd out funding for 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 **\$3,690,000 or roughly 11% of the entire FY 2013 General Fund Budget**. 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).

The amount included in this budget covers the premium payments that will need to be made to the state in December 2013 for the year 2014. This represents a **14% rate increase for the Police and Fire Retirement Fund** and more than a **12% increase for the Employees Retirement System Fund** over the amount budgeted and paid during 2012. These dramatic increases are on top of the recent, record rate hikes that have financially crippled Jamestown and most other local governments across the state during the past several years.

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, depressing and extremely damaging.

5. Health and Dental 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 and dental benefits remains a problem that continues to crowd out other needs and priorities within this budget.

The **\$5,004,000** allocation in the 2013 Budget represents a nearly **10% increase** over the amount appropriated for 2012.

This allocation is contingent upon securing increased employee contributions and the institution of a “wellness incentive program” via the ongoing collective bargaining talks. This allocation is also reliant upon realizing savings projected during 2012, which will be “rolled over” into the 2013 fiscal year and applied to the subject lines.

During the coming weeks, the performance of the health care fund will need to be closely monitored. **Should it appear that the projected 2012 savings will not materialize, an appropriate adjustment in the 2013 appropriation will need to occur.**

6. 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 2013 budget.
7. Capital and Equipment Investments – Due to poor planning during previous eras, 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 and workers comp payments, health care expenditures, etc.), this budget, unfortunately, will once again fall short and provide an inadequate appropriation for equipment and capital projects.

The **\$68,500** included for equipment replacement in 2013, is virtually flat with the amount contained in the 2012 spending plan and unfavorably compares with the budgeted allocations from previous years:

2011 – \$86,500 – 21% Reduction
2010 - \$70,850 – 3.3% Reduction
2009 - \$124,115 – 45.2% Reduction
2008 - \$148,900 – 54% Reduction

8. Street Lighting – Due to recent electric rate increases and the installation of additional streetlights throughout the community, the appropriation for operating the City’s 3,700+ streetlights continues to put a strain on the overall budget.

9. Retirements – This budget plan must account for and provide adequate resources for another round of both scheduled and unanticipated employee retirements during the coming year. While retirements can provide a welcomed 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.
10. State AIM Program Payments – Revenues from AIM (general purpose state aid) will **remain flat with the 2012 line, and represent a \$457,515 or 9.1% reduction** from the 2009 funding level. Given the State’s ongoing financial challenges, this figure may prove to be unrealistic and may need to be further reduced as the State Legislature continues to address New York’s projected multi-billion-dollar deficit during the coming year.
11. Investment Income – A **\$27,000 or 52% decrease** in revenues from investments (from the \$52,000 contained and not realized in the FY 2012 spending plan) has been included in this budget. A further reduction in this allocation may be necessary during the coming weeks pending the performance (or lack thereof) of financial markets at the national and international levels.

It is noteworthy that just a decade ago, due to significantly higher investment rates, the City was generating **more than ten (10) times** the amount from investment income than what is included in this budget plan.

12. Reduced Taxable Assessment – Due to a variety of influences, the City has experienced a **\$998,775 net loss** in taxable assessed property.

Major contributing factors include the following assessment reductions:

• Furniture Mart Building:	\$ 400,000
• Former Crawford Furniture Properties:	\$ 290,000
• Rite Aid (N. Main St.):	\$ 250,000
• National Fuel:	\$ 181,185
• Family Video:	\$ 118,000
• Misc. Residential Demolitions:	<u>\$ 328,100</u>
Total	\$ 1,567,285

Note: Had these reductions not occurred, the City would have actually posted a slight **\$568,510 increase** in taxable assessment for the coming year.

13. Workers Compensation – The FY 2013 Executive Budget contains an allocation of \$500,000 to cover expenses associated with the City’s participation in the Workers Compensation Program operated by Chautauqua County. This represents a **19.7% increase** over the amount expended in 2012 and a **\$190,120 (61.4%) increase** over what was actually paid to the county during 2010.

Note: 2010 Payment: \$309,880; 2011 Payment: \$338,023 (9.1% increase); 2012 Payment \$417,893 (23.6% increase)

It should also be noted that these amounts **DO NOT** reflect costs associated with City employees covered under the five enterprise fund divisions operated by the Board of Public Utilities (BPU), which are paid separately out of those stand alone divisions.

