

## *Business Plan*

This Business Plan covers the two years of the Strategic Plan for fiscal years 2011/12 and 2012/13 and has recently been updated by City Staff. The seven priorities established by the City Council during the strategic planning process is the framework and basis for the development of the Business Plan. Those strategic priorities consist of:

- Financial Health
- Governmental Efficiency
- Economic Development and Job Creation
- Neighborhood Revitalization
- Environmental Sustainability
- Public Safety
- Healthy and Involved Community Members

City staff developed the following Business Plan by reviewing the strategic priorities and Key Intended Outcomes (KIO's) identified by City Council, reviewing 2011/12 initiatives and then outlining initiatives and projects that can best reach each priority within the resources available. City supervisors and department heads met as a group and developed possible initiatives to be completed that would achieve each KIO, ultimately capturing each strategic priority. From those meetings, staff put together an attainable Business Plan to be accomplished over the next fiscal year. The Business Plan identifies measurable objectives, time frames for completion and lead departments responsible for each initiative. As mentioned before, considering this is the first strategic plan the City has completed in recent years, many KIO's for the first several years have the objective of identifying measurements that will support the strategic priorities. Then in future years initiatives will be developed to achieve those KIO measurements.

Under each strategic priority are two sections: ongoing initiatives and new initiatives.

Ongoing initiatives are Business Plan items that are being implemented from prior years and may extend over several years in order to be completed.

New initiatives were chosen because the staff believes they will best achieve the KIO's in supporting the strategic priorities. We then incorporated these initiatives into the proposed budget. Considering the impact the downturn in the economy has had on already strained revenues and increased state mandated costs, our new initiatives are limited. However, we have continued to focus on improving our operations in delivering core services to the residents in the most efficient manner possible.

The Business Plan includes the 21 KIO's established by City Council and 68 initiatives developed by City staff. Throughout the Business Plan, wherever possible, we have identified operating expenditures associated with each project, capital expenditures, revenue/grant/aid associated with each project (if any) and costs savings where applicable. All costs identified in the Business Plan have been included in the FY 2012/13 proposed budget unless otherwise stated. Also, any Operating Expenses that state "*Existing budget*" means that the initiative primarily will consist of staff time, effort and organization to complete.

# Financial Health

## Ongoing Initiatives

### Financial Reporting

*Lead Department:* Finance Office

*Operating Expenses:* Existing budget

Strong fiscal oversight at the City Council level is prudent, positive and necessary and it limits the likelihood of the City developing serious financial stress. To increase and better communicate the City’s financial status, the Bureau of Finance currently provides a financial report to City Council along with water and sewer consumption statistics on a monthly basis. In addition to this, in the past year, a more in-depth six month financial review, including updated forecasts and other economic fluctuations that impact the City’s financial situation, was presented to the City Council at the October Council meeting. Annually the City’s independent auditors presents the City’s audited financial statement to City Council. To enhance the City’s financial reporting activities the Bureau of Finance will provide a financial communication at the end of the first and third quarters of the fiscal year. Quarterly reports will include variance explanations for areas of the adopted budget. All together, the detailed financial reporting will provide the City Council with a more in-depth financial view of the City’s finances on a quarterly basis, while still receiving the standard financial report monthly.

### Update Capital Improvement Plan

*Lead Department:* City Manager’s Office

*Secondary:* Dept. Public Works & Finance Office

*Operating Expenses:* Existing budget

The City of Batavia in conjunction with Conestoga Rovers Associates (CRA) developed a Capital Improvement Plan (CIP) in 2010 which gave the City a plan to move forward in making the necessary improvements to infrastructure and assets to ensure that the necessary water and sewer services will be provided. In conjunction with the plan, a water and sewer rate study was completed which projected rates necessary to meet the plan budget. The CIP is now 2 years old and most of the initiatives have been started or completed. It is now necessary to reprioritize, forecast and update this working document based on work completed as well as additional projects that have been identified.

<b>Key Intended Outcomes</b>	<b>FY 11/12 Goal</b>	<b>FY 12/13 Goal</b>
Bond Rating*	‘A2’	‘A2’
Communicate financial status reports to City Council	Biannual reviews	Quarterly reviews

\* 5-7 goal of increasing bond rating to A1

## New Initiatives

### Financial Policies

*Lead Department:* Finance Office

*Operating Expenses:* Existing budget

When considering what goes into a good bond rating, factors existing within a municipality include economic strength, financial strength, management and government and debt profile. Financial planning and budgeting is a sub-factor of management and government. Fiscal policies such as fund balance, investment and procurement policies enhance and assure fiscal responsibility and oversight of the City's finances. Over the past year the City Council has adopted an Investment Policy (April 11, 2011) and has been presented with a draft Fund Balance Policy to be considered with the City's FY 2012/13 budget adoption. Over the next year City staff intends to review and update the existing Purchasing Policy for adoption by City Council by the closing of fiscal year ending March 31, 2013.

### 10 yr. Parking Lot Capital Plan

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$33,200

The City of Batavia owns and operates 34 acres of parking lots and asphalt sport surfaces. These are identified as thirty-four distinct locations. The conditions of the surfaces vary from fairly new to poor. The City does not currently budget for the maintenance or replacement of these surfaces and uses the street-patching budget to maintain the surfaces. This budget item is shared with the patching of the 192 City streets and 4 State routes. The concern is that as parking lots and sport surfaces age the level

of maintenance and repair work increases exponentially as it does with all pavements.

The Bureau of Maintenance evaluated all of the surfaces in 2010 to develop a reasonable plan to protect this roughly \$24 million dollar investment of the City. We advocate a more proactive approach of deferring the cost of reconstruction over a much longer period of time by applying different treatments to preserve the usefulness of the pavements.

Parking lots to be addressed this year are Minor and Little League for \$13,500 and crack fill Liberty Sq, Dwyer Stadium, Skate Park, Ice Rink and Jackson Street Lot for \$2,100 and reserve \$17,600 for future years.

### Develop Specifications for Equipment Replacement

*Lead Department:* Dept. of Public Works

*Operating Budget:* Existing budget

The Bureau of Maintenance will develop, prepare, advertise and open bids for equipment replacements as per the equipment replacement plan. This year a sewer vacuum truck, bucket truck, snow plow/dump truck and debris vacuum will be bid.

# Government Efficiency

## Ongoing Initiatives

### Consolidated Charter Task Force

*Lead Department:* City Manager's Office

*Operating Expenses:* \$49,500 LGE Grant  
 \$2,750 Town of Batavia  
 \$2,750 10/11 budget

On August 20, 2010 the City was awarded \$49,500 from the Department of State's Local Government Efficiency Program, to undertake a project with the Town of Batavia of revising the City Charter to incorporate the Town of Batavia. The grant requires a \$5,500 local share, and the City and Town to equally split the local share, contributing \$2,750 each. The goal of the project is to provide the citizens of the City and Town of Batavia with the opportunity to vote on whether or not to consolidate the two governmental units into a single entity. The objectives are to draft a new City Charter and request the permission of the State Legislature to conduct a referendum on consolidation.

To date the Charter Task Force has been appointed by the City and Town Councils, the Task Force has retained the Center for Government Research to facilitate assist with the objectives of the grant. It is expected that the City and Town residents will be allowed to vote on the proposed consolidation at the November 2012 elections.



Key Intended Outcomes	FY 11/12 Goal	FY 12/13 Goal
Share services, partner with other organizations	Document & measure	Improve on prior year
Improve public communication	Conduct website assessment & create plan	Implement plan goals
Improve professional development	Create an Organizational Development Plan	Implement plan goals
Improve internal process efficiency	2 cross-departmental function is improved and quantified	2 cross-departmental function is improved and quantified



The City Wastewater Treatment Plant was operational in 1990 and can treat up to 5.5 million gallons per day of influent.

## **City and Town Sewer Capacity Agreement**

*Lead Department:*            *City Manager's Office*  
*Secondary:*                 *Dept. of Public Works*

*Operating Expenses:*      *Existing budget*

The City and Town of Batavia have begun dialogue and analysis to review options and possibilities for renegotiating the existing sewer capacity agreement. This analysis has started as a result of the Town of Batavia desiring greater sewer capacity beyond its existing limit due to the anticipated development of the Genesee Valley Agri-Business Park. As a result, the City and Town are investigating opportunities for the purchase of additional capacity by the Town, as well as additional efficiencies to the existing City and Town sewer relationship.

## **Document & Measure Shared Services**

*Lead Department: All Departments*

*Operating Expenses: Existing budget*

The City often engages in shared service opportunities that are not part of or outlined in an inter-municipal agreement. Many times these services are shared mutually between government agencies in order to assist each other in providing essential services to residents. In an attempt to build on these relationships, staff will document and measure the amount of services provided and received to and from other jurisdictions.

## **Employee Performance Evaluations**

*Lead Department: HR Office*

*Secondary: All Dept.'s*

*Operating Expenses: Existing budget*

The City of Batavia strives to effectively utilize the talents and expertise of its employees to meet the needs of the City's mission, vision and principle statements and to encourage organizational and professional development through an ongoing process of performance evaluations. Each year every City employee receives at least one formal evaluation of their performance with regard to established criteria, and where applicable, agreed upon objectives and developmental actions.

