

## *Business Plan*

This Business Plan covers the two years of the Strategic Plan for fiscal years 2013/14 and 2014/15 and has recently been updated by City Staff. The seven priorities established by the City Council during the strategic planning process are 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 and prior year initiatives. The staff outlined initiatives and projects that can best reach each priority within the resources available. City staff have met in groups 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.

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 24 KIO's established by City Council and 53 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 2013/14 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

### 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. Annually the CIP is reviewed and updated to ensure that priorities are being met and costs for future projects are updated. Over the next year the City will focus on planning multiple water plant and infrastructure projects in conjunction with Genesee County and the Water Plant Operations and Maintenance Agreement.



### 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, quarterly financial presentations of the City's financial status including updated forecasts and other economic fluctuations that impact the City's financial situation will continue. Annually the City's independent auditor's present the City's audited financial statement to City Council. All together, the detailed financial reporting will provide 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.

Key Intended Outcomes	FY 13/14 Goal	FY 14/15 Goal
Bond Rating*	Aa3	Aa3
Communicate financial status reports to City Council	Quarterly reviews	Quarterly reviews

\* 5-7 year goal of increasing bond rating to Aa3

## New Initiatives

### Improve Bond Rating

*Lead Department:* Finance Office  
City Manager's Office

*Operating Expenses:* Existing budget

The City experienced an increase in bond rating in July, 2012 from A2 to A1. While the bond rating upgrade acknowledged the City's improvement in financial position, there is still concern with the City's below average wealth levels and stagnant tax base growth. The adoption of financial policies will assist the City in maintaining sufficient fund balance levels and financial practices. The Bureau of Finance will continue to move forward in assessing the financial management of the City and actively instill practices that will advocate high fiscal standards. In addition, the City will continue to focus on economic development initiatives that will provide employment opportunities for residents and strengthen the City's tax base.

### 10 yr. Parking Lot Capital Plan

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$42,350

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.

In 2010 the Bureau of Maintenance evaluated all of the surfaces 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.

In 2012 the City Council adopted the proposed Parking Lot Capital Plan and reserve funding allocation. The first year of the parking lot plan included the new surfacing of the Minor League Parking Lot and Little League Parking Lot. The remainder of the work for year one included crack-sealing of the Dwyer Stadium Lot, Ice Rink Lot, Jackson/Center Lot, Liberty Square Lot and the Skate Park surface. In 2013 we will be completing a milling and paving overlay of the Police Department parking lot utilizing \$9,150 from the reserve fund.

### 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 wheel loader, 6-wheel plow/dump truck and three 1 ton dump trucks will be bid.

### Financial Management Best Practices

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

*Operating Expenses:* Existing budget - initially

The Governmental Finance Officers Association (GFOA) offers various programs to municipalities that assess financial management practices and recognize outstanding and innovative financial procedures. These programs review the policies and practices in place and help identify areas that need attention. They

provide a wealth of information used for continuous improvement. In the current fiscal year, the Bureau of Finance will research some of these programs; outline costs, scope, and criteria involved in each; and map out various requirements necessary for the City to complete program(s) successfully, ultimately prioritizing each program that may be meaningful for the City to complete in future years.

# Government Efficiency

## Ongoing Initiatives

### 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 for the Town to purchase additional sewer capacity to support the recent industrial expansions at the Genesee Valley Agri-Business Park. As a result, the City and Town are negotiating the purchase of additional capacity by the Town, as well as additional efficiencies to the existing City and Town sewer relationship.



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

Key Intended Outcomes	FY 13/14 Goal	FY 14/15 Goal
Share services, partner with other organizations	Increase # - measure cost/benefit	Increase # - measure cost/benefit
Improve public communication	New website operational	TBD
Improve professional development	Execute safety and general training plan	Execute leadership development training plan
Improve internal process efficiency	Dept. project & measure	Dept. project & measure

## **Document & Measure Shared Services**

*Lead Department: All Departments*

*Operating Expenses: Existing budget*

The City often engages in shared service. Many times these services are shared mutually between government agencies in order to assist each other in providing essential services to residents. As new agreements are developed, 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.

## **Community & Staff 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.

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.

## **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 established a series of bi-yearly 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 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.

## New Initiatives

### NYS Archives Grant

*Lead Department:* Clerk's Office

*Operating Expenses:* \$14,126 Archives grant

The Clerk's office has been awarded a grant to convert planning, plumbing, zoning and Conference minutes and payroll records to a digital, searchable format in the amount of \$14,126. The minutes are permanent records and payroll is required to be kept for 55 years. Having the records accessible through electronic format will help preserve them for their long retention period. The grant period is from July 1, 2012 through June 30, 2013. The City received the first half of the grant in January 2013 and has begun preparing the documents for conversion.

In addition, the Clerk's office is hoping to submit an application for the 2013-2014 New York State Archives Grant. It is anticipated that the Clerk's office will submit a request for funds to re-bind the 87 bound record books that store birth, death and marriage records. The bindings are expensive and in poor shape due to the handling of the books over time. Some of the bindings are not attached to the records anymore and are in need of replacement. The grant would cover the period from July 1, 2013 through June 30, 2014.



Bound books in need of repair.

### Implement Organizational Development Plan

*Lead Department:* HR Office

*Operating Expenses:* Existing budget

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 area was professional development; developing future leaders of the organization.

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.

Part of the planning process was to determine the required/mandated training for each department and developing and monitoring a plan on an annual basis. The City applied for and was granted a NYSDOL grant for safety training. Training began in October 2012 and will conclude by June 2013. Training includes topics such as electrical safety, lock-out/tag-out, confined space, personal protective equipment, and trenching and shoring.

In addition, the City applied for a Workforce Training Grant through SUNY to include sexual harassment and workplace violence training.

Due to the amount of staff time committed to both professional development and safety training, the City will alternate years in which training is conducted. For FY 2013/14 the City will focus on safety training and general training (sexual harassment and workplace violence) and for FY 2014/15 the focus will be on leadership development along with team building with management and supervisory staff.

### **Clerk and Finance Office Efficiencies**

*Lead Department: Clerk's Office  
Finance Office*

*Operating Expenses: Existing budget*

- 1) The Clerk and Finance Office will continue to identify manual processes and strive to eliminate or replace them with more efficient methods, specifically manual spreadsheets that are no longer needed and have no use. We will identify the user and seek ways to provide the information through KVS.

- 2) The City's facilities are located in various areas of the City but certain records that serve all these locations are housed solely at City Hall, namely accounts payable paid invoices. The City is required to retain these records for 7 years. During that time, situations occur that make researching payments necessary. The time and inconvenience involved in having to drive to different facilities to access these records could be eliminated if invoices were scanned and attached to the vouchers they are associated with in KVS. The Finance and the Clerk's office will work together to devise a plan to incorporate this process into KVS.

- 3) Currently the City does not reverse the payment of a returned check immediately and allows for the check to be re-deposited or a new check issued once returned check fee is paid. This courtesy creates confusion when a payment comes in if the amount does not show as due in KVS. Reversing payments in KVS for returned checks when they come in should eliminate that problem while showing a true balance on KVS as to what is owed.