During the coming year, this matter will need to be monitored carefully. Should discussions with the County prove inadequate to justify these explosive increases and moderate this mounting burden, other options for addressing the City's Workers Compensation requirements need to be explored and pursued.

14. Sales Tax Revenues – Due to a variety of economic factors and based upon the first two fiscal quarter payments received from the County, the FY 2013 Sales Tax Revenue line has been adjusted downward. This projection may need to be further amended during the coming weeks, upon receiving the third quarter payment from the County and after evaluating updated forecasts of national and regional economic performance during the 2013 fiscal year.
15. Fund Balance – While the City is fortunate enough to again be sporting a positive fund balance, it must be noted that appropriations from that reserve and recent changes from the Government Accounting Standards Board (GASB) as to the terminology and tracking of governmental reserves, has reduced the projected “Unassigned” or amount available for appropriation (as of 12/31/11) to a mere **\$1,058,149**.

The proposed FY 2013 General Fund Budget allocates another \$390,000 in Fund Balance proceeds as a revenue source, which if fully utilized during FY 2013, would leave approximately **\$193,000** in the Unassigned or available category as of 12/31/13...assuming that 2012 and 2013 end as budgeted.

Unless changes occur, continued spending at this rate out of the Fund Balance will completely deplete and eliminate these resources as early as 2014.

16. Utility Revenues – Revenues received from the five (5) Enterprise Funds operated by the Board of Public Utilities (BPU) are projected to total **\$3,600,000**, which will represent an **insignificant increase** of **\$22,000** or **0.6%** during FY 2013.

It should be noted that the current TEP rates have remained in place and **unchanged** for nearly **two decades**.

17. Miscellaneous Revenues – Due to a variety of factors (see previous entries), non property tax generated revenues have been **reduced** in this budget by **\$178,402** or **0.98%** from the amount contained in the 2012 spending plan.

In order to even attain this reduced level of revenues, adjustments in various categories, that have not kept pace in recent years, will need to occur. Examples include but may not be limited to:

- EMS Billing Procedures
- Parking Enforcement and Fee Collection
- Specific Fees that have not been adjusted during recent years (ie: Parks, Building Permits, etc.)

FY 2013 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 **\$293,015** or **(1.9%)** from the amount budgeted for 2012 has been included in this plan for **employee salaries**. This amount includes a **salary freeze** for all management positions **and** bargaining unit employees.

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

2. An **increased** appropriation of **\$593,000 (6.1%)** for **contracted employee/retiree benefits**.

As previously indicated, this increase is principally driven by health and dental benefit costs and the huge jump in the mandated retirement system payment due to the State of New York on or before December 15, 2013.

As also previously noted, health and dental care fund expenditures during the coming weeks will need to be closely monitored. Should it become evident that projected savings during the remainder of 2012 will **not** be attainable, an appropriate adjustment in the subject 2013 budget lines will need to occur.

3. A \$100,000 **increase** in the line items associated with the City's **mandatory** participation in the **State Retirement System**.
4. Appropriation for **street lighting and heating of parking decks – Flat**.
5. **Increased** allocation for **utilities, fuel, and other materials/contractual services (\$148,732) (3.3%)**.
6. **Decreased** **debt service** payments **(\$60,247) (2.6%)**.

In accordance with discussions earlier this year, a \$215,000 earmark from the Fund Balance has been included to hold the net budget impact of debt service at the FY 2011 level. Another designated fund balance appropriation in the amount of \$135,000 will be required in 2014. 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. **Acquisition and replacement of equipment** – Flat. See previous comments regarding the significant annual reduction in appropriations since 2008.

8. **Capital Projects** appropriation – Flat.

It should be noted that \$716,828 of the total \$750,000 appropriated for capital projects will be provided from State CHIPS funding. The remaining \$33,172, which is allocated for a variety of initiatives (i.e.: critical storm drainage improvements, trees, small capital needs, etc.) is the actual appropriation from City generated funds.