The intent of this performance evaluation system is to establish an ongoing culture of continuous improvement, to set in place a systematic process for achieving measurable results, and to establish employee performance and development as a critical function in the City of Batavia that will create a performance communication environment. The evaluation itself is designed to provide

communication and feedback between the supervisor and the employee on performance expectations and progress. Finally, the evaluation system will provide the basis for acknowledging performance and advancement by ensuring personal performance accountability to the goals of the organization and enhancing employee motivation through communication between supervisors and employees.

## **Quarterly Community Newsletters**

*Lead Department: City Manager's Office*

*Operating Expenses: Existing budget*

The Quarterly Community Newsletter continues our communications with the public on upcoming events, upcoming projects, code changes, deadlines and day to day information. Each department contributes reminders or news regarding activities or changes that may affect community members that live, work or visit our City. This publication provides the City another avenue to strengthen our communication with the community and will continue to be posted on the City website.

## **Bimonthly Staff Newsletters**

*Lead Department: City Manager's Office*

*Operating Expenses: Existing budget*

The City reinstated our staff newsletter to continue and enhance communications throughout all City departments. It is developed every other month and distributed with employee paychecks. The City Manager, Department Heads and Bureau Chiefs each provide a department article to promote their current and upcoming projects to better increase inter-departmental understanding of what the City as a whole is working on for the

community. All employees also have the opportunity to submit human interest information and pictures to develop a personal connection and build camaraderie with City staff.

### **Internal Joint Purchasing Review**

*Lead Department:* Finance Office  
*Secondary:* All Departments

*Operating Expenses:* Achieve Cost Savings

In the current fiscal year, a purchasing committee was established and objectives were determined, mainly to identify better methods and procedures for purchasing supplies and achieve cost savings. Clerks from every department met with the committee and developed a list of general items commonly purchased throughout the City, their quantities and who purchases them. In addition, the Deputy Director of Finance became a member of NYS Assoc. of Municipal Purchasing Officials (SAMPO) and attended their conference in October 2011. Other future plans involve the committee visiting one or two cities and with Genesee County's Purchasing Director to understand their processes and procedures and compare them to what the City's current practices. The Deputy Director of Finance will continue attending SAMPO conferences and seminars and has been invited to attend Western and Central New York SAMPO group's chat sessions.

## New Initiatives



### Review and Update City's Strategic Plan

*Lead Department:* City Council  
*Secondary:* Management Staff  
*Operating Expenses:* \$3,000

In summer 2010 City Council engaged in a strategic planning process to allocate the City's available resources to best meet the needs of our residents, while balancing the environmental factors in the future. Our strategic planning process included work sessions facilitated by Genesee Community College BEST Center, a Citizen Survey, review of financial history, understanding future short and long-term factors affecting the City, SWOT analysis and staff feedback. We gathered various types of empirical data from daily operations to percentage based data from the Citizen survey. From reviewing existing data and work completed, the Council created strategic priorities for 2011/12 and 2012/13 and developed directional statements that further defined each priority. Then in February 2011 City Council adopted a 2 year Strategic Plan.

Fiscal year 2012/13 will be the final year of the two year Strategic Plan. As result, it is proposed that in 2012 the newly elected City Council meet to review and update the City's Strategic Plan for 2013/14 and 2014/15.

The City of Batavia's strategic planning is the foundation from which the City's services and annual budget are based. The City's Strategic Plan establishes a vision that best supports the level of services we can provide, along with an understanding of what resources will be needed to provide them.

### Install New Phone System

*Lead Department:* City Manager's Office  
*Operating Expenses:* \$36,000

The City's existing telephone system was installed in 2004. It is a voice over IP (VOIP) telephone system. The installed 3com NBX telephone system was declared end of life by the manufacturer in 2009, the manufacturers extended warranty will expire in early 2012. With the manufacturer no longer supporting this telephone system replacement parts and software support is now limited. Aftermarket parts are expensive and not guaranteed to work in your system. In addition, over the past year the City's phone system has suffered a hard drive failure which caused the City's phone system to be out of service several times over a two week span. The City wide telephone system supports City Hall and all other bureaus including the police and fire departments. Do to the critical nature of the City's need to communicate with all bureaus and residents the recommendation is to implement a new voice network as soon as possible.

## NYS Archives Grant

*Lead Department:* Clerk's Office

*Operating Expenses:* \$25,928 Archives grant

In December 2011, the City was awarded a grant in the amount of \$25,928 to continue the digitization of records. This grant will convert approximately 123 cubic feet of contracts and building permits / variances to electronic format. The building permits and variances will be indexed by street address and there will be full text search capabilities on the contracts. This grant will need to be completed by 6/30/12.



The Bureau of Inspection building permits and variances.

## Police Department Attic Cleaning

*Lead Department:* Clerk's Office

*Secondary:* Police  
City Manager's Office  
Dept. of Public Works

*Operating Expenses:* Existing budget

The attic above the Police Station still has records and drawings that need to be moved to City Hall. The Clerk's Office, Police Department and Public Works will coordinate a time to move the items to the storage room in the Clerk's office and clean out the remaining portion of the attic. Because there is no climate control in the attic, moving the

documents to the storage room will properly preserve the remaining records. This will also be more efficient as all records will be in one location. This project should be complete in the summer / fall of 2012.

## Clerk's Office Survey

*Lead Department:* Clerk's Office

*Operating Expenses:* Existing budget

In an effort to gauge community input, the Clerk's Office is going to create a survey which will provide an opportunity for residents to suggest improvements/comments on the Clerk's Office services. The surveys will be available at the counter in the Clerk's Office and may be distributed through mailings, website, or other methods. The questions and distribution methods will be further discussed and submissions will be evaluated based on frequency of suggestion, cost, and effectiveness, among others, and will be considered for implementation in future years. This survey will be conducted in the 2012/13 fiscal year.

## Implement Organizational Development Plan

*Lead Department:* HR Office

*Operating Expenses:* \$2,000

During the strategic planning process a common theme arose from discussions that centered on providing training and professional development for continuous workforce development and individual growth. Two areas were addressed. One area was technical training requirements. Training that deals with the individuals' specific job functions and/or mandated training. The second part was professional development; developing future leaders of the organization.

The City of Batavia is committed to identifying future leaders who have the desire and the potential to grow in their careers. In 2011 the HR Office conducted a needs assessment and created a professional development plan. To support career development of our future leaders, the City will be creating a professional development program.

To assist in offsetting the cost of the program, the City applied and was granted a Workforce Training Grant through SUNY. This training will be administered through The BEST Center. Training will include supervisory and leadership skills, emotional intelligence, conflict resolution, coaching and performance management. Sessions will begin in spring of 2012 and conclude by the end of June 2012.

### **Redesign City Website**

*Lead Department:* City Manager's Office  
*Secondary:* All Departments

*Operating Expenses:* \$7,500

Our City Website is used as a resource for the City to provide valuable information to members of our community that work, live and shop here. It is also a great resource for individuals that research our community who are interested in relocating, visiting or possibly accepting employment in the area.

In order to create and update the City website, a committee of inter-departmental staff was formed to discuss website needs, wants and uses for each department. The committee discussed how each department would like to utilize the City website, the content they would like to include and how the content should be displayed. The committee also met with several vendors to become familiar with the different website products and also met with the Social Media Director from Genesee

Community College to discuss social media options for the new website. Lastly, the committee evaluated other municipal websites to determine what other municipalities are using, spending and what content they are posting or not posting on their municipal websites.

After review and analysis the committee has recommended budgeting \$7,500 for website redesign. A RFP would be developed by the committee to retain a firm to redesign the City's website and set up a content management system that will allow for easiest access to updates and management of the website. Annual costs to maintain a new website are expected to stay level. The City's website was last redesigned in 2004.

### **KVS Training Seminar to City Staff**

*Lead Department:* Finance Office  
*Secondary:* All Departments

*Operating Expenses:* Existing budget

The City's accounting software, KVS, has many modules and reporting capabilities. Providing City staff with periodic training on updates made to the software can assist in using the software in a more efficient and productive manner. The Bureau of Finance intends to hold one training session next year to teach departmental clerks and staff how to better use KVS, run reports for specific needs and answer commonly asked questions about the software. Providing internal training regarding the updates and capabilities of KVS software can better equip departments to monitor, analyze and review their budgets in a more efficient and timely manner.

## **HR Visits to Departments**

*Lead Department:* HR Office

*Operating Expenses:* Existing budget

The City of Batavia Bureau of Human Resources services 130 full-time and 14 part-time employees. Open, frequent and honest communication is the most important tool to maintain excellence in employee relations. Beginning in FY 2012/13 the Bureau of Human Resources will establish a series of bi-monthly or quarterly site employee engagement meetings where employees who have questions regarding insurance, filing claims or general employment concerns and/or questions, may meet one-to-one with HR at their own work sites. This informal face-to-face communication engages employees whose shift schedule has created an obstacle to meeting with Human Resources at City Hall during normal business hours.