### **Sludge Removal Evaluation**

*Lead Department: Dept. of Public Works*

*Operating Expenses: \$15,000 Sewer Fund*

The two secondary settlement ponds at the WWTP are where Alum is added to remove phosphorus from the wastewater effluent. Over the past 22 years this has created a large amount of alum sludge in the first settling pond. We need to now evaluate the most effective method of removal in preparation of bid documents for a removal project in the following budget year. It is our intention to hire an engineering firm familiar with waste

sludge removal to help us move in that direction.

### **Water Plant, Waste Water Plant and Central Pump Station Improvements**

*Lead Department: Dept. of Public Works*

*Operating Expenses: \$79,000 (Water fund)  
\$20,000 (Sewer fund)*

#### 1) Roof Replacement at Central Pump Station

The asphalt shingle roof on the Central Pump Station is original to its construction in 1990. The south side was removed and re-shingled approximately 4 years ago as that side deteriorated more than the other sides as it receives the most direct sunlight. This budget request is to remove and re-shingle the remaining three sides of this facility.

#### 2) Roof overlay at Water Treatment Plant

The section of roof being requested was installed approximately 20 years ago and is starting to develop some leaks. At this point the roof still has enough integrity that it does not have to be torn off, but can be simply overlaid with a rubber membrane system which will make it water tight.

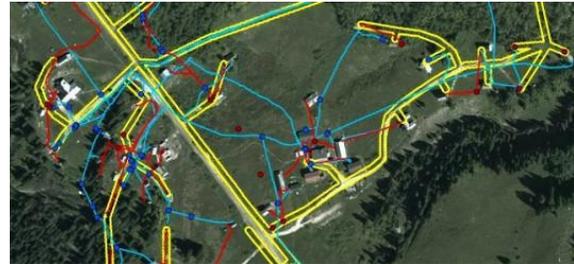
#### 3) Structural Steel Repair at Water Treatment Plant

There is a tunnel area where water is transferred through a 36-inch pipe from the softeners to the water filters. Several steel columns that have deteriorated due to chemical corrosion over time support this pipe and need to have some remedial work or replacement done. In addition an investigation as to improving/reducing humidity in this area will be completed as well.

### **Utility Mapping**

*Lead Department: Dept. of Public Works*

*Operating Expenses: \$2,000 (initially)*



In 2010 the City invested into creating a basic database and geographic information system for City utilities. The initial focus was locating and cataloging fire hydrants, water services and water valves. This has worked out successfully for the Bureau of Water & Wastewater, allowing staff to take to the field accurate mapping and information on these connections. In addition to the water features cataloged, the consultant located a significant portion of the sanitary sewer manholes and storm sewer catch basins. It is the intent to progress this system by completing the locating and cataloging of both of the sewer systems, map the pipelines (water/sanitary/storm) as well as including descriptions and histories of the pipeline elements. This will provide the Department of Public Works accurate mapping and information in a more usable format that can be taken directly into the field to better maintain and manage the systems.

This is a large amount of work that will have to be phased in due to the time and resources needed to complete the project.

# Economic Development & Job Creation

## Ongoing Initiatives

### Revolving Loan Fund

*Lead Department:* Batavia Dev. Corporation

*Operating Expenses:* Revolving Loan Funds

The two small business revolving loan funds have had a flurry of activity since the City entered an agreement in August 2011 and provided support for the Batavia Development Corporation (BDC) to administer. In addition, the oversight of the program has improved with an emphasis on pre-qualifying the applicants and collaborating with local service providers to assist applicants in preparing business plans.

Over the past year the BDC has made a purposeful marketing campaign to promote available small business resources, entrepreneurial workshop sponsorships and a diligent small business visitation program that has generated a renewed interest in the small business grant/loan program.

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.



Brian & Beth Kemp, owners of T-Shirts Etc., are participating in the City's Small Business Loan Program.

In 2012 the BDC approved 10 small business projects and denied 4 applications (2011 only had 4 approvals with 1/4 of the total investment)

\$401,787 private investments  
 \$176,555 City loan/grant contribution  
 \$578,342 total project investments

### Job Impact

As a result of funding 10 projects:

- 17 new jobs were created and 7 positions were retained; 90 indirect jobs with call center
- 6 new start-ups in downtown and 4 business retention/expansions
- Filled approximately 21,000sf of space in 2012.

Key Intended Outcomes	FY 13/14 Goal	FY 14/15 Goal
Increase # of small business loans	Issue 8-10 small business loans	Issue 8-10 small business loans
Encourage redevelopment of underutilized real property	Develop concepts for specific site in BOA program	Encourage redevelopment of 1 underutilized site



**Batavia Opportunity Area (BOA) Program**

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

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

In May 2011, the City of Batavia was awarded \$266,508 from the NYS Department of State to determine the best opportunities for redevelopment within a 250 acre area downtown. Upon New York State approval of the City’ proposed work plan, the local Steering Committee was established and a consulting services team was selected. This project team will be able to provide a blueprint to maximize property values, enhance the tax base and generate new jobs.

The objectives of the program include redevelopment of underutilized, vacant and Brownfield properties, clean-up of select contaminated sites, continue revitalization of downtown and advance neighborhood stabilization. This is the only active program in Genesee County to focus solely on redevelopment, adaptive re-use and infill projects.

In Spring 2013, the consulting services team will present the priority reinvestment opportunities with conceptual renderings, preliminary engineering, solid market data and an outlined incentive package for motivating owners and developers to begin new projects within the City. The City will also be host to a “developers forum” that has proven success in other communities.

The program will conclude in 2013 providing the documentation necessary to advance to the Phase III Brownfield Program and to seek a variety of targeted funding sources to implement the plans. A link has been provided on the home page of the City website to this project website.

- Steering Committee Members:***  
 Jason Molino, City Manager  
 Julie Pacatte, BDC  
 Edward Jones, City Planning Board  
 Jill Babinski, GC Planning Department  
 Lynn Freeman, Genesee County Chamber  
 Don Burkel, BBID
- Consulting Services Team:***  
 LaBella Associates PC, Project Lead  
 Harris Beach, PLLC  
 ELAN Community Planning PLLC  
 W-ZHA LLC  
 Modern Energy LLC

## NYS Main Street Application

*Lead Department:* Batavia Dev. Corporation

*Operating Expenses:* \$450,000 grant  
\$10,000 11/12 budget  
\$15,000 in-kind  
\$1.4MM private

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 Batavia Development Corporation has aggressively promoted the program and developed projects in partnership with the property owners. In Round I of funding the BDC received approximately \$1.4 million of private investment interest. In Round II of funding there was another \$925,000 of private investment interest. As of December 1, 2012 there was \$544,544 under contract of owner investment for building renovations for \$153,000 of grant awards with an impact on 5 residential and 17 commercial unit improvements. In addition, there is \$424,000 committed owner investment for building renovations for another \$143,000 of grant offers, impacting 2 new residential, and 7 commercial unit improvements. Lastly, there is still \$104,000 of grant funds to be announced in the near future.



BEFORE: 220 E Main Street, Batavia



AFTER: 220 E Main Street, Batavia

## Economic Development Action Plan

*Lead Department:* Batavia Dev. Corp.