9. The **Contingency Account** allocation totals \$240,000, which represents a \$15,000 or 6.6% increase from the amount included in the FY 2012 spending plan. This figure is absolutely necessary to hedge against the potential further reduction in State AIM assistance, the impact of Police and Fire Arbitration awards that may be imposed during 2013, 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 and must have a source of revenue to cover in a budget as tight as this.
10. **Social Security Obligations** - (\$1,185,000) a **reduction** of \$40,000 or 3.3% from the 2012 budgeted amount.
11. **Workers Compensation Premium** – \$500,000, which represents an \$82,107 (19.7%) increase from what was expended during 2012. This follows on the heels of a 23.6% increase during 2012 and a 9.1% increase during 2011. As indicated earlier, the FY 2013 allocation represents a 61.4% increase over the amount the City paid to the County in 2010.
12. A \$100,000 or (1.7%) decrease in **Sales Tax Revenues**. See previous comments and conditions.
13. Funding for **agency contracts** (Prendergast Library, Fenton History Center, Senior Citizens Center), **reduced by \$2,200**.
14. **BPU Tax Equivalency Payments** – A slight **increase of \$22,000** or **0.6%** from the amount included in the FY 2012 Budget. It should again be noted that the current **TEP rates** for the various Utility Enterprise Funds have remained in place and **unchanged** for nearly **two decades**.

15. **Revenues from Investments** - **\$25,000** represents a **\$27,000 or 52% decrease** from the 2012 level. See previous comments.
16. A very reluctant **\$175,000** appropriation from the **\$1,058,149 Unassigned General Fund Balance**. An additional \$215,000 appropriation has also been made for debt service hold harmless, bringing the total Fund Balance usage to **\$390,000**.

As indicated previously, the full utilization of the proposed Fund Balance appropriation would leave approximately \$193,000 in the Unassigned or available category at the end of 2013. Expenditures at this rate would likely exhaust the fund as early as 2014.
17. **State AIM Assistance** – Flat (see previous comments).
18. **General Liability Insurance Expenses** – **Reduced** by **\$10,000** or **3.7%**.
19. **Increased total expenditures** of **\$393,070** or **1.2%** over the 2012 Budget.
20. **Decreased non-property tax (miscellaneous) revenues** of **\$178,402** or **0.98%** compared to the 2012 Budget level.
21. An **increase** in **property-tax-generated revenues** of **\$896,472** or **6.26%** over the 2012 Budget level.

FUTURE ISSUES/CHALLENGES

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

In past Executive Budget presentations, I have always identified and attempted to account for the 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 2014 and 2015 budget plans.

- Weakened international, domestic and regional economies that do not have the capacity to create and sustain jobs, income, and adequate government revenue streams...while placing increasing demands and undue burdens on public services.
- Reduced State aid payments that are exacerbated by growing unfunded State mandates.
- Increasing pressure from employee salaries and health care benefit expenses.
- Skyrocketing mandated retirement system payments.
- Increased workers compensation expenses.
- The adverse impact of continued, deferred capital and equipment replacement investments.

- Ongoing 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 will likely occur in 2014, 2015 and 2016.
- Improper utilization of “one shot” revenues and the ill advised draining of our modest fund balance. As noted earlier, continued Fund Balance appropriations at recent rates, will fully exhaust the fund within the next 1-2 budget cycles (possibly by the end of 2014).
- Stagnant BPU TEP revenues paid at rates that have remained in place and unchanged for nearly two decades.

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 management perspective its identified needs and the impact of this proposal.

In the coming days, we will be receiving additional and/or updated information that may necessitate further 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 2013 plan:

- All 2012 revenue and expenditure lines as of 10/31/12
- 3rd quarter sales tax revenues (due in early November)
- FY 2012 health and dental benefits expenditures as of 10/31/12

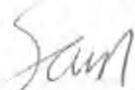
Additionally, as outlined earlier, actions by the City Council will be necessary on a number of fronts to insure that specific revenue (ie: EMS Billings; Parking Enforcement and fee/fine collection; Parks, Building Permit Fees, etc.) and expenditure (ie: Enactment of salary freeze, etc.) figures are attainable.

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.

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

I firmly believe that we **can, must,** and by **working together, will** find and pursue ways to improve upon this initial budget plan. During the coming weeks, I look forward to **working with you every step of the way** to enact **further, real, expenditure reductions** and agree upon additional **non property tax revenues** (that are realistic, legal and attainable) in order to reduce the property tax burden on our residents and businesses.