## **Standard Procedures for Processing of New or Terminated Employees**

*Lead Department:* HR Office

*Secondary:* All Dept's

*Operating Expenses:* Existing Budget

The standard operating procedure for new hires and new employee orientation for the Bureau of Human Resources will now include a step to coordinate technology needs for each new employee hire with the department, and the City Manager's office. This revised procedure will ensure that if required by the job, the individual will be set up with email, phone service, computer access log on and passwords and a City of Batavia issued cell phone. This process will also be used when the employee leaves employment, to ensure that all assigned services have been terminated

and equipment returned to the City of Batavia.

## **Salt Storage Facility**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$5,000

Part of the City of Batavia facilities is a salt storage building erected at the rear of the DPW garage. This structure was built in 1978 to house in upwards to 4200 tons of rock salt used for roadway de-icing. The type of structure is a self-supporting dome with the dimensions of 100 ft of width and a height of approximately 52 ft. The salt storage building was originally designed in 1974 and constructed in 1978. The structure is original to 1978 with only roof patching performed over its 34 year life. It is recommended that facility be evaluated by a structural engineer to determine if it is sound and to recommend any needed improvements and improvement costs.

## **SCADA – Supervisory Control and Data Acquisition**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$162,000 Water Fund  
\$132,500 Sewer Fund  
(FY 2011/12)

SCADA is a system that collects data from various sensors at the Water Plant on Lehigh Avenue, Wastewater Treatment Plant on Treadeasy Ave. and various remote locations throughout the City such as the pump stations and water tanks. One of the key processes of SCADA is the ability to monitor an entire system in real time, manage the data automatically, alert staff of an alarm/failure or make necessary adjustments to a process. The original system purchased in 1989 was

proprietary and did not allow the city the ability to integrate components or attract multiple bidders, in addition to not having replacement parts or service readily available.

The SCADA project in the Capital Plan and funded through the 2011/12 budget included the following key components:

- Water Filtration Plant control system upgrades including, computers with updated SCADA operations software, modern controllers with monitoring capabilities of remote facilities (pumping stations, 1 elevated water tanks, and communications with the Wastewater Treatment Plant), and a redundant system to accommodate power and control system failures.
- Wastewater Plant control system upgrades including, computers with updated SCADA operations software, and modern controllers with monitoring capabilities of remote facilities (pump stations, and communications with the Water Treatment Plant).
- Monitoring and alarming capabilities of 1 elevated water tank, and several wastewater pumping stations, through the replacement of the existing outdated remote telemetry systems with more reliable and advanced communication technology.



Sanitary Sewer pump station on Naramore Dr.

Installation and implementation of the new SCADA software and hardware took place in January 2012, and monitoring of adjustments over the next several months will be needed in order to complete the implementation process.

### **Sewer Lining Project**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$200,000 Sewer Fund Reserve

In 2007 the City successfully lined 3/4 mile of sanitary sewer using a process known as CIPP (cast in-place pipe). This process allows a community to perform trenchless rehabilitation of sewer lines extending the useful life an additional 50 years plus. The process of CIPP forms a urethane and resin liner that is stronger than the host clay tile it is installed in. This process eliminates infiltration of ground water thus reducing the amount of waste being processed at the wastewater treatment plant. The lining provides a seamless low friction surface for the transportation of sanitary sewer reducing solid backups and root intrusion. This is done with minimum disruption to the community. Cost is less than half that of conventional sewer replacement. It is estimated that \$200,000 will complete between 3/4 to 1 mile of 8" sanitary sewer.

### **Engineering Services – CIP Projects**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$5,000 Water Fund

There are several projects in the 2012/13 Capital Improvement Plan (CIP) that require further investigation by a structural engineer for evaluation and recommendation. Structural repairs to the filter pipe gallery at

the City's Water Filtration Plant is an example of a project that will require consultant engineering services and recommendations prior to proceeding with the necessary repairs and/or replacements.

# *Economic Development & Job Creation*

## Ongoing Initiatives

### Masse Gateway Redevelopment Project

*Lead Department:* City Manager's Office

*Operating Expenses:* \$1,500,000 grant funds  
 \$120,000 BDC funds  
 \$77,000 in-kind  
 \$211,000 private funds

In December 2011 the 1<sup>st</sup> new business in the Masse Place redevelopment project was secured. Creamy Creation LLC, is an international leader in the development and production of cream based beverages and will be growing into over 7,000 SF of office, laboratory and storage space. Construction is expected to begin in January 2012 with a spring move in date. Creamy Creation opened a new production facility on the grounds of O-AT-KA in 2008 and their staff has since grown to 9 people. Plans are in place to add 2 more people in 2012.

More than 60,000 SF of flex space for office and commercial use in a park like setting was created at Masse Place by the partial demolition and creative revitalization of a portion of the Batavia Industrial Center. Demolition began in the summer of 2010 and the initial phase of improvements was just completed in August 2011.



During demolition



After demolition. Also the new location for Creamy Creation LLC.

<b>Key Intended Outcomes</b>	<b>FY 11/12 Goal</b>	<b>FY 12/13 Goal</b>
Increase # of jobs	Create Economic Development Plan that identifies most important opportunities	TBD
Increase taxable assessed value		TBD

## Revolving Loan Fund

*Lead Department:* Batavia Dev. Corporation

*Operating Expenses:* Revolving Loan Funds

The City entered into an agreement with the Batavia Development Corporation (BDC) to continue oversight of the City's Small Business Grant/Loan programs which, in turn, inspired a new economic development coordinator position. This position was filled late August following a statewide search.

The priority focus in 2012 is to reverse a declining trend in small business investment City-wide. The City's small business loan portfolio decreased significantly starting in 2007 and reached an all-time low in 2011. A mere \$72,000 was approved last year to match a \$72,000 private investment that resulted in eight jobs created and two jobs retained. Positively, this investment also filled two vacant spaces and improved the real estate position within the City limits. However, prior years had leveraged millions of dollars worth of investment.

A purposeful marketing campaign to promote available small business resources, entrepreneurial workshop sponsorship and a diligent small business visitation program will combine to generate interest in the small business grant/loan program.

More than \$300,000 is currently available to supplement private investment within the City.

The loan funds are available to local business start-ups and business expansions that create or retain jobs, invest in equipment, inventory and/or real estate acquisitions.

New requirements instituted in 2011:

- All new loan recipients are required to allow "auto-withdrawal" payments

- At six months following loan distribution, the loan recipient is to report on business progress and alert the BDC to issues
- The BDC provides a binder to assist loan recipients in compliance requirements
- The BDC has designed a gift to publicly acknowledge small business success (*loans paid-in-full*)

Next year's goal will be to issue 8 loans, double the number over 2011.



The Pok-A-Dot completed paying off a City small business loan in 2011.



City Styles received a small business loan in October 2011 to open a barber shop on the corner of Ellicott St.

**Phase II Batavia Central Corridor  
Brownfield Opportunity Area (BOA)  
Program**

*Lead Department:* City Manager's Office  
*Secondary:* Batavia Dev. Corporation

*Operating Expenses:* \$266,500 grant  
\$29,612 in-kind

In November 2009 the City applied to the Brownfield Opportunity Area (BOA) Program for \$266,508 to develop a Nomination Study for a 250 acre area downtown that has the potential for redevelopment. In May 2011 the City was awarded the requested amount of funding

The primary community revitalization objectives to be achieved by this project include the redevelopment of underutilized, vacant and Brownfield properties, cleanup of contaminated properties, continued revitalization of the downtown business district and neighborhood stabilization.



The former Della Penna site is one of 59 potential Brownfield sites located within the Batavia Central Corridor.

Anticipated community benefits resulting from this project include the creation of jobs, private and public reinvestment, increased tax revenue and increased property values. The expected time frame for completion of this project is 24 months.

In September 2011 City staff meet with the NYS DOS to begin and submit the grant workplan. Currently the City is awaiting a

grant agreement from the NYS DOS. Next steps once the grant agreement is executed are to form a Steering Committee and issue a RFP for consulting services to begin the Nomination Study.



250 acres downtown for potential redevelopment

# New Initiatives

## Economic Development Action Plan

*Lead Department:* Batavia Dev. Corporation

*Secondary:* City Manager's Office

*Operating Expenses:* Existing budget

The newly hired coordinator has been charged with improving job retention, job creation, expanding the tax base and increasing private investment within the City of Batavia.

To date, the economic development coordinator has already instituted a business visitation program connecting with more than four dozen businesses, initiated the City's effort to seek funding to support job creation at the new Save A Lot store and has instigated multiple stories in the local media that have resulted in more inquiries for small business grants/loans.

Upon request of the City Manager, the BDC has already begun a request for development proposals to redevelop the former Carr's warehouse building now owned by the City through tax foreclosure. The intent is to have the property achieve its highest and best use and back on the tax rolls by 2013.

Furthermore, the City will depend on the BDC to administer the newly awarded Main Street building improvement project grants that incentivize conversion of vacant upper floors downtown to apartments and should otherwise improve 20+ properties in the targeted area.