*Operating Expenses:* Existing budget

The BDC created a two-year Action Plan with priority focus on entrepreneur support, real estate development and fostering a more positive attitude city-wide. This Action Plan is in alignment with the current two-year economic development services agreement due to expire August 2013.

Entrepreneur support has been achieved in many ways. Aside from direct support to small businesses via the revolving loan programs, the BDC has made public

presentations to acknowledge small business stability and co-sponsored small business networking and workshops throughout the year. The BDC is also driving the discussion to design and implement a local “boot camp” for entrepreneurs in order to become better prepared for long-term business success.

A comprehensive approach to entrepreneur development has also been encouraged for the Business Incubator Center on Harvester Avenue. The BDC facilitated discussions with the property owner and widely-respected New York State ag incubator management teams to understand the possibilities related to agriculture. Since then, the conversation has expanded to explore supply chain business opportunities and an “accelerator” approach for small farm producers. Many local agencies are now cooperating to further develop this concept with anticipation of a 2013 start.

## New Initiatives

### 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.

Currently the BDC has received interest from a developer to purchase and redevelop the Carr's Warehouse. Currently the BDC are working diligently to assist with the sale of the property and redevelopment of the site.

### CDBG Economic Development Grant

*Lead Department:* Batavia Dev. Corporation  
BEST Center  
GC Chamber

*Operating Expenses:* Existing budget

Due to the ground swell of activity, the Micro-Enterprise loan repayments have not kept pace with the demand for funding. Therefore, a priority for 2013 will be to recapitalize the Micro-Enterprise Fund as it has been reduced to less than \$20,000. Dialogue has already begun to collaborate with Genesee Community College BEST Center and the Genesee County Chamber of Commerce to seek additional funds and to design and deliver a "boot camp" for prospective applicants. While other local agencies are utilized in the business planning, the shared agency experiences have identified weaknesses in core competencies of applicants to be addressed prior to releasing the funds. It is likely that the City of Batavia will become lead agency on a request of the New York State Office of Community Renewal to provide grant support in order to deliver on this future programming.

**Community Improvement Plan  
Recommendations/Vibrant Batavia**

*Lead Department:* Batavia Dev. Corporation  
Bus. Improvement Dist.  
Vibrant Batavia

*Operating Expenses:* Existing budget

The BDC has been very engaged in the Vibrant Batavia discussions and efforts to advance the Community Improvement Plan. In fact, the BDC Board has authored a written commitment to support the valuable and on-going Vibrant Batavia efforts and will implement select economic development activities recommended by czb LLC.

**Extend Economic Development  
Agreement with Batavia Development  
Corporation**

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

*Operating Expenses:* VLT aid if received

In August 2011 the City entered into a two year agreement with the BDC for economic development services slated to expire August 2013. The City committed funds from the City revolving loan fund to support BDC operations, in turn, the BDC hired an Economic Development Coordinator to tackle initiatives ranging from promoting and managing the revolving loan funds, redevelopment of underutilized sites, grant administration of the City's NY Main Street program and to take a lead in the BOA study and redevelopment activities following the completion of the study. The BDC has also been fully engaged in advancing the Community Improvement Plan along with the Vibrant Batavia task force. In addition, the BDC is now working with prospective residential subdivision developments within the City.

Considering the BDC has been the lead agency with several economic development initiatives throughout the City, has many projects in process and will serve as the catalyst for on-going BOA work and potentially administrator of a future CDBG Economic Development grant in fall 2013, it is recommended the City continue to support the BDC in their efforts for another two years. The agreement with the BDC should be extended for an additional two years with a renewal option in August 2015, at which point, the agreement and the BDC's accomplishments can be further reviewed.

It is recommended that the City provide a dedicated source of funding for economic development. As the City continues to receive approximately \$125,000 Video Lottery Terminal (VLT) aid from New York State, it is recommended that those resources be redirected to the revolving loan fund as dedicated capital ensuring continued support for the City's priority economic development initiatives. Because VLT aid has not been consistently received from New York State on an annual basis it is not budgeted as revenue in the City budget. In the past, the City has treated this as unexpected revenue using the funds to support capital projects, reserve funds or paying off debt service. Since this revenue is generated from Batavia Downs, an economic development engine within the community, re-using some of these funds to further promote economic development within the City would be fitting. Lastly, making this commitment would not hinder the general fund or property taxes and the VLT aid is budget neutral, conversely if the aid was not received, the issue would still remain budget neutral.

This partnership is necessary in order to continue to focus on critical business development and redevelopment efforts within the City of Batavia. In the past, only City leadership spearheaded economic

development initiatives within the City. While the GCEDC, Genesee County Chamber of Commerce, Mall Merchants Association and Batavia Business Improvement District (BBID) have a hand in economic development, each agency has their own mission and priority projects otherwise. In addition, none of the other agencies have the capacity to dedicate time and resources solely to redevelopment and brownfield reinvestment in the City.

The BDC was created more than two decades ago to focus on City specific development issues and recently, with City support, has proven to be an effective partner. Over the past year and a half the BDC has successfully promoted small business development as well as brownfield redevelopment. Several significant redevelopment projects are also in the beginning stages of advancement. Cooperating agencies have since pledged to support the BDC's efforts which further emphasizes the need to maintain and support this active and dedicated agent to champion and push economic development within the City. The BDC has also provided support for projects that the City does not have the man-power to administer. The BDC will be present at the January 28<sup>th</sup> Conference meeting to review the past year and a half and to introduce projects that are on the horizon.

Looking ahead, there should also be a targeted effort to bring cooperating agencies such as the BBID and Mall Merchants Association, more in line with the City strategic planning. We have begun to do so by inviting BBID and Mall Merchant participation in both the Vibrant Batavia planning process as well as the Batavia Opportunity Area program. Moving forward, in order for these economic development plans and efforts to fully materialize, the BBID and Mall Merchants Association could re-prioritize and direct their financial resources to projects that should significantly bolster everyone's efforts. This

will be critical in achieving a comprehensive economic development strategy for the City in future years.

# 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 Federal Transportation Improvement Program (TIP) funds 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 to design and provide construction management and inspection of the project which is scheduled to be competitively bid in April 2013 with construction to follow.



Cedar St. reconstruction is scheduled for 2013.

Key Intended Outcomes	FY 13/14 Goal	FY 14/15 Goal
Increase % of code cases brought into voluntary compliance prior to judicial process	95% compliance(Q3)	95% compliance(Q3)
Maintain # of linear feet improved (roads, sidewalks, etc.)	3,700 lf – sidewalks	3,700 lf – sidewalks
	85% Pavement Condition Index	85% PCI
Revise Municipal Codes (Amend/create 1 code to improve neighborhoods)	Unregistered vehicles	Amend/create 1 code to improve neighborhoods
Inspection of multi-family homes	95% compliance(Q3)	95% compliance(Q3)
Improve Housing Quality (Housing rehab program every 4 yrs.)	Assist with complete rehabilitation of 1 residential home	Assist with complete rehabilitation of 1 residential home
Vibrant Batavia Committee	TBD	TBD

## 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 is a Federal Transportation Improvement Program (TIP) with funds 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 Improvements Program. Erdman Anthony has been retained to design the project with final design almost complete. This project was funded and included in the current 2011-2014 TIP but was deferred by New York State beyond the September 30, 2014 Federal fiscal year. Preliminary design has been completed. **Funds for final design and construction must be resubmitted for consideration as part of the new Federal pass through program beginning October 1, 2013.** NYSDOT has shifted their focus for funding from total reconstruction projects to preventative maintenance projects. The City will re-evaluate the Summit Street Reconstruction Project to submit a project that meets the current and future needs of the community.