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 – 10/01/2012

	<u>01/01/2000</u>	<u>10/01/2012</u>	<u>Change</u>	<u>% Change</u>
Administrative (JCAA, CSEA, Non-Bargaining, Court Security)	61	47	- 14	(-23%)
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	230	-56	(-20%)
*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

BOARD OF PUBLIC UTILITIES (all employees)

	1/1/1980	1/1/1990	1/1/2000	10/1/2012	CHANGE 1/1/2000 - 10/1/2012	% CHANGE 1/1/2000 - 10/1/2012
FULL-TIME	173	130	143	140	-3	-2.10%
PART-TIME	0	0	8	6	-2	-25.00%

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	47	-14	-22.95%
PART-TIME (does not include City Council)	2	14	31	29	-2	-6.45%

JAMESTOWN URBAN RENEWAL AGENCY

FULL-TIME			16	10	-6	-37.50%
PART-TIME			1	1	0	0.00%

TOTAL FULL-TIME

	819	490	429	370	-59	-13.75%
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TOTAL PART-TIME

	111	14	48	36	-12	-25.00%
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TOTAL FULL-TIME (LESS BPU & JGH)

	361	360	286	230	-56	-19.58%
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TOTAL PART-TIME (LESS BPU & JGH)

	2	14	40	30	-10	-25.00%
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TOTAL

	363	374	326	260	-66	-20.25%
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APPOINTED CITY OFFICERS

			13	6.5	6.5	-50.00%
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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 10/2012**

DEPARTMENT	TOTAL EMPLOYEES	JAMESTOWN RESIDENTS	%	NON-RESIDENTS (E.G., W.E., BUSTI, ETC.)	%
DEVELOPMENT	11	7	63.64%	4	36.36%
FIRE	55	24	43.64%	31	56.36%
POLICE	60	22	36.67%	38	63.33%
MISC.	76	47	61.84%	29	38.16%
DPW	43	29	67.44%	14	32.56%
PARKS	15	10	66.67%	5	33.33%
BPU	146	62	42.47%	84	57.53%
TOTAL	406	201	49.51%	205	50.49%

CITY NON-BPU	260	139	53.46%	121	46.54%
BPU	146	62	42.47%	84	57.53%
TOTAL	406	201	49.51%	205	50.49%



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)
47. Restructuring of Police Department Patrol Division – Elimination of two Desk Sergeant positions (annual savings -\$55,000) (1/12)

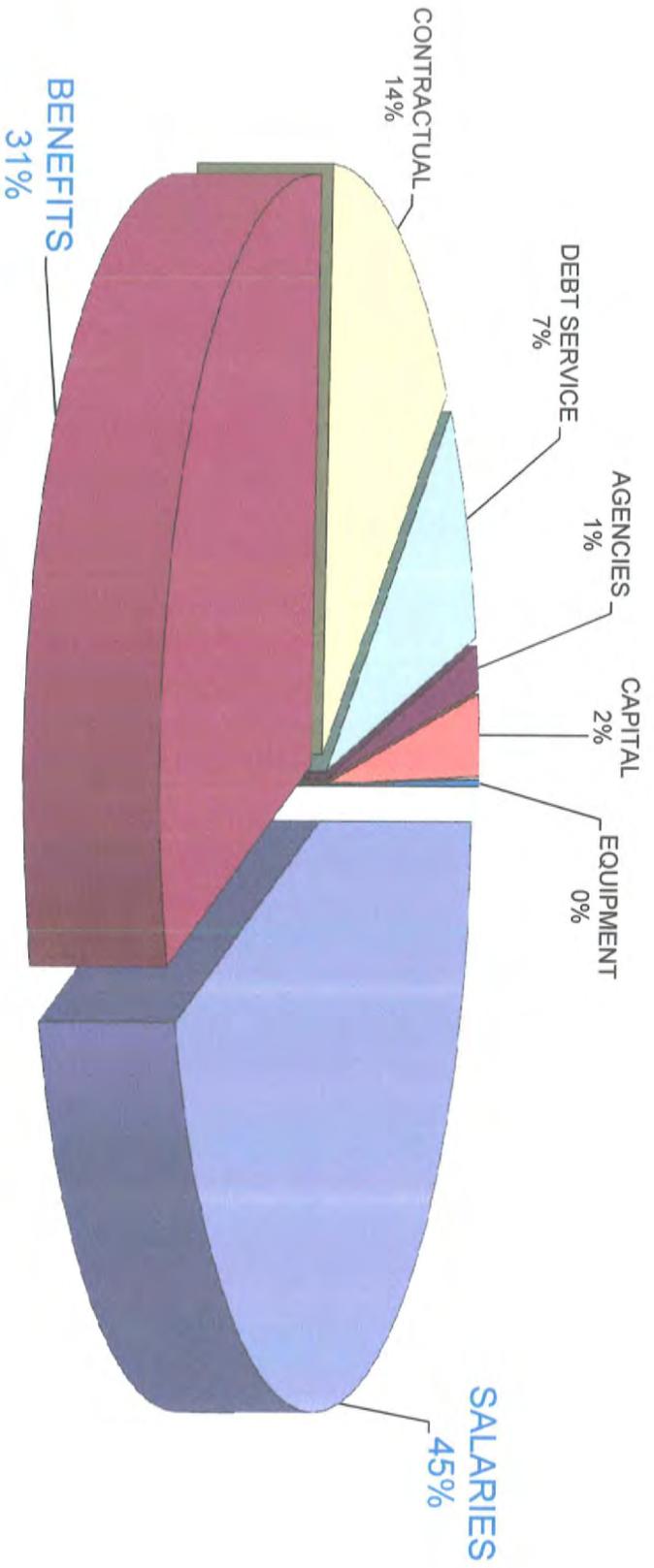
48. Restructuring of DPW Traffic Control Division – Elimination of Traffic Control Supervisor (annual savings: \$78,000) (1/12)
49. Restructuring of Fire Department Command – Elimination of Administrative Battalion Chief (annual savings: \$60,000) (1/12)
50. Replacement of Health Insurance Stop Loss Coverage Administrator (annual savings: \$23,000) (5/12)