In addition, within the first four months, the economic development coordinator was able to draft an Action Plan that the BDC Board adopted in December 2011. The BDC Action Plan purposefully complements the czb LLC Community Improvement Plan recommendations of October and December.

Action Plan priority strategies were an outcrop of the following BDC themes:

- Revivify City of Batavia real estate in a new urbanism way
- Inspire creative thinking and risk taking
- Embrace a diverse City culture of business and people

The BDC Board of Directors has organized itself in a way to manage both the agency business and to lead the charge in the following strategies intended to result in new jobs and investment:

- To ripen the real estate market City-wide
- To foster an entrepreneurial spirit
- To become the friendliest City in New York State

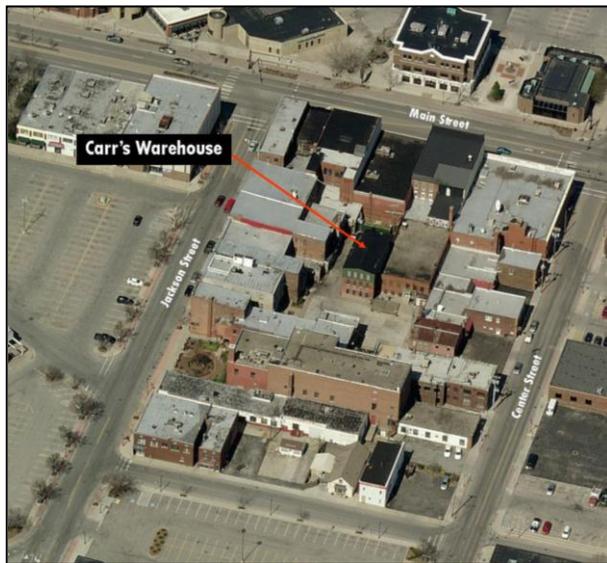
The BDC Board will make public presentations to the City Council bi-annually updating project status and achievement.

## Redevelopment of the Carr's Warehouse Building

*Lead Department:* Batavia Dev. Corporation  
*Secondary:* City Manager's Office

*Operating Expenses:* Existing budget

The City of Batavia recently took possession of an historic building in Downtown Batavia known as the Carr's Warehouse. Redevelopment of the Carr's Warehouse is a key element in the City's ongoing program to revitalize the City's Downtown area. Accordingly, the City issued a RFP in December 2011 to advance redevelopment of this key building in the center of the downtown core.



The Carr's Warehouse Building was built in the 1800's and was used as a warehouse for many years. Most recently, the building was utilized by the Carr Family as a warehouse for the Carr's Department store which closed in 2005.

The address of the building is 13-15 Jackson Street, rear. It provides an historic and visual backdrop to Jackson Square. While much of downtown Batavia was impacted by urban renewal, the block around the square and the

warehouse has maintained its historic character.

The primary objective of the City is to advance downtown development and to encourage private investment at the site that will generate tax revenue. The Batavia Development Corporation has assisted with the RFP, acted as the point of contact for interested investors and will be reviewing all development proposals prior to making a recommendation to City Council in March/April 2012.

## NYS Main Street Application

*Lead Department:* City Manager's Office  
*Secondary:* Batavia Dev. Corporation

*Operating Expenses:* \$450,000 grant  
\$10,000 11/12 budget  
\$15,000 in-kind  
\$275,000 local investment

In December 2011 the City received \$450,000 of grant funds from the New York Main Street Program to assist downtown property owners in the Main/Jackson/Center Street area with interior and exterior renovations, including façade improvements. The goal of the program is to assist at least 20 property owners renovate 20 commercial units and 10 residential units utilizing \$400,000 in NY Main Street funds and a match of \$275,000 from property owners. The City and Batavia Development Corporation plan to aggressively promote the program and develop projects in partnership with the property owners.



The downtown Main Street area is the targeted area for funding assistance.

In addition, to complement the building improvements, \$25,000 will be dedicated to streetscape improvements and \$25,000 for grant administration. The City/BDC had committed \$10,000 of cash and \$15,000 of in-kind services. The goal of the program will be to focus on renovating commercial and residential units in the Main Street area utilizing NY Main Street funds with a match from property owners. Projects are expected to begin in spring 2012.

# Neighborhood Revitalization

## Ongoing Initiatives

### Design and Reconstruct Cedar Street between NY Rt 5 (East Main Street) to NY Rt 63 (Ellicott Street)

*Lead Department:* Dept. of Public Works

*Operating Expenses:* NYS pass through funds

Cedar Street will be reconstructed with Transportation Improvement Program (TIP) funds which will be administered through the New York State Department of Transportation (NYSDOT). This program is funded with 80% federal funds, 15% Marchiselli funds and 5% from the Consolidated Highway Improvement Program (CHIPS). The total cost of the project is estimated at \$3,513,000. Erdman Anthony has been retained for scoping services through final design approval which is expected to be completed by 2012 with construction in 2013. A public meeting will be scheduled in 2012 for the purpose of soliciting comments and suggestions on the project design which has been reviewed and approved by both the City and State.



Cedar St. reconstruction is scheduled for 2013.

Key Intended Outcomes	FY 11/12 Goal	FY 12/13 Goal
Increase % of code cases brought into voluntary compliance prior to judicial process	Establish measurement system & monitor	Improve on prior year
Maintain # of linear feet improved (roads, sidewalks, etc.)	3,700 lf – sidewalks 10,000 lf - roads	3,700 lf – sidewalks 10,000 lf - roads
Improve quality of life	Neighborhood Enforcement Team - Identify areas of need & implement plan – will feed future KIO's	TBD
Inspection of multi-family homes	40 properties	40 properties

**Design and Reconstruct Summit Street between NY Rt 5 (East Main Street) to North St.**

*Lead Department: Dept. of Public Works*

*Operating Expenses: NYS pass through funds*

Summit Street will be reconstructed with Transportation Improvement Program (TIP) funds which will be administered through the New York State Department of Transportation (NYSDOT). This program is funded with 80% federal funds, 15% Marchiselli funds and 5% from the Consolidated Highway Improvement Program (CHIPS). Erdman Anthony has been retained for scoping services through final design. All surveying and mapping was completed on the project in the fall of 2011. A public information meeting will take place on January 12, 2012 introducing the project to the public as well as allowing residents and businesses in the area an opportunity to offer suggestions and ask questions about the project prior to getting design underway this winter/spring.



Summit St. reconstruction is scheduled for 2014.

**National Night Out**

*Lead Department: Youth Bureau*

*Secondary: Police Department*

*Operating Expenses: \$1,000 - \$4,000 (Personnel, entertainment and supplies)*

National Night Out is designed to heighten crime and drug prevention awareness and to provide an opportunity to promote and celebrate police-community partnerships in crime prevention efforts.



NNO 2011 at Birchwood Village

The City will host the 10<sup>th</sup> annual National Night Out on August 7, 2012. The City of Batavia takes this concept a step further with inclusive demonstrations and presence of all City services.

## 2010 CDBG Housing Rehabilitation Program

*Lead Department:* City Manager's Office  
*Secondary:* Bureau of Inspection

*Operating Expenses:* \$400,000 CDBG grant

In August 2010 the City was awarded \$400,000 to administer a housing rehabilitation program to assist income eligible owner-occupied residences to make essential improvements to their properties. Priority will be given to very-low and low-income owner-occupants of houses that require substantial rehabilitation, as well as properties owned and occupied by individuals who are elderly or disabled property owners.



175 Summit St. before rehab project.



175 Summit St. after rehab project.

Currently 3 properties have completed all necessary program inspections, paperwork and construction; 2 additional properties have developed work write ups and are out to bid; and 1 property has done the initial paperwork and is ready for the initial site inspection. The next 6 homeowners on the list are being contacted to start the review process.

It is expected that a total of 12 – 15 properties will be able to participate in the rehabilitation program. The program is expected to be completed by August 2012.

### Code Violation Compliance

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Existing budget

The Bureau of Inspection has initiated a systematic code enforcement program which targets an area of the city each year. This program was designed to canvass neighborhoods for code violations in January with notification to property owners shortly thereafter, and timeframes for compliance by the end of fall. In January 2011 all properties were inspected on Liberty St, Sumner St, Hutchins St, Swan St, Osterhout Ave and Otis St. which resulted in 41 properties receiving property maintenance violation letters accounting for a total of 64 violations being cited. The result was 38 properties and 60 violations came into compliance during the requested timeframe, 2 property owners are continuing to make the necessary improvements and 1 property is an active case in City Court to gain compliance. Overall we believe this program has been successful because it allows property owners time to budget and complete the necessary improvements.

## Sidewalk Rehabilitation Program

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$21,600  
\$50,000 Reserve Fund

In 2011 the Bureau of Maintenance began a program of in-house staff replacement of defective sidewalks. The primary area of replacement was Montclair Avenue. This brought this street up to compliance with new walks and ADA accessible ramps. Other areas targeted were some existing problem areas on South Main Street, Redfield Parkway, Evan Street, Bank Street and around the City Centre. Approximately 3700 LF of walkway and 6 ramps were replaced by City crews at an estimated savings of \$8,800. The City is looking to complete similar level of work in 2012 and an additional 4200 LF of sidewalks and ramps through contract work.