Summit St. reconstruction is scheduled for 2015.

## 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.

The City will host the 11<sup>th</sup> annual National Night Out on August 6, 2013. The City of Batavia takes this concept a step further with an inclusive demonstrations and presence of all City services.

Creating caring neighborhoods continues to be the focus. Last year there were 3 neighborhood events, two of which were done with little support from the City, but from initiatives of individuals in those neighborhoods. Rotating the focus to different neighborhoods will be addressed again in 2013 by proposing a new location in Batavia.



NNO 2011 at Birchwood Village

## Sidewalk Rehabilitation Program

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$75,000 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 the street up to compliance with new walks and ADA accessible ramps. In all, City crews did approximately 3700 LF of walkway and 6 ramps. In 2012 the City continued this program and focused primarily on North and Ross St. to complement the sewer replacement project from 2011. In total the City completed 2,000 LF. The City will continue the Sidewalk Rehabilitation Program in 2013.



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

## Multi-family Inspection Program

*Lead Department:* Fire Department

*Operating Expenses:* Existing budget

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 four inspection zones currently utilized for public assembly and commercial businesses. Annual inspections resulting in approximately 40 units per year are 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 (FY 12/13)  
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 was 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.

## New Initiatives

### New Housing & Neighborhood Revitalization

*Lead Department:* BDC  
City Manager's Office

*Operating Expenses:* Existing budget

Community development and neighborhood revitalization is critical to the success of economic development. As such, the BDC has identified tools and resources to support these efforts.

The BDC has researched real property tax exemptions that will compliment current strategies for downtown development. The 485-a tax exemption was shepherded through the proper channels and will be able to provide added incentive to building conversion and mixed-use development downtown.

Furthermore, the Community Improvement Plan clearly states a large housing gap exists of 200 moderate – high priced homes in the City. The plan also suggests a 400 home demand county-wide for moderate-high priced housing product with no supply and a dangerous oversupply of affordable housing.

Armed with this information, the BDC facilitated conversations between the City Manager and County economic development agency (GCEDC) to consider a “value package” that will motivate new housing construction. The GCEDC is ready to support the effort as they have observed the in-coming management teams of the newly established manufacturing companies making decisions to reside in communities outside Genesee County. Both tax exemptions and creative financing tools are being considered. This “value package” will be targeted for the 2013/2014 new construction seasons.

### Local Law 107-7 Junked motor vehicles

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Existing budget

Currently the BMC allows property owners, tenants etc., to store junked motor vehicles without a current and valid NYS Inspection sticker or valid license plates in an enclosed building on the premises or one that is completely covered by a custom or ready fitted vehicle cover. Last year the Bureau of Inspection cited over 100 junked vehicles that were not housed properly, not covered or previously covered, but now uncovered due to weather conditions in the front, side and backyards of properties throughout the city. Recent Strategic Planning initiatives are underway to clean up neighborhoods, which could include a proposed amendment to the current local law prohibiting junked vehicles of any kind on a property unless designed as a junk yard, repair shop, used car lot or by a special 30 day permit issued by a Code Enforcement Officer for the purpose of restoring a vehicle. Under the new law junked vehicles not meeting the requirement or not removed in 7 days, would be removed by the City at the expense of the property owner.



**Richmond Avenue/North Street (Park Road to Chandler Avenue) - Resurfacing**

*Lead Department:* Dept. Public Works

*Operating Expenses:* \$300,000 Committed Funding



Richmond Ave. near Centennial Park.

Richmond Avenue is a City owned roadway, classified as an urban collector. This is the busiest City owned street with traffic volumes exceeding 12,000 vehicles a day. These volumes rival those of some of the state owned arterials within the City. The current condition rating is 78.56 PCI (Pavement Condition Index) and is below the average for citywide roads currently rated at 85.08. It is the intent to improve Richmond Avenue/North Streets by repairing and resurfacing and improving its PCI to a 95 or above. This will protect and preserve the City’s current investment and offsets a more costly reconstruction project which is estimated at ten times the cost of pavement preservation. In addition, sidewalks and ramps will be improved along the Richmond Ave./North St. corridor.

**2013 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 2013.

**Tracy Avenue Sewer Line Replacement/Road Resurfacing and Sidewalk Replacement**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$1,090,000

Final design has been completed to replace approximately 1,500 linear feet of sewer line on Tracy Avenue /Hart Street from North Street to Bank Street. This project also includes sidewalk replacement, hydrant replacement and road restoration. The project should be competitively bid in early spring 2013 with construction to be completed this year.

# Environmental Sustainability

## Ongoing Initiatives

### Earth Day

*Lead Department:* Youth Bureau  
*Secondary:* City Manager, Public Works,

*Operating Expenses:* \$1,000

In order to increase citizen’s participation in recycling efforts, Earth Day is an event that promotes conservation of natural resources and the benefits to recycling at home, school and the workplace.

The City would like to expand their efforts moving into 2013-2014 year. The following are ways the City would like to do so by adding at least one:

- Obtain portable recycling units to use at large community events, i.e.: Picnic in the Park, Summer in the City, Jackson Square
- Expand educational efforts in the schools with an Earth Day Poster Contest

### Leak Detection Survey

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$6,500

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.

Key Intended Outcomes	FY 13/14 Goal	FY 14/15 Goal
Identify opportunities to reduce electric & fuel costs	BOA Study <ul style="list-style-type: none"> <li>• Wastewater outfall</li> <li>• Tonawanda Creek dam</li> </ul>	BOA Study Outcomes
Decrease unmetered water loss	Develop new benchmark for efficiency	Maintain/improve on prior year
# of trees planted	Complete tree inventory	Develop tree master plan

## Identify Annual Loss

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Existing budget

The American Water Works Association is phasing out the term unaccounted for water in a distribution system as a measure of efficiency. As there has not been consistency in how it is measured and questions as to whether it is a true indicator has resulted in a more uniform system adopted by AWWA known now as the AWWA Water Audit Method. This measurement is now replacing the old “percentage loss” number that many utilities used to use.

Historically, as we have measured our system during the past 10 years the City has had an unaccounted water percentage of 19 to 23 percent. New York State has set a goal of 20% unaccounted for water, but there is not any true legislation only a “goal” of something that is not accurately measured. The EPA has set goals of 10% across the country, but again there is not any legislation only a long range goal that does not take into consideration any regional variations, allowance for age of the system, or an agreed upon measurement standard. 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.

Over the course of the next year, the Department of Public Works will identify several different methods and best practices to best bench mark our efficiency.



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

### Green Infrastructure

*Lead Department:* BOA Steering Cmtt.