Total Annual Savings : \$4,682,561

**CITY OF JAMESTOWN
2013 GENERAL FUND BUDGET**

	2012 ADOPTED BUDGET	2013 ORIGINAL REQUESTS	2013 EXECUTIVE BUDGET
EXPENDITURES			
SALARIES	15,159,816.00	16,527,391.00	14,866,801.00
BENEFITS	9,790,000.00	12,006,000.00	10,383,000.00
CONTRACTUAL	4,561,318.00	6,644,018.00	4,710,050.00
DEBT SERVICE	2,329,931.00	2,269,684.00	2,269,684.00
AGENCIES	406,000.00	415,711.00	403,800.00
CAPITAL	744,000.00	6,079,078.00	750,000.00
EQUIPMENT	67,700.00	571,020.00	68,500.00
TOTALS	33,058,765.00	44,512,902.00	33,451,835.00
REVENUES			
PROPERTY TAXES	14,320,055.00	26,667,594.00	15,216,527.00
FUND BALANCE	420,000.00	-	175,000.00
FUND BALANCE: DEBT SERVICE HOLD HARMLESS	295,000.00	-	215,000.00
MISC. REVENUES	18,023,710.00	17,845,308.00	17,845,308.00
TOTALS	33,058,765.00	44,512,902.00	33,451,835.00
CHANGE: TAX LEVY	272,051.00	12,347,539	896,472
CHANGE: TAX LEVY PERCENTAGE	1.94%	86.23%	6.26%
NYS TAX LEVY CAP INCLUDING EXCLUSIONS	14,520,101.00		14,920,325.00
AMOUNT UNDER (OVER) NYS TAX LEVY CAP	200,046.00		(296,202.00)
FULL VALUE TAX RATE (Gross)	21.42	39.95	22.80
CHANGE: FULL VALUE TAX RATE	0.49	18.53	1.38
CHANGE: FULL VALUE TAX RATE PERCENTAGE	2.34%	86.51%	6.44%
TAXABLE ASSESSMENT	668,538,569	667,594,094	667,539,794
	Assessor 12/3/11	Assessor 8/21/12	Assessor 9/28/12
ADDITIONAL REVENUES AND/OR CUTS TO ACHIEVE ZERO TAX INCREASE	327,542.00	12,367,728.00	917,824.00
TOTAL BUDGET	33,058,765.00	44,512,902.00	33,451,835.00