2011 sidewalk improvements on Montclair Ave. is an example of work done by City staff.

## Community Improvement Plan

*Lead Department:* City Manager's Office  
*Secondary:* Batavia Dev. Corporation

*Operating Expenses:* \$25,000 SNDP grant  
\$30,000 CDBG grant  
\$25,000 program income  
\$7,000 10/11 budget  
\$8,000 in-kind

In November 2010 the City received \$25,000 of grant funding from the Sustainable Neighborhoods Demonstration Program (SNDP). In December 2010 the City was awarded \$30,000 from the CDBG Community Planning Program to develop a Community Improvement Plan. This grant was intended to “piggy back” on the Downtown Batavia Living Initiative, in that both funding options could be used to improve residential neighborhoods throughout the community, including downtown. One of the purposes of preparing the plan, is to provide City staff, elected officials, and neighborhood groups with a comprehensive, long term implementation plan to improve or redevelop neighborhoods and well as the downtown business district.

In January 2011 the City issued a RFP seeking a qualified consultant to assist with the development of the plan and the City selected czb LLC. Throughout the summer 2011 czb met with business owners, realtors, landlords, church leadership and multiple resident groups. In October 2011 the first community meeting was held to receive initial feedback on the data and information that was presented. In December 2011 a second community meeting was held to receive feedback on conceptual recommendations. A final community meeting will be scheduled in January/February 2012 to review the final recommendations and establish an implementation plan.

## Neighborhood Enforcement Team

*Lead Department:* Police Department  
*Secondary:* Public Works  
Fire Department

*Operating Expense:* \$2,500 – PD  
\$2,000 – DPW

Quality of life issues such as loud music, noise, code violations, disorderly conduct and drug use detract from the attractiveness and development of local neighborhoods and accelerate their deterioration. To assist citizens in combating incidents which detract from the character of the neighborhood the City has a proactive enforcement detail called the Neighborhood Enforcement Team (NET) that addresses negative issues in neighborhoods.

In May 2011 the NET detail met with City and County agencies participating. City Fire Department and Inspection assisted in the detail briefing. Another NET detail is scheduled for 2012.

## Multi-family Inspection Program

*Lead Department:* Fire Department

*Operating Expenses:* \$2,500

The current NYS Fire Prevention and Building Code (Uniform Code) requires that multi-family dwellings (3 units or greater) be inspected at a minimum of once every 36 months. There are currently 148 dwellings that are 3 units or greater within the city. These occupancies have been divided into the four inspection zones currently utilized for public assembly and commercial business annual inspections resulting in approximately 40 units per year being inspected, or roughly 8-14 units per zone to achieve the 36 month requirement. In the summer of 2011 the City Fire Department began inspecting multi-family dwellings that met the NYS Uniform Code of 3 units or greater. In order to address the Uniform Code requirements the Fire Department developed a code enforcement program to include the notification, inspection, and tracking of multi-family homes within the City. In 2011 the fire department inspected 41 units, cited 71 violations and has currently gained compliance from 36 units.



Remember to change smoke detector batteries once a year. The Fire Department has an active smoke detector installation/replacement program.



## Build City of Batavia Sign

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$8,500 material costs  
Built in-house

In the recent draft of the Community Improvement Plan that was presented to City Council regarding neighborhood and downtown revitalization strategies, the City's consultants, czb LLC, outlined a lack of positive promotion and community pride within the community. They revealed that many entry signs announce what not to do in the City or in a park and that there is too little boosterism, pride and positive messaging. Czb suggested that positive messages need to be consistently communicated through public signage, in community spaces and even on businesses and private residences.

As a result it is proposed that the City review all entrance signs into the City and replace/improve them to promote a more welcoming and positive image when entering the City. For 2012 it is proposed that the City construct an entry sign welcoming visitors to the City of Batavia at the southern entrance to the City on Walnut Street. The sign would be built by City staff and would be complimented with raised flower beds.



The City Hall sign was built by City Staff in 2004 when the new City Hall was constructed.

Every place in Batavia is an opportunity to make a statement and provide positive marketing that communicates proactive themes.

## 2012 CDBG Infrastructure Grant

*Lead Department:* Dept. of Public Works  
*Secondary:* City Manager's Office

*Operating Expenses:* Existing budget

Over the past three years the City has received \$411,000 for replacement of a water line (2009) and \$400,000 for a housing rehabilitation program (2010) from the Community Development Block Grant (CDBG) program. In 2011 the City again applied for another infrastructure grant similar to the 2009 Bank Street Water Line replacement project for Vine Street. Unfortunately the City did not receive funding for the Vine Street project.

In the near future the staff will be meeting with Office of Community Renewal to understand what improvements can be made to the City application for re-submittal in 2012.

## Design Tracy Ave. Waterline Project

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$52,000 Sewer &  
Capital Funds

A portion of sanitary sewer on Tracy Ave from North St. to Hart St. is scheduled to be replaced in FY 2013/14. Design for replacement of the sanitary sewer main, laterals within the R.O.W. and new roadway surface is planned for FY 2012/13. The estimated cost to design this project is \$52,000.

# Environmental Sustainability

## Ongoing Initiatives

### Recycling Education Program/ Earth Day

*Lead Department:* Youth Bureau  
*Secondary:* ARC, Public Works, GLOW Solid Waste Mgt., Batavia School District

*Operating Expenses:* Existing budget

In order to increase citizen’s participation in recycling efforts, an education program should be coordinated with the City, ARC, GLOW and the Batavia School District to educate the public about the environmental and budgetary benefits to recycling at home, school and the workplace.

An inter-agency planning team convenes and has drafted recommendations on how to further recycling efforts in the City as well as outline performance measurements to be used in the future. Recycling Education is now promoted in the summer recreation program. Public service announcements and regular newsletter updates encourage community participation.

The theme for the annual Earth Day Celebration will be recycling and promote community service by engaging residents in a city wide clean up. The keynote address will raise awareness of the importance of recycling and volunteer crews will be trained before their clean up efforts to sort the trash accordingly.



Key Intended Outcomes	FY 11/12 Goal	FY 12/13 Goal
Identify opportunities to reduce electric & fuel costs	Study opportunities that will feed future KIO's	TBD
Decrease unmetered water loss	Identify consistent measurement process	Improve on prior year
# of trees planted	On hold until 2012/13	Develop plan
Increase average number of properties participating in recycling	65% of stops	70% of stops

## Leak Detection Survey

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$5,500

An annual leak detection survey is becoming an annual tool the Bureau of Water & Wastewater uses to find areas of water waste. This work usually requires dedicating one staff member for a week to team up with the leak detection contractor to help with valves, correlations, tightening fire hydrants, etc.

The City has completed three cycles of Bi-annual surveys over the past five years. The results have shown a general declination of leaks with each survey. It has become apparent that this effort is a cost effective way of reducing un-accounted for water and the annual savings realized are far in excess of the annual survey cost.

## Identify Annual Loss

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Existing budget

Un-accounted for water is a calculation that is a reflection of the systems integrity and efficiency. The primary strategies for reducing un-accounted for water are an annual audit and review, dedicated leak detection and repair program, meter change-out/testing program and a strategy to eliminate un-authorized uses. We currently utilize all of these strategies to some degree and are increasing efforts in meter replacement and leak detection.

There are many variables in measuring un-accounted for water resulting in wide ranges of reported losses in the industry, and therefore, no specific standards. The most common benchmarks utilized are that un-

accounted for water should be less than 25% and an optimal number is in the 15% range. Unfortunately, reduction below 15% is not likely to be cost effective, especially for aged systems such as the City's. Current efforts show improvement over a five year review; in 2006 un-accounted for water was 24.5% and in 2010 it was 21%. Again, many variables come into consideration on an annual basis that may make annual measurements fluctuate, however current efforts show improvement.



Water main break on South Main Street.

## Controls for Private Fire Hydrants

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Depending on recommendations

There are several facilities within the City that have private fire hydrant systems. These hydrants are a potential point of un-metered water loss, as well as backflow issues in some instances. As this project moves forward, construction language in the water ordinance may be suggested for new construction to require access control devices on private hydrants, with a retro-fit of existing hydrants over time.

## New Initiatives

### Alternative Energy Research

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Identify cost savings

Alternative energy grant money is usually administered through New York State Energy Research and Development Authority (NYSERDA). To qualify for the grant money an engineering study of potential projects is required to determine viability. Often, the program funding comes out in stages with relatively short timetables for applying, so having a completed feasibility study available is necessary to be successful.

The City has been in contact with LaBella Engineers who will complete a Retro Commission of the City buildings to ascertain whether certain improvements will achieve the 6-18 month payback period required by NYSERDA to receive project funding. This survey will also determine whether solar or wind energy may be applicable.