*Operating Expenses:* Identify opportunities

As part of the BOA study there are several sites for investigation of potential renewable energy systems, specifically hydroelectricity and geothermal power:

- On the North West corner of the Evans Street Commercial Area along the Tonawanda Creek exists the outfall for the City's waste water plant. On average the plant discharges 3 to 4 million gallons a day into the Tonawanda Creek.
- Just south of the waste water outfall are two subsequent dams in the Tonawanda Creek.

A feasibility study of renewable energy systems linked with the above identified sites will include, but not be limited to:

- Practicality of a potential project(s);
- Benefits to and utilization of brownfield redevelopment to support hydroelectricity and geothermal heat and cooling pumps;
- Environmental impact;
- Regulations, policies and mandate review;
- State and Federal agency involvement;
- Estimated cost of planning, engineering and construction/capital; and,
- Potential funding sources to support the project(s).



One dam located on the Tonawanda Creek.

## 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. Currently Cornell performed about 1/3 of the City's inventory. This leaves Cornell about 2/3 of the City's street trees to be inventoried in 2013.

# 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 13/14 Goal	FY 14/15 Goal
Improve City's emergency preparedness	50% of staff NIMS/ICS trained	60% of staff NIMS/ICS trained
Increase # of citizens educated regarding emergency preparedness	2000 residents/300 hours	2000 residents/300 hours
	60 car seats	60 car seats
	150 child ID kits	150 of child ID kits
Maintain/Improve City Crime Rate (3 year average)	535	535
Improve Traffic Safety	2 tractor trailer enforcement details	3 tractor trailer enforcement details



Fire fighter Dave Green a fire education/prevention class to elementary students.

### 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.

### 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 firefighter conducting a bail out 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.

### **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 2013 goal will be to continue 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.

## New Initiatives

### Fire Department Resource/Vehicle Needs Analysis

*Lead Department:* Fire Department

*Operating Expense:* Existing budget

The two largest purchases a fire department makes are fire stations and fire apparatus, not only in terms of their cost, but in long term maintenance. The purchase and replacement of fire apparatus should be a regular item of the fire department budget. Systematic apparatus replacement provides the fire department with reliable apparatus at all times. Improvements in fire apparatus design can be introduced, maintenance costs become more favorable, operating efficiency increases, and equipment remains reliable.



In purchasing fire apparatus a logical plan of gradual replacement should be followed rather than waiting until several pieces of equipment must be replaced creating a financial strain on city funds. A gradual replacement program will keep the department well equipped and up to date at all times instead of jumping from very poor to very good all at once. A definitive apparatus and equipment replacement program should be planned five to ten years in advance and updated annually.

The Fire Department is currently conducting a Needs Analysis on Ladder 15, Rescue 17 and Squad 13. This analysis will provide us with the needed information to make a decision based on what is needed for the Fire Department to be efficient and effective, not based on what has been done in the past or what is wanted.

### 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.

### Police Station Assessment

*Lead Department:* Police Department  
City Manager's Office

*Operating Expense:* \$45,000 (reserve funding)

The City recognizes the need to have a safe and efficient working environment for all employees of the City of Batavia. It is also understood that the Police Department is a fundamental resource to the community and needs to be a safe and welcoming place for the public. The building that houses the Police Department is over 100 years old and has seen several renovations/ re-organizations throughout its life.



Under its current structure and layout the Police Department houses a Patrol division, a Detective Bureau, Administrative offices, the Records Bureau, a Juvenile Detective Office, an Evidence processing area, a public entryway, a records storage facility and a holding cell. There are several unused or underutilized spaces within the building due to access issues, as well as the overall layout and design of the building. There also exist several health and safety issues as well as public accessibility issues. In addition, due to the structures age there are considerable interior and exterior improvements that are necessary to continue to maintain the facility as a safe working environment.

It is the intent of the City to complete a thorough building assessment that will address current and future facility needs of the Police Department to better serve the community.

**Bicycle Patrol/Community Policing**

*Lead Department:* Police Department

*Operating Expense:* \$5,000

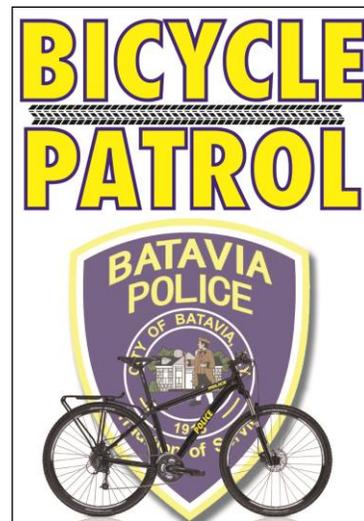
The Police Department recognizes that an engaged and involved community creates a safer overall community while fostering positive relationships with the Police

Department. The City is committed to making community policing a high priority.

In 2012 the Police Department established a downtown foot patrol in an effort to deter criminal activity and engage with the community on a more personal level. Several of these details were conducted over the summer months. The reaction from the community was extremely positive in nature. In 2013 these foot beats will continue.

In an effort to boost the Police Department’s community policing activity the Police Department will be establishing a bicycle patrol in 2013. The bicycle patrol will allow an officer to patrol special events, the downtown area, as well as other areas of the City on a special assignment basis. Officers on bicycles are more readily visible to the shop owners and patrons in the downtown area. Bicycle Officers also have the ability to respond with more haste to urgent calls for service in the patrol area.

The goal of the bicycle patrol is to increase the police officer’s overall presence, reduce criminal activity and have more face to face interactions with the public.



# 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

Key Intended Outcomes	FY 13/14 Goal	FY 14/15 Goal
Increase # of volunteer hours spent enhancing the community	800	800
Increase # of non-City sponsored special events and activities	35	35
Improve healthy workforce	100% participation in wellness program	100% participation in wellness program
	85% of employees earn 4 credits or more	85% of employees earn 4 credits or more

## New Initiatives

### Community Garden

*Lead Department:* Youth Bureau  
*Secondary:* Leadership Genesee,  
Genesee Valley  
Educational Cooperative  
Conservation Program,  
Master Gardener program,  
Dept. of Public Works

*Operating Expenses:* To be covered by donations,  
small grants, in-kind

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. In 2012, we expanded the garden and the opportunities connected with it through partnerships with volunteers and community organizations. The youth were involved with planting and maintaining the raised bed garden behind the Center. The harvested vegetables were incorporated into the snack program. Volunteers joined in to help with the expansion by building the beds as well as securing donations for the garden.



2012 Youth Garden

The plan for 2013-2014 is to expand the garden currently used by the Youth Center and add two more beds for the youth to

utilize for the snack program. The committee is also moving forward with plans of changing the existing fenced in wading pool into a Community Garden. This garden would be governed by the committee and folks would be able to participate from the local apartment units to have individual plots for fresh produce at a minimal cost, with rates from \$15-\$35.

The committee is currently in the development of the application, waiver and by-laws for the community garden. We hope to advertise this to the adjacent units on MacArthur and State Streets at the beginning of 2013. Discussions have taken place with Bureau of Maintenance on what work we would be needed to modify the existing structure of the pool.