City of Jamestown 2013 General Fund Executive Budget \$33,451,835



**CITY OF JAMESTOWN
2013 GENERAL FUND BUDGET
ANALYSIS OF REVENUES**

ACCT. NO.	ACCOUNT NAME	FINAL ACTUAL 2009	FINAL ACTUAL 2010	FINAL ACTUAL 2011	ADOPTED BUDGET 2012	EXECUTIVE BUDGET 2013
A1051	Gain on Tax Acquired Property	1,029.74	-	-	2,000.00	1,000.00
A1080	Federal Housing Payments	29,512.71	31,979.84	31,248.21	32,000.00	32,000.00
A1081	Payments In Lieu of Taxes	106,592.56	116,692.44	149,226.34	180,000.00	195,000.00
A1090	Interest & Penalty on Taxes	72,457.88	66,134.96	37,156.73	37,500.00	38,000.00
A1110	Sales Tax	5,252,766.01	5,426,891.72	5,694,929.86	5,750,000.00	5,650,000.00
A1170	Franchise Fee	197,737.10	352,935.68	373,405.11	378,000.00	370,000.00
A1230	City Treasurer's Fees	65,876.00	68,639.00	72,159.00	69,000.00	75,000.00
A1232	School Tax Collection Fee	43,489.63	31,974.50	32,837.39	21,000.00	18,000.00
A1255	City Clerk's Fees	64,849.47	66,411.94	61,620.50	68,000.00	65,000.00
A1311	Utilities Gross Receipts	190,632.20	156,173.91	163,151.73	200,000.00	170,000.00
A1520	Police Dept. Fees	99,514.51	126,142.10	68,873.95	70,000.00	30,000.00
A1540	Fire Dept. Fees	34,567.00	37,917.75	53,388.33	43,000.00	48,000.00
A1550	Dog Violations	1,685.00	2,548.00	1,199.00	2,500.00	2,000.00
A1589	Traffic Control Fees	1,314.31	911.12	1,718.02	1,000.00	2,000.00
A1590	Parking Violations	261,056.88	190,333.94	221,666.74	190,000.00	210,000.00
A1710	Public Works Services	88,367.06	44,218.55	40,664.38	45,000.00	45,000.00
A1720	Parking Lots & Garages	115,420.31	116,846.28	124,621.08	120,000.00	110,000.00
A1740	On Street Parking Meters	169,994.22	171,598.59	154,916.30	175,000.00	165,000.00
A2001	Park Fees	35,146.61	40,147.00	46,234.94	38,000.00	45,000.00
A2070	Contributions-Private Agencies	16,825.00	11,192.00	11,945.56	-	-
A2401	Interest On Investments	53,974.05	70,248.79	27,474.89	52,000.00	25,000.00
A2410	Rentals of Tax Acquired Prop.	2,220.00	185.00	-	-	-
A2412	Rentals of Real Property	146,711.74	187,912.44	163,307.52	163,000.00	185,000.00
A2501	Business Licenses	28,211.32	30,100.00	28,747.50	30,000.00	30,000.00
A2540	Bingo Fees	585.34	734.47	700.31	600.00	500.00
A2542	Dog Licenses	29,641.27	24,786.04	29,304.50	26,000.00	29,000.00
A2545	Automatic Device Licenses	3,600.00	4,725.00	4,575.00	4,500.00	4,700.00
A2546	Marriage Licenses	5,547.50	5,390.00	5,950.00	5,600.00	6,500.00
A2555	Building Permits	20,995.25	36,647.50	24,162.80	27,000.00	32,000.00
A2560	Street Opening Permits	122,795.00	117,153.00	100,495.00	120,000.00	105,000.00
A2570	Special Event / Vendor Permits	4,680.00	3,350.00	3,470.00	3,300.00	3,500.00