### Street Tree Inventory

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$1,500 (FY 11/12)  
\$4,000 (FY 12/13)

The City of Batavia has 56.8 miles of tree lined streets and 94 acres of parkland. It is estimated that there are over 6000 trees in the City. Many of the street trees were planted when the streets were last rebuilt or earlier. These trees were planted at roughly the same time and of the same or similar species. Many of these trees were planted without consideration of overhead utilities or disease that impacts common species. This has led to numerous trees approaching the end of their effective life and/or being severely trimmed for utility clearance. In order to plan for removal and replanting a comprehensive inventory is needed. Last year it was recommended the City contract with Cornell University to perform a City wide Street Tree Inventory. This program uses Cornell Student Arborist and Master Gardeners from the Cooperative Extensions to complete an inventory including species distribution, condition and maintenance needs of the existing trees within the right-of-way. The tree inventory also provides recommendations for future planting locations, suitable species type and a spreadsheet version of the inventory and report. Unfortunately Cornell originally could not begin this program until 2012, but due to some unforeseen circumstances late in the season, were able to perform about 1/3 of the City's inventory in the Fall of 2011. This leaves Cornell about 2/3 of the City's street trees to be inventoried this summer as scheduled.

## **Bid Refuse, Recycling and Disposal Contracts**

*Lead Department: Dept. of Public Works*

*Operating Expenses: Existing budget*

On March 31, 2013, the City will be at the end of a 5 year contract with ARC for the collection of refuse and recycling as well as completing a 5 year contract with Waste Management for disposal services at their Riga, NY site. The City will develop bid specifications and competitively bid the disposal service to insure the best possible price. In addition, the City will enter into negotiations with ARC/NYSID to achieve the most competitive price for refuse and recycling collection. The City is also working with ARC to identify additional materials/markets for recycling as well as monitoring compliance to encourage and educate the public on the value of recycling as much as possible.



## **Annual Bulk Trash Pick Up**

*Lead Department: Dept. of Public Works  
ARC*

*Operating Expenses: \$5,000*

Currently City residents can utilize bulk trash pickup by purchasing a \$5 sticker per bulk item at placing the item at the curb with regular garbage collection. In an effort to assist City residents with disposing of bulk items, it is proposed that free stickers be distributed with the water bills targeting  $\frac{1}{4}$  of the City each quarter so as not to overwhelm ARC's regular pick up schedule. Each section ( $\frac{1}{4}$ ) of the City would be issued different colored stickers that could not be transferred to another area of the City. This would allow a quadrant of the City to place bulk items at the curb during a 12 week period.

# Public Safety

## Ongoing Initiatives

### Update City/Municipal Facilities Comprehensive Emergency Management Plans

Lead Department: Fire Department  
 Secondary: All Dept.'s

Operating Expense: Existing budget

A thorough Comprehensive Emergency Management Plan (CEMP) is a necessary tool which encompasses all hazards and all related planning areas including emergency and disaster planning and preparedness, hazard identification and mitigation, emergency response, recovery, continuity of operations and resumption, crisis management, and related areas. Good emergency management is required for day-to-day disruptions as well as managing response to and recovery from disasters. This plan constitutes an integral part of the county and statewide emergency



management program and contributes to its effectiveness. The current CEMP needs to be updated to align with the National Response Framework (NRF). The NRF is a guide that details how the Nation conducts all-hazards response— from the smallest incident to the largest catastrophe, and is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities, linking all levels of government, nongovernmental organizations, and the private sector. This process will include a Hazard Vulnerability Analysis to assure the current CEMP is on target with identified hazards/threats within the city

Lastly, staff and City Council should have familiarization with the CEMP. This may include City-wide staff training and City facility fire drills. In future years, review and updates of the CEMP will be an annual process.



Key Intended Outcomes	FY 11/12 Goal	FY 12/13 Goal
Improve City's emergency preparedness	# of ICS trained staff	Maintain
Increase # of citizens educated regarding emergency preparedness	Establish measurement system	Maintain/Improve
Maintain/Improve City Crime Rate (3 year average)	535	535

## Community Policing

*Lead Department:* Police Department

*Operating Expense:* \$2,500

The City is desirous of having a police department that is the most effective and efficient in reducing crime and that provides the best possible services to the citizens of this community. The effectiveness of the police department is largely dependent on the relationship that it has with the citizens of the community. By participating in and making community policing an integral part of the police department the responsiveness to crime and quality of life issues will be improved.



Youth Detective Todd Crossett talking with City youth.

In 2011 training sessions were held at the spring firing range for all officers on community policing philosophy for the department. In addition the police department participated in three neighborhood community policing events during the summer.

In 2012, as part of the police department's effort to improve community policing and to reduce criminal activity in the downtown business area, the department will establish a beat foot patrol zone. Officers will be assigned to the downtown area between Court Street and Liberty Street and will engage in foot patrol not only to give an omnipresent

police image, but also to engage business owners on a more personal level.

The goal of the foot patrol will be to reduce criminal activity, present a more personal image to business owners in the downtown area and to increase a more positive interaction between the police officers and the public.

## Public Safety Education

*Lead Department:* Fire & Police Dept.'s

*Operating Expense:* Existing budget

Educating citizens about risks or hazards that may impact their families, neighborhoods or businesses is important in assisting residents in being prepared for unlikely events. Training in areas such as fire safety, sex offender awareness, identity theft and basic disaster response skills are only a few education efforts City staff have provided over the years. Talking to responders, citizens and employers to see what emergency preparedness training or activities they would like to see will assist in developing a more useful and in-depth public education program. In 2011, public safety education programs were conducted at the Batavia City Schools and Genesee Community College.

## Crime Statistic Analysis

*Lead Department: Police Department*

*Operating Expense: Existing budget*

To effectively evaluate the efficiency of the Batavia Police Department, the department annually conducts a crime statistic analysis of the department operations. The analysis includes the annual review of case closure rate of criminal complaints for both the uniformed officers of the department and the detectives. The percentage of case closure is an indicator of the effectiveness of the department with criminal investigations.

In addition, the police department will monitor on an annual basis the crime index rate of crimes committed per 100,000 population for part I and part II crimes as reported to NYS Department of Criminal Justice Services (DCJS). The goal of the police department is to maintain or decrease the current three year average of the crime rate index, which is currently 535.



The 2010 Annual report was updated to include more detailed statistical analysis of department activities, available for public review. Documentation in the report included department community policing activities. Further analysis and documentation required of individual officer activities should

be developed and documented for monthly and annual productivity reports.

## ICS Trained Staff

*Lead Department: Fire Department*

*Secondary: All Departments*

*Operating Expense: Existing budget*

The Incident Command System (ICS) is a management tool used for command, control, and coordination of resources and personnel in an emergency. All City staff should have the necessary ICS training to insure they have the proper background for functioning within the ICS. Currently most staff have some ICS training, however a City staff review is needed to identify the emergency management/response personnel within the City who are required to have ongoing training. This includes all services and related disciplines such as fire, law enforcement, public works/utilities, skilled support personnel, and other emergency response personnel.



City firefighters preparing for a training exercise.

The National Integration Center (NIC) strongly recommends that all officials who will be interacting with multiple jurisdictions and agencies during an incident at the minimum complete IS-700: NIMS, An Introduction, IS-800: National Response Plan, An Introduction and ICS-100: Introduction to

ICS. Everyone directly involved in managing an emergency should understand the command reporting structures, common terminology, and roles and responsibilities inherent in a response operation. Tracking ICS trained staff will ensure all personnel have the necessary training.

## New Initiatives

### Expand/Promote Car Seat Inspection Program

*Lead Department:* Fire & Police Dept.'s

*Operating Expense:* \$2,000 Child Safety Grant

The fire department entered the Child Safety Seat Inspection Program in 2011 and has combined efforts with the Police Department. Through education, media, community outreach and public policy efforts, we will attempt to reach out to the residents of the City of Batavia and Genesee County on the importance of Child Safety Seats. The Fire Department is currently working with UMMC Maternity and Pediatrics on new born installation awareness.



Fire fighter Charles Hammon installing a child seat during the City's National Night Out event.

The Police Department continues to receive the Child Passenger Safety Incentive Grant administered by the NYS Governor's Traffic Safety Committee. In 2011/12 the Police and Fire Department installed 60 child seats.



### CPR and AED Certified Employees

*Lead Department:* Fire & Police Dept.'s

*Operating Expense:* Cost of providing materials and cards to participants (\$75.00 ea.)

When a cardiac arrest is witnessed and bystanders perform cardiopulmonary resuscitation (CPR) and use automated external defibrillators (AEDs), the lives of victims can be saved.

A 2012 goal will be to train at least one employee in each City facility to be CPR certified. In addition, the City will seek funding to outfit each City facility with an AED.

## **Partner with County for HazMat Grant**

*Lead Department:* Fire Dept.  
*Secondary:* Genesee County  
Emergency Management

*Operating Expense:* Genesee County grant

The City of Batavia Fire Department partnership with the Genesee County Emergency Management Office and County Hazardous Materials Response Team are seeking funding through the Regional Grant Opportunity offered by the New York State Office of Homeland Security to replace outdated Hazardous Materials Protective Clothing; (Level A & B suits), upgrade our SCBA inventory, replace/upgrade our metering capabilities, and increase our communications capabilities. This equipment will become an essential part of our operations both in initial response to incidents within the City of Batavia and also as a regional response partner with the Genesee County Hazardous Materials Response Team. The total grant application amounts to \$82,686 in equipment.