### Employee Wellness Program

*Lead Department:* Human Resources

*Operating Expenses:* Existing budget

As the cost of health care continues to increase the City has implemented changes in the health care plan that the City provides to its employees. One measure the City has embraced in attempt to control long term healthcare cost is to adopt an aggressive wellness program for City employee healthcare plans.

The City's wellness program is a confidential program which is administered through a third party. The intent of the program is to build a culture where employees engage in a healthy life style where healthy employees stay healthy and at-risk employees improve their health. Employees and their spouses have the option to take an annual screening of four modifiable risk factors: nicotine use, glucose, blood pressure and LDL cholesterol – all potential causes of serious health problems. Employees and spouses who participate in the

program and achieve and exceed identified results have the opportunity to earn credits to either reduce their healthcare contribution or lower their out of pocket deductible. Based on results from the 2012 screening, at least 82% of the employees earned 4-5 credits out of a maximum of 5 credits five.

In addition, on average the national participation rate for employers with this type of program is 80%. The City's participation in the wellness program for all eligible employees was 96% participation for 2012. Based on the City's average wellness scoring, the City's overall population is in the low risk category. The City's medical plan also has a case management program in place that works with members to help coordinate all necessary health resources to maintain a healthy quality of life.

The overall goal of the City's wellness program is to drive preventative utilization, reduce the number and severity of claims and reduce health care costs.

## *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 objective.

# *Fiscal Year 2012/13 Initiative Update*

## Financial Health

<u>Initiative</u>	<u>Department</u>	<u>Update as 4<sup>th</sup> Quarter FY 12/13</u>	<u>Status</u>
Update Water & Sewer CIP and ERP (on going)	Public Works/ City Manager's Office/Finance	Update complete with 13/14 budget submittals.	To continue annually
Financial Reporting (ongoing)	Finance	City Council continues to receive financial updates quarterly.	To continue annually
Financial Policies	Finance	The Finance Bureau has written 29 policies/procedures to date. Continue working on updating Procurement Policy.	On going
10 Yr. Parking Lot Capital Plan	Public Works	The first year of the parking lot plan included the new surfacing of the Minor League Parking Lot and Little League Parking Lot. The remainder of the work for year one included crack-sealing of the Dwyer Stadium Lot, Ice Rink Lot, Jackson/Center Lot, Liberty Square Lot and the Skate Park surface.	Complete
Dev. Specs. for Equipment Replacement	Public Works	1) Worked with Genesee County Hwy. Supt. to review and comment on specification for Truck bid open to all agencies within the county. This was successfully bid and ordered. This replaces a 20 yr old unit. This bid came in \$15,000 under budget. 2) Developed specifications and bid out for a leaf/debris vacuum. This bid came in aprox. \$10,000 under budget. 3) Developed specifications and bid a Combination Sewer Jetter/ VacuumTruck to replace a 22 yr old unit. Bid came in at a \$57,000 savings by acquiring a DEMO unit and it is working great.	Complete

## Government Efficiency

<u>Initiative</u>	<u>Department</u>	<u>Update as 4<sup>th</sup> Quarter FY 12/13</u>	<u>Status</u>
Document & Measure Shared Services (on going)	All Dept.'s	Bureau of Maintenance continues to track any service received or given to outside city agencies	On going
Consolidated Charter Task Force (on going)	City Manager's Office	Draft City Charter and Home Rule Legislation was completed. 3/26 City Council passed resolution requesting the introduction of Home Rule Legislation, Town Board has not. Process has stopped until Town Board passes resolution. Final close report needs to be filed by 4/30/13.	On hold
City & Town Sewer Capacity Agreement (on going)	City Manager's Office/Public Works	Preliminary discussions have begun with Town.	In progress
Employee	Human	Evaluations were distributed on March 2, 2012 to	Completed

Performance Evaluations (on going)	Resources	departments and due May 2, 2012.	
Quarterly Community Newsletter (on going)	City Manager's Office	The coordination of the community newsletter is in the process.	On going
Bimonthly Staff Newsletter (ongoing)	City Manager's Office	The internal staff newsletter has been on schedule distributed to staff every other month.	On going
Internal Joint Purchasing Review (ongoing)	Finance	The update of procurement manual will begin after Finance meets with department heads to understand their wants and needs. In addition, the Bidnet/Empire Network setup is going to begin after the City's audit is complete.	On going
Implement Organizational Development Plan	Human Resources	<p>Training received through the SUNY Grant was completed in May 2012. The City has, for a second year, applied for a Workforce Training Grant through SUNY. This application included sexual harassment and workplace violence training. The City recently received notification that the grant has been awarded. Training has been scheduled for May 2013.</p> <p>The City also applied for and was granted a NYSDOL Grant for safety training. Training began in October of 2012 and will conclude by June of 2013. Training will include such topics as electrical safety training, lock-out/tag-out, confined space, personal protective equipment, and trenching and shoring.</p> <p>Electrical safety and the lock-out/tag-out training has been completed. The training for the remaining three topics has been scheduled and will be completed in June.</p>	In progress
City Website	City Manager's Office	The website review committee developed a RFP (request for proposal) which was released in June 2012. The website review committee selected and began working with Virtual Town on developing the new website. The committee met regularly to decide on design concepts and have begun reviewing mock up possibilities. The departments have been working on what content to include. Layout is almost complete and departments are beginning to enter content onto department pages. Staff training on use of the site will begin in April/May 2013, go live date June 1, 2013.	In progress
Review & Update City's Strategic Plan	City Council/ Management staff	City Council strategic plan meetings have been scheduled. Coordinating with GCC for citizen survey. Reviewed and presented new KIO's for upcoming two years. Revised Strategic and Business Plan was adopted with FY 13/14 budget.	Complete
Install New Phone System	City Manager's Office	Purchased phone system from NYS bid contractor. Installation will be complete by 4/26/13.	In progress
NYS Archives Grant	Clerk's Office	2012/13 grant in progress. City was approved for \$14,126. Have been prepping minutes for digital	In Progress

		conversion. 2013/2014 grant submitted 3/1/13 for purchase of high-powered scanner for maps/drawings.	
Police Department Attic Cleaning	Clerk's Office	Majority of items have been moved from attic. Balance of records ready to be brought over to clerk's storage by 4/30/13 room.	In progress
Clerk's Office Survey	Clerk's Office	Sample survey is prepared and put on hold to coincide with launch of new website. New website is scheduled to go live in June.	Waiting for website launch
KVS Training Seminar to City Staff	Finance	All clerks who requested training, received individual KVS training catered to their specific needs.	Complete
HR Visits to Dept.'s	Human Resources	Has met with dept. Will be scheduling bi-annual HR visits to each off-site facility beginning in FY2013-14.	In Progress
SOP for new/terminated employees	Human Resources	In order to create an internal transition for new employees, as part of the new employee set-up, a new form was created to include set-up of technology needs. Utilization of new form began August 1, 2012.	Complete
Salt Storage Facility	Public Works	Met with structural engineer to evaluate the facility. Report completed and recommendation for replacement was made. Intend to replace FY 14/15.	Complete
SCADA Sewer Lining Project	Public Works	Installation has been completed.	Complete
	Public Works	The streets with sewer lining selected are:	In Progress

\*Summit St (Ellsworth to E. Main), perfect line to restore before road reconstruction project. Defect repaired to allow lining.