A2590	Encroachment Permits	1,720.00	4,150.00	1,590.00	2,500.00	1,000.00
A2610	Fines & Forfeited Bail	153,798.36	135,575.96	135,267.50	145,000.00	125,000.00
A2660	Sales of Real Property	-	8,000.72	9,862.76	-	-
A2701	Refunds of Appropriated Exp.	124,654.63	109,829.08	107,582.92	490,000.00	490,000.00
A2770	Other Unclassified Revenues	13,163.27	14,345.59	19,392.88	27,000.00	25,000.00
A2815	PILOT - Electric	2,005,968.63	1,981,098.63	1,991,353.96	2,014,000.00	2,017,000.00
A2816	PILOT - Water	784,818.30	783,610.50	832,584.58	816,000.00	835,000.00
A2817	PILOT - District Heat	112,361.31	106,690.68	125,070.49	117,000.00	116,000.00
A2818	PILOT - Waste Water	462,316.71	460,870.96	461,785.61	448,000.00	446,000.00
A2819	PILOT - Solid Waste	175,241.06	179,095.39	182,011.59	183,000.00	186,000.00
A2956	Interest on Capital Investments	75,000.00	25,000.00	7,000.00	4,000.00	7,000.00
A3001	State Aid Per Capita	5,029,795.00	4,665,592.00	4,572,280.00	4,575,000.00	4,572,280.00
A3005	State Aid Mortgage Tax	149,754.92	166,104.86	130,046.07	153,000.00	150,000.00
A3021	State Aid Court Facilities	18,855.00	27,339.00	18,759.00	21,000.00	21,000.00
A3040	State Aid Real Prop. Admin	60,401.70	55,380.00	811.55	-	-
A3330	State Aid Court Security	245,143.75	234,764.90	221,593.78	217,400.00	217,400.00
A3501	State Highway Aid - CHIPS	729,179.92	665,312.51	741,886.91	716,812.00	716,828.00
A3589	State Highway Maintenance	203,439.06	203,439.06	203,439.06	203,000.00	203,400.00
A3820	State Aid Youth Projects	5,359.00	14,765.82	5,085.02	12,998.00	9,200.00
A3889	State Aid Youth Bureau	27,678.44	18,910.90	19,528.00	24,000.00	15,000.00
A3960	State Aid Emer. Disaster Asst.	88,876.53	-	-	-	-
	TOTALS	17,735,321.26	17,405,527.92	17,516,082.37	18,023,710.00	17,845,308.00
	BPU PILOT	3,540,706.01	3,511,366.16	3,592,806.23	3,578,000.00	3,600,000.00
	STATE AID	6,558,483.32	6,051,609.05	5,913,429.39	5,923,210.00	5,905,108.00
	MISC. REVENUE	7,636,131.93	7,842,552.71	8,009,846.75	8,522,500.00	8,340,200.00
	TOTAL	17,735,321.26	17,405,527.92	17,516,082.37	18,023,710.00	17,845,308.00
	Real Property Taxes	209,592.89	214,807.24	217,631.28	251,500.00	266,000.00
	Sales Tax	5,252,766.01	5,426,891.72	5,694,929.86	5,750,000.00	5,650,000.00
	Other Non-Property Taxes	562,584.40	676,135.03	703,173.73	736,000.00	698,000.00
	Departmental Income	807,065.90	730,663.33	713,282.74	684,500.00	657,000.00
	Other Local Revenue	4,269,828.74	4,280,421.55	4,266,635.37	4,674,500.00	4,662,200.00
	Interfund Transfers	75,000.00	25,000.00	7,000.00	4,000.00	7,000.00
	State Aid	6,558,483.32	6,051,609.05	5,913,429.39	5,923,210.00	5,905,108.00
	TOTAL	17,735,321.26	17,405,527.92	17,516,082.37	18,023,710.00	17,845,308.00

13budget

Revenues

**CITY OF JAMESTOWN
2013 GENERAL FUND BUDGET**

FUND BALANCE ANALYSIS

Non spendable fund balance	\$ 1,315,207.00
Assigned fund balance	715,000.00
Unassigned fund balance	1,058,149.00
TOTAL AUDITED FUND BALANCE, 12/31/11	<u>\$ 3,088,356.00</u>

APPROPRIATED FOR 2012 BUDGET:

Executive Budget	420,000.00
Debt Service Hold Harmless	295,000.00
City Council Budget	-
TOTAL	<u>715,000.00</u>

ESTIMATED FUND BALANCE 12/31/12	\$ 2,373,356.00
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APPROPRIATED FOR 2013 BUDGET:

Executive Budget	175,000.00
Debt Service Hold Harmless	215,000.00
City Council Budget	-
TOTAL	<u>390,000.00</u>

REMAINING FUND BALANCE	<u><u>\$ 1,983,356.00</u></u>
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Non spendable fund balance (Estimated)	\$ 1,400,000.00
Assigned fund balance	390,000.00
Unassigned fund balance	193,356.00
	<u><u>\$ 1,983,356.00</u></u>

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

<u>YEAR</u>	<u>AMOUNT</u>	<u>PERCENTAGE INCREASE</u>
2001	\$ 4,634,296	
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%
2011	\$ 5,694,930	4.94%
TEN YEAR AVERAGE INCREASE		2.12%

2012 BUDGET	\$ 5,750,000	0.97% Decrease	2011	
2012 YTD	48.00% \$ 2,759,902	(2 payments of 4)	\$ 2,903,774	-4.95%

2012 PROJECTED	\$ 4,870,457
2013 BUDGET	\$ 5,650,000

1ST QUARTER	May 1st
\$ 1,514,129	2011
\$ 1,313,300	2012
\$ (200,829)	Decrease

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

2ND QUARTER	August 1st
\$ 1,389,645	2011
\$ 1,446,602	2012
\$ 56,957	Increase

3RD QUARTER	November 1st
\$ 1,329,948	2011
	2012
\$ (1,329,948)	

4TH QUARTER	February 1st
\$ 1,461,208	2011
	2012
\$ (1,461,208)	

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	
2012	\$ 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>
2012	667,539,794	100.00%	667,539,794	14,320,055
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%
2012	21.41	2.34%	9.32	4.72%	19.73	0.20%

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

CITY OF JAMESTOWN
 GENERAL FUND BUDGET HISTORY
 2000 -- 2012

	BUDGET												
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
ESTIMATED REVENUES	13,878,000	14,454,500	13,954,000	14,066,500	14,260,500	14,852,500	15,430,000	16,336,300	17,592,800	17,820,382	17,128,013	17,473,676	18,023,710
TAX LEVY	8,872,218	9,810,966	11,015,933	11,142,788	11,173,082	11,594,160	12,268,125	12,712,519	12,610,625	12,924,290	13,939,808	14,048,004	14,320,055
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	32,343,765
APPROPRIATED FUND BALANCE	-	-	-	-	25,000	321,000	198,424	300,000	300,000	300,000	300,000	300,000	350,000
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	33,058,765
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	33,058,765

	ACTUAL												
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	31,545,339	
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	31,896,099	
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	(350,760)	-
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	3,088,356	3,088,356

**CITY OF JAMESTOWN
HISTORY OF 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%	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%	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%	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%	3.00%
NON-BARGAINING	2.00%	0.00%	0.00%	2.75%	2.50%	3.00%	3.00%	3.00%	3.00%	1.75%	0.00%	2.00%	1.50%
JCAA (2001)	2.00%	2.50%	2.50%	3.00%	3.25%	3.25%	3.25%	2.50%	2.75%	1.75%	1.75%	2.00%	2.00%

Average Annual Increase

	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%
Non-Barg.	12/31/2012	1.88%	24.50%
JCAA	12/31/2011	2.54%	30.50%

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.

NOTE: Non-bargaining raises in 2000, 2007, 2008, 2009, 2011 and 2012 effective on July 1st. Annualized value and impact on the city budget would therefore be one-half of the amount listed in these years.

Non-bargaining employees, unlike their bargaining unit counterparts, are on a merit compensation basis only, and do not also receive annual salary schedule step increases.

**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
2012	\$ 1,951,100	25.10%	\$ 1,001,308	18.75%	\$ 2,952,408
ESTIMATED 2013	\$ 2,465,000	28.40%	\$ 1,225,000	20.60%	\$ 3,690,000

Retirement rates had trended down through 2009. However, 2010, 2011, 2012 and 2013 rates have increased significantly. In addition, guidance from the NYS Retirement System, suggest rates will not decrease until at least 2016. Tier V and VI 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 tremendous 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 2013. 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	1,001,308	4.20%	1,549,820	27.13%	1,951,100	7.03%	4,502,228	12.47%
2013***	1,225,000	22.34%	1,900,000	22.59%	2,465,000	26.34%	5,590,000	24.16%

DOLLAR CHANGE
1999 - 2012

\$ 944,635 \$ 1,487,864 \$ 1,939,793 \$ 4,372,292

PERCENTAGE
CHANGE 1999 - 2012

1666.82% 2401.48% 17155.68% 3364.96%

TOTAL PAYMENTS
1999 - 2012

\$ 7,116,956 \$ 8,939,213 \$ 13,091,039 \$ 29,147,218

*** Budgeted Amount for 2013

SOURCE: Office of the City Comptroller