## **Police Station Entry way/Waiting room Improvements**

*Lead Department:* Police Department  
*Secondary:* DPW

*Operating Expense:* \$30,000 – Facility Reserve

In order to better service the public and to provide a safe entry way into the police department, the main entry way into the police department needs to be replaced and redesigned. During business hours the public needs a safe comfortable waiting area while seeking police assistance or to obtain police documents. After business hours, the public

needs a safe appropriate waiting area in the rear foyer available to them.

The rear foyer area of the police station which was constructed in the 1980's will be replaced with a structurally sound, aesthetically appropriate enclosure that will match the current design of the building and meet the needs of the public. The rear foyer will provide a safe area for the public and protect them from possible dangerous encounters and to protect them from environmental conditions after normal business hours when the building is secured.

## **Sex Offender Website Improvements**

*Lead Department:* Police Department

*Operating Expenses:* \$1,500

In order to provide for the safety of the public to possible threats of persons in our community classified as sexual offenders, the police department will provide all information allowed by law regarding these individuals to the residents of the City of Batavia. Information will be provided through mailings, the police department web-site and through a hard copy file maintained at the police department.

With modifications to the City of Batavia web-site the Police Department will maintain a user friendly web-site, accessible to the public to identify sexual offenders who have been classified as a potential high risk to re-offend. The site will be designed and managed by department personnel.

## **Reverse 911 Utilization for Public Works**

*Lead Department:*        *Dept. of Public Works*

*Operating Expenses:*    *Existing budget*

The Department of Public Works needs to coordinate with the Fire Department, Police Department, Genesee County Sheriff Department and Emergency Management Office to determine the capabilities of reverse 911 and how it might be utilized during Public Works emergencies. This might include water/sewer service interruptions, snow emergencies, flooding, etc.

In addition this might be able to be utilized as a messaging device to employees' cell phones during those same events.

# Healthy & Involved Community Members

## Ongoing Initiatives

### Document and Measure # of Volunteer Hours

*Lead Department: All Departments*

*Operating Expenses: Existing budget*

The City has many dedicated citizens who volunteer their time to improve the City of Batavia. Documenting, measuring and ultimately maintaining a high number of citizen volunteer hours will assist the community in engaging additional citizens to participate in activities dedicated to enhancing the City of Batavia.



Volunteers planting a tree at Earth Day 2010

### Community Event Approval Process

*Lead Department: Clerk's Office*  
*Secondary: City Manager's Office*

*Operating Expenses: Existing budget*

Event applications are submitted to the Clerk's Office along with application fees. These applications are forwarded to all City departments to get their approval, determine overtime cost or materials needed for the event, if any, and offer a chance to ask questions of the applicant if so needed.



Memorial Day Parade

The responses from the departments are sent back to the Clerk's Office usually within a few days if not sooner. Currently, applications are approved by City Council at the business meetings. If applications are not turned in

Key Intended Outcomes	FY 11/12 Goal	FY 12/13 Goal
Increase # of volunteer hours spent enhancing the community	Establish measurement system	Maintain/Increase hours
Increase # of non-City sponsored special events and activities	35	40

with enough time to get on the business agenda, they may be pushed to the next meeting or denied because they were not received early enough. The process internally only takes a few days but even if the application is received several weeks in advance of the event, it may still not be timely enough to meet the cutoff for the business agenda. In order to expedite this process, a review of the current procedures for application approval should be conducted, to include Chapter §66-15 of the Batavia City Code. From that review recommendations should be forwarded to City Council for consideration.

## New Initiatives

### Community Garden

*Lead Department:* Youth Bureau,  
*Secondary:* Leadership Genesee,  
BOCES, Master  
Gardener program

*Operating Expenses:* Small grants

The small community garden at the Youth Center was established to engage young people in gardening and educate them about the importance of vegetables in a healthy diet.

Although Batavia is surrounded by many rural farming communities, Batavia youth have limited knowledge about agriculture. The youth were involved with planting and maintaining the small garden behind the Youth Center. The harvested vegetables were incorporated into the snack program. Volunteers joined in throughout the season to offer food preparation lessons.

In 2012, we plan to expand the garden and the opportunities connected with it through partnerships with volunteers and community organizations. Youth will be led through all the stages of gardening, from seed germination to harvest, and enhance the learning opportunities with the expertise of Master Gardener volunteers from Cornell Cooperative Extension. This pilot effort will pave the way for re-development of areas adjacent to the youth center as a garden project that could be open to the community.



2011 Youth Garden plans to expand into several garden boxes.

### Good Neighbor Initiative

*Lead Department:* Youth Bureau  
City Manager's Office

*Operating Expenses:* Existing budget

Last year's three neighborhood night out events resulted in an ongoing effort to create caring neighborhoods and encourage neighborhood engagement. A neighborhood is more than a place where people sleep or grab a meal. A neighborhood can and should be an important part of the community in which people of all ages feel cared for and secure. Resource materials will be gathered and developed to assist residents to develop neighbor relationships. Arranging for a block party so that neighbors can meet and mingle improves safety and is a strong youth development tool, fostering the concept of looking out for one another, young and old alike.

## *Measuring Results*

The City has developed a performance measurement and management system to monitor departmental initiatives outlined in the Business Plan with the City Council's strategic priorities. The system enables departments to measure results and make necessary adjustments when needed. The performance measurement system also includes a KIO summary to annually measure against the plan. Both measurement systems play an important role in assisting the City to keeping on target with the Strategic Plan objectives.

# *Fiscal Year 2011/12 Initiative Update*

## Financial Health

<u>Initiative</u>	<u>Department</u>	<u>Update as 2<sup>nd</sup> Quarter FY 11/12</u>	<u>Status</u>
Batavia Transportation & Land Use Plan (on going)	Public Works	Grant was not funded. Will consider funding CIP for roads & sidewalks in 12/13 budget. Staff continues to look for grant funding for this project.	On Hold
Update Water & Sewer CIP and ERP (on going)	Public Works/ City Manager's Office	New truck being up fitted for Nov. delivery. Pickup truck refurbished less liftgate (ordered). Spare plow purchases are underway. Bid specifications being prepared for sewer camera. Sanitary Sewer lining evaluation is currently underway to identify upcoming projects and cost. Reviewing and update CIP for budget.	On Going
Financial Policies	Finance	Expect to have these policies ready for review by City Council by December 2011.	In Progress
Financial Reporting	Finance	Power point is prepared for presentation at October 24 <sup>th</sup> conference meeting.	In Progress

## Government Efficiency

<u>Initiative</u>	<u>Department</u>	<u>Update as 2<sup>nd</sup> Quarter FY 11/12</u>	<u>Status</u>
Document & Measure Shared Services (on going)	All Dept.'s	Continues to track all mutual aid exchanges with other agencies.	On going
Standard Operating Procedures (on going)	City Clerk & Finance	As new procedures are utilized, a procedure report is prepared, still transferring hand-written procedures to computer format as time allows. Continue to summarize procedures in computer format and creating table of contents for easy retrieval. Currently 23 procedures in electronic format.	In Progress
Consolidated Charter Task Force (on going)	City Manager's Office	Task Force recommended consultant to City and Town Boards. City Council approved agreement with CGR 10/11. First Task Force meeting with CGR is 10/18.	In Progress
City & Town Sewer Capacity Agreement (on going)	City Manager's Office	Staff continues to review the existing agreement, operation's and sewer demands between the City and Town.	In Progress
NYS Archives Grant (on going)	City Clerk	Waiting on status of 2011-2012 grant application submitted in February 2011.	Complete
Employee Performance Evaluations (on going)	Human Resources	Evaluations were distributed on March 1, 2011. Completed evaluations were due May 1, 2011. All evaluations and been completed and returned to Human Resources. Revising evaluation form for next year.	Complete
Quarterly Community Newsletter (on going)	City Manager's Office	A scheduled has been developed and distributed. Dept Heads have submitted articles to the City Manager's office and the Fall / Winter Newsletter will be posted	On going

		on our website and distributed to a few public offices for public copies by the end of this month.	
Internal Joint Purchasing Review	Finance	Established a committee which met and determined objectives. Dept. clerks met in September and are currently compiling a list of general items purchased, quantities and who orders them. Lisa Neary has become a member of NYS Assoc. of Municipal Purchasing Officials and is attending a conference in October. Plans are to complete the compiling the information provided by the clerks, and the committee will visit one or two cities to understand their processes and procedures. A visit with Genesee County purchasing officer is planned.	In Progress
Online Water/Sewer/Tax payments	City Clerk	Discussed possibility of getting this service through Chase. Checking into options based on our volume and dollar amount of transactions. Waiting for info and meeting date to answer questions.	In Progress
Organizational Development Plan	Human Resources	Have met with all department heads and have started reviewing their submission on training and development topics. Will be meeting with department heads again to obtain more specific information regarding their list submitted. A draft plan will be discussed with departments within the next few weeks. I have submitted a grant proposal through the BEST Center for grant money to assist in the training cost. Still waiting for confirmation which is expected by the end of the month.	In Progress
City Website	City Manager's Office	Website review committee has determined the type of site to recommend with the basic understanding for content to include and the approval process to use. The committee is finalizing our recommendation on social media. The committee met with a Social Media contact at GCC for advice and committee members are discussing the options with their managers / departments. Members of the committee took a site visit to a website provider, met with County IT members and had a webinar with a company that solely provides websites to municipalities to discuss the different packages and pricing available. Research has also been done on how other municipalities use social media and on RFP's used. The committee is working on finalizing a written recommendation to management and continues to meet regularly.	On going