\*Ross St (Washington to E. Main) Roadway was resurfaced in 2011. This line impacted by heavy grease and roots. While clearing roots pipe was damaged but is candidate for lining to correct. Should stop root intrusion and minimize impacts of grease.

\*Vernon Ave (North end) This roadway gets a mill and Novachip treatment. Sewer lines have cracking and two major defects (repaired). Lining will restore pipe integrity.

\*So. Swan St (Ellicott to Sumner) This roadway gets a mill and Novachip. Lines are impacted severely from commercial kitchen grease. This is a very deep line and would be very expensive to replace. Lining should preserve line and minimize impacts from grease.

These locations were bid, awarded, shop drawings approved and notice to proceed issued. The bid prices were very good. This will allow us to add more locations to complete approximately 7000 LF of total lining. This is approximately 55% more than originally planned.

Candidates for extra work are:

\*Jackson Sq where the sewer line runs under buildings and beings impacted by grease coming from restaurants.

\* Complete the remainder of Vernon Ave.

		and/or *Union St could eliminate a proposed sewer project.	
		The contractor is beginning sewer mapping for materials the week of April 8 <sup>th</sup> . All work should be completed by end of May.	
Engineering Review – CIP Projects	Public Works	Salt barn and water plant pipe gallery have been finalized and budget is in place.	Complete

## Economic Development & Job Creation

<u>Initiative</u>	<u>Department</u>	<u>Update as 4<sup>th</sup> Quarter FY 12/13</u>	<u>Status</u>
Masse Gateway Redevelopment Project (on going)	City Manager's Office	All work completed. Two tenants presently moved in.	Completed
Revolving Loan Fund (on going)	Batavia Development Corp.	10 businesses loans, 6 new start-ups. 17 direct job impacts (7FT, 7PT, 3 retained), 7 retained, 85+ indirect jobs with call center alone. Filled 21,000 sq. ft. of vacant space.	On going
Phase II BOA Grant (ongoing)	City Manager's Office	The BOA Steering Committee has identified strategic sites which include the City Centre, Medical Corridor, Carr's Warehouse, Harvester Center, Della Penna/Creek area and focused Neighborhood analysis. Currently the committee is working on comprehensive redevelopment plan for these areas. To date there has been community and stakeholder involvement, the BOA program will include a Developers' Forum that will bring local and regional developers together to tour potential redevelopment sites and link up with potential funding partners and opportunities. Currently the Batavia Development Corporation (BDC) has already received inquiries from interested developers for two of the above mentioned properties.	In progress
Economic Development Action Plan	Batavia Development Corp.	Entrepreneur support has been achieved in many ways. Aside from direct support to small businesses via the revolving loan programs, the BDC has made public presentations to acknowledge small business stability and co-sponsored small business networking and workshops throughout the year. The BDC is also driving the discussion to design and implement a local "boot camp" for entrepreneurs in order to become better prepared for long-term business success.	On going
		Funding was adopted by City Council for the next two years to continue Economic Development Services Agreement with BDC and re-capitalize revolving loan fund.	
Redevelopment of Carr's Warehouse Building	Batavia Development Corp.	Currently working with interested developer. Contacted National Grid has given funding support for project; Phase I and pre-demo survey have been completed.	In progress

		Special use permit granted by City PDC. Potential sale of Carr's Warehouse building within 30-60 days.	
NYS Main Street Grant	Batavia Development Corp.	Received 16 applications projecting more than \$2,000,000 private investment. Offered \$400,000 in grant awards to 10 projects at \$1,400,000 projected investment that will affect 24 commercial units and 10 residential ( <i>approx 29% award per project</i> ). Four currently under construction, 6 expected to start construction by June.	In progress
Redevelopment Incentives	City Manager's Office/ BDC	City, County and School District adopted 485a property tax exemption.	Complete

## Neighborhood Revitalization

<u>Initiative</u>	<u>Department</u>	<u>Update as 4<sup>th</sup> Quarter FY 12/13</u>	<u>Status</u>
Cedar St. Reconstruction Project (on going)	Public Works	Final documents are being submitted to NYSDOT for review. Late May 2013 award date is anticipated.	On going
Summit Street Reconstruction Project (on going)	Public Works	Public Works City re-submitted TIP application to GTC for funding and awaiting final determination on 4/11/13.	On going
2010 CDBG Housing Rehab Program (on going)	City Manager's Office	The City completed the grant in November 2012 which enabled rehabilitation on 19 properties throughout the City. Goal was 15 properties. The average amount spent on each household was \$19,185. Fifty households out of the initial sixty-six applications were notified and assisted by staff before the final 19 projects were completed. A final report to the State is being completed and a final State audit will be scheduled. Subordination policy was adopted 4/8/13 by City Council.	Complete
Sidewalk Rehabilitation Program (on going)	Public Works	Began sidewalk replacement on Lincoln and Lewis Place on 7/23/12. Other areas of sidewalk work to be completed by outside forces will take place on parts of the following streets as budget allows: Redfield Pkwy, North Street, Bank Street and State Street. Total of 63 curbs and 2,000 LF were completed.	Complete
Code Violation Compliance (on going)	Public Works	Re-inspections of the 134 properties originally cited during the 2012 Systematic Code Enforcement Program is complete with 127 properties coming into compliance. There are 7 active court cases yet to be resolved. This number will decrease when the weather is conducive for outside work.	In progress
Community Improvement Plan (ongoing)	City Manager's Office	Plan was completed in May 2012. Currently Vibrant Batavia Committee is reviewing recommendations and developing an implementation strategy.	Complete
Multi-family Inspection Program (ongoing)	Fire	In 2012: a total of 41 properties were included in the multi-dwelling property inspections. Of these 41 properties 37 properties have the inspection process completed. A total of 57 violations were identified and	On going

		corrected in these 37 properties. The status on the remaining four properties is, one is referred to court (property had 3 violations) no corrective action by landlord, one property owner has failed to respond to several correspondence, pursuing court referral, and two properties were rescheduled due to extensive renovations. This is an on-going initiative with an average of 40 occupancies inspected each year on a 36 month rotation. 2013 will complete the first rotation of multi-family occupancy inspections.	
Neighborhood Enforcement Team (ongoing)	Police	A simple NET detail was performed on 2/28/13 w/ GCDTF members. 14 traffic tickets, 4 drug arrests, 3 warrants, 1 criminal contempt.	In progress
National Night Out/ (ongoing)	Youth Bureau	The event was held on Aug 7 at Farrall Park. We had approximately 80 residents in attendance. City Departments were present, along with games for the youth and demonstrations by both the Fire Dept. and Sheriff's Dept. with the dog. Events also took place again this year at Birchwood Village and Pringle with some assistance from the Youth Bureau, Police Dept. and Fire Dept.	Complete
North St./Richmond Ave. Corridor Study	Public Works	The City's grant application was not funded. Road resurfacing and some sidewalk replacement to be funded by the City with work to be completed during 2013 construction season  Funding for resurfacing, some sidewalks and handicap ramps included in the 2013-14 budget. Work to be completed during 2013 construction season.	Complete
Build City of Batavia Sign	Public Works	City entry sign foundation built by Bureau of Maintenance at Walnut Street entrance to city. Waiting on final design, installation by 5/31/13.	In progress
2012 CDBG Infrastructure Grant	City Manager's Office	CFA application was completed and submitted, July 2012. Not funded.	Complete
Design Tracy Ave. Sewer Project	Public Works	Design is complete – project to be bid April 2013.	Complete

## Environmental Sustainability

<u>Initiative</u>	<u>Department</u>	<u>Update as 4<sup>th</sup> Quarter FY 12/13</u>	<u>Status</u>
Recycling Education Program/ Earth Day (on going)	Youth Bureau	The committee has continued to meet on a monthly basis to work on the development and expansion of the strategic plan for 2013-2014. We are still researching the idea of portable recycling units for large community events. Earth Day will be on 4/20/13 this year with a presentation from "Mother Earth", educational booths and a community clean up.	Ongoing
Leak Detection Survey (on going)	Public Works	There were 20 leaks identified and 15 have been corrected. Of the five remaining two are private and letters have been sent to the owner for correction.	In progress

		Corrections will be made spring 2013.	
Identify Annual Loss (on going)	Public Works	The unaccounted water calculation has been completed for the past year at 18% and is continually being tracked. Plan changing the evaluation to be more in-line with the new AWWA standards in 13/14.	In progress
Controls for Private Fire Hydrants (on going)	Public Works	Identified product, need to develop language for Batavia Municipal Code. Waiting to use similar language as Town.	In progress
Alternative Energy Research	Public Works	BOA grant included study of green infrastructure possibilities. BOA steering committee identified possible areas of research with 2 dams on Tonawanda Creek and waste water plant outfall. Preliminary review show possible energy generation a Tonawanda Creek dam.	In progress
Tree Inventory	Public Works	Scheduled the last 2/3 of the city tree inventory by Cornell Universities SWAT program this fall. Problems with Cornell University being able to complete as planned. Will be delayed until 13/14.	In progress
Bid, Refuse, Recycling and Disposal Contracts	Public Works	City will no longer contract for Refuse and Recycling pick-up as of June 1, 2013 per resolution by City Council.	Complete
Annual Bulk Trash Pick Up	Public Works	12,364 free bulk stickers were mailed to 6,182 landlord/tenants through the quarterly water bills. 1,914 stickers were used which represent 15% participation.	Complete

## Public Safety

<u>Initiative</u>	<u>Department</u>	<u>Update as 4<sup>th</sup> Quarter FY 12/13</u>	<u>Status</u>
Update Comprehensive Emergency Management Plan (on going)	Fire	CEMP DRAFT is close to completion. Still waiting for the counties HVA to be completed for inclusion into the City CEMP. This is tentatively scheduled for the spring of 2013. An internal HVA completed by department heads will be utilized to complete the DRAFT.	In progress
Community Policing (on going)	Police	7 Downtown Foot patrols conducted. No dedicated foot patrols in Q4 performed due to weather. Details to start up again in spring.	On going
Public Safety Education (on going)	Police & Fire	Police Department personnel conducted 20 public speaking requests involving a wide-array of topics, addressing approximately 1049 children, students and adults. Topics ranged from juvenile crimes, internet safety, basic police procedures, fraud awareness, to pre-school presentations.  Fire Department personnel conducted 12 Public Safety / Fire Education events in the 4th quarter reaching out to 600 residents/attendees totaling 58 man hours. In 2012 the fire department conducted 39 events which involved 218 hours reaching out to approximately 1,683 residents/attendees.	On going

		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, assistance and review of facility EAPs, etc.	
Crime Statistic Analysis (on going)	Police	Monthly Reports Completed for January, February & March.	On going
ICS Trained Staff (on going)	Fire	Matrix developed identifying required ICS training requirements for all city employees/ City Council members. NIMS Executive Workshop for Elected and Appointed Officials was postponed due to hurricane Sandy. NYS-OEM will be rescheduling for some time in the spring of 2013.	On going
		City Manager and Fire Chief attended DHSES briefing on 3/21/13 on Elected Officials roles/responsibilities in an emergency. Continuing the follow ICS training matrix for city employees and departments. Looking to schedule City leadership in an ICS classes at earliest opportunity.	
Expand/Promote Car Seat Inspection Program	Fire	In the 2 <sup>nd</sup> & 3 <sup>rd</sup> quarter technicians installed/inspected 54 seats, 114 YTD for a total of 57 man hours. Car Seat Safety Technicians were available at the following events; National Night Out, Summer in the City, and a Senator Ranzenhofer event held jointly with the County Sheriff's Department. The Child Safety Seat program continues to thrive. We have added nine new technicians bringing our total to eighteen. Class room instruction for the nine new technicians was 30 hours with a practical evaluation. In the 4th quarter we conducted 25 inspections/installations totaling 12.5 man hours, and for 2012 we conducted a total of 130 inspections/installations totaling 65 man hours.	On going
CPR & AED Certified Employees	Fire	Working with Fire Department instructors in coordinating instruction for city employees to be CPR and AED certified. Initiative will begin in the 4 <sup>th</sup> quarter with initial goal of 1-2 personnel in each facility certified by YE 2013.	In progress
Partner w/ GC for HazMat Grant	Fire	Continue to work with County OEM in joint acquisitions of equipment to improve response capabilities for both organizations. Mutually work together to promote a more consistent mutual aid response structure to provide the best response to the residents of the city as well as the county.	In progress
Police Station Entry Way Improvements	Police	Funding to be transferred to an overall Building Assessment program in 2013/14.	On hold
Sex Offender Website Improvements	Police	Being updated with City website update.	In progress
Reverse 911 Utilization for Public Works	Public Works	Utilization yet to be determined.	In progress

## Healthy & Involved Community Members

<u>Initiative</u>	<u>Department</u>	<u>Update as 4<sup>th</sup> Quarter FY 12/13</u>	<u>Status</u>
Document & Measure # of Volunteer Hours (on going)	All Dept.'s	Fourth quarter volunteer hours is 54.5 hours. YTD is 481.5.	Complete
Community Event Approval Process	City Clerk	Contacted events requiring street closure regarding NYS regs requiring advanced notice. Had a meeting with all departments and revised the event application. Finalized changes and began utilization of more in-depth application.	Complete
Community Garden	Youth Bureau	<p>The community garden committee that consists of LG class of 2010, GV BOCES and Master Gardener, Bob, has continued to persevere with their plans. They are currently developing the paperwork that coincides with a community garden open to the public, ie: application, waiver &amp; liability form, by-laws and rules. Their next step is to transform the old wading pool for the housing/apartment units near and around the center to utilize for personal garden plots. This is being achieved with the assistance of the Dept. of Public Works as well as Water Dept. We are currently removing large slabs of concrete around the pool as well as breaking up the bottom of the pool for proper drainage. They also plan to add two additional 4x4 beds to the youth center garden for the youth and staff to plant additional produce for 2013.</p> <p>The committee has had all appropriate