## Economic Development & Job Creation

<u>Initiative</u>	<u>Department</u>	<u>Update as 2<sup>nd</sup> Quarter FY 11/12</u>	<u>Status</u>
Masse Gateway Redevelopment Project (on going)	City Manager's Office	Project complete. Submittal for reimbursement from ESDC was sent 8/25. Continue to follow up with ESDC.	In Progress

Revolving Loan Fund (on going)	Batavia Development Corp.	Three loans issued and one loan is pending. Five prior loans were closed out.	In Progress
Economic Development Coordinator	Batavia Development Corp.	Economic development coordinator started 8/18. Currently working on various business assistance and outreach activities. Developing action/marketing plan of BDC.	In Progress
NYS Main Street Application	City Manager's Office	Application was submitted 4/28 for \$450k of funding to support \$750k of improvements to downtown businesses. Award announcements are expected December 2011.	Complete
Phase II BOA Grant	City Manager's Office	Finalized work plan with DOS staff. Currently waiting for NYS DOS agreement to begin project; expect before end of year. The City will have to procure an engineering/planning consultant to complete project. Project is expected to take 12-18 months to complete.	In Progress

## Neighborhood Revitalization

<u>Initiative</u>	<u>Department</u>	<u>Update as 2<sup>nd</sup> Quarter FY 11/12</u>	<u>Status</u>
Bank Street Infrastructure Project (on going)	Public Works	All work with the exception of re-milling and paving North and Bank St intersection which will be done with next contract (2012). Remainder of the contract will be closed out with \$\$'s held for paving.	In Progress
Cedar St. Reconstruction Project (on going)	Public Works	Final Draft Report was received by the City and NYSDOT 9/11 for review/comment. Request to GTC in Sept to remain on current schedule and budget. Design approval by end of 2011.	In Progress
Summit Street Reconstruction Project (on going)	Public Works	City has signed a contract in September with Erdman Anthony to reconstruct Summit St. Request from City to GTC in Sept. to remain on current schedule and budget.	In Progress
2010 CDBG Housing Rehab Program (on going)	City Manager's Office	3 homes have completed all necessary grant paperwork, inspections, bid inspections and have finalized their contractor selection and paperwork. Construction is currently underway and will be complete in the next 45 days. In the process of scheduling the next 3 homes for inspection and notifying the following 3 that they have been selected to begin their paperwork. Our inspection department is currently conducting the work inspections at the 3 homes currently under re-construction. The first payment to a contractor and request for grant reimbursements has been made and the first State quarterly reports filed.	In Progress
Sidewalk Rehabilitation Program (on going)	Public Works	Sidewalk rehabilitation was started late summer and will be complete in October.	In Progress
Code Violation Compliance (on going)	Public Works	Systematic Code Compliance inspections are underway to see if property owners have completed work cited during the winter months for completion this season.	In Progress
Community	City Manager's	Collected preliminary assessment and housing data and	In Progress

Improvement Plan	Office	czb have met with local groups (landlords, realtors, NIC businesses and City Council) to collect additional insight and data. First public meeting scheduled for 10/5.	
Multi-family Inspection Program	Fire	All Multi-family occupancies (42) identified for 2011 have been inspected. Completing follow-ups with those requiring re-inspection.	In Progress
Neighborhood Enforcement Team	Police	No new activity since last quarter.	In Progress
Condition Report of Streets & Sidewalks	Public Works	All evaluations complete and cataloged in excel format. This will be updated again once current projects are complete.	In Progress
National Night Out/ Neighborhood Block Parties	Youth Bureau	Norris Ave. 7/19, Birchwood Village 8/2 and Pringle Ave. 8/16. 377 registered attendance. Improved relations with City Dept.'s and neighborhood engagement. Reviewing this year's activities and begin planning for next year's events.	Complete

## Environmental Sustainability

<u>Initiative</u>	<u>Department</u>	<u>Update as 2<sup>nd</sup> Quarter FY 11/12</u>	<u>Status</u>
Earth Day (on going)	Youth Bureau	Earth Day Event held April 20, 2011; 75 registered. Recycling Education Committee will begin preliminary planning for 2012 event at October meeting.	Complete
Commodity Purchase of Natural Gas (on going)	Public Works	Waiting on Natural Gas Award from MEGA to purchase Nat Gas at a discount for City.	In Progress
Leak Detection Survey (on going)	Public Works	Survey Completed in August 2011, crews are scheduling and completing items found; 75% of repairs are complete.	In Progress
Identify Annual Loss (on going)	Public Works	Water Usage is being tracked.	On going
Controls for Private Fire Hydrants	Public Works	Work will begin in the 3 <sup>rd</sup> and 4 <sup>th</sup> quarter	3 <sup>rd</sup> /4 <sup>th</sup> Quarter
Alternative Energy Research	Public Works	Meeting with LaBella Engr. 10/11 to discuss possible feasibility studies with NYSERDA for alternate energy opportunities. BOA grant is also considering hydroelectric alternatives.	In Progress
2011 CDBG Infrastructure Grant	Public Works	Awaiting CDBG announcement of grant award to replace 1,200lf of watermain and 41 services on Vine Street between East Main St and East Ave.	In Progress
Tree Inventory	Public Works	Originally postponed until FY 2012-2013. Cornell students were available this year. 9/24 Cornell inventoried 27% of City. Data will be compiled this Fall/Winter and Cornell will return to the City next year to complete the project.	In Progress
Recycling Education Program	Youth Bureau	Planning Committee established with a good cross section of representation: GLOW Solid Waste, GCC, City Schools, ARC. Summer recreation education successful with field trips from each park to the recycling center with media coverage. Employee and community newsletter utilized for disseminating	In Progress

		information.	
Recycling Collection Review	City Manager's Office	Met with ARC to identify areas to review local laws, recycling information and data collection format. Identified refuse and recycling data to be collected by ARC.	In Progress

## Public Safety

<u>Initiative</u>	<u>Department</u>	<u>Update as 2<sup>nd</sup> Quarter FY 11/12</u>	<u>Status</u>
Update Comprehensive Emergency Management Plan (on going)	Fire	Working progressively on this project. More to follow in 3 <sup>rd</sup> and 4 <sup>th</sup> quarter.	In Progress
Community Policing (on going)	Police	Three National Night Out/neighborhood community policing events were held during the summer. One on Norris Avenue, Pringle Ave and Birchwood Drive. All city departments participated. Gave community policing instruction to department.	Ongoing
Public Safety Education (on going)	Police & Fire	Crime prevention programs completed at National Night Out programs. Child ID kits complete. Approximately 200 child ID kits completed. Fire Department has conducted 45 events and instructed 2,497 residents. This has involved Fire Department personnel for a total number of 397.5 hours. Events include fire safety lectures to local schools, tours of the fire station & apparatus, confined space entry, first aid, open house, and community service engagements, etc. The new Child Safety Seat Inspection Program has been productive with 30+ inspections/installs since implementation.  Also changed the notification process for hydrant testing with an e-mail to the local news media outlets, The Batavian, Daily News, and WBTA, and have utilized NY-Alert and a reverse 911 and e-mail notification process.	Ongoing
Crime Statistic Analysis (on going)	Police	Annual report updated. Monthly reports and graphs completed for officer activity and calls for service.	Complete
ICS Trained Staff	Fire	Developing matrix to identify city staff who need required training and providing necessary information to achieve the training.	In Progress
Emergency Preparation	Police	Fit testing for gas masks scheduled for the fall	In Progress

## Healthy & Involved Community Members

<u>Initiative</u>	<u>Department</u>	<u>Update as 2<sup>nd</sup> Quarter FY 11/12</u>	<u>Status</u>
Document & Measure # of Volunteer Hours	All Dept.'s	Contacted all departments and volunteer boards to begin tracking hours. To date there have been over 856	On Going

(on going)		of volunteer hours.	
NIC Initiatives	NIC	Nothing new to report.	In Progress
Community Event Approval Process	City Clerk	Ready to move forward. Language that would change has been identified and pro-forma created. Resolution drafted. Suggested changes to event appl. made.	In Progress
Providing Healthy & Safe Public Facilities	City Manager's Office	7/11 City Council adopted resolution banning tobacco use in City parks. 8/8 City Council adopted local law change banning use of alcohol in parks unless otherwise permitted.	Completed

Submitted 10/18/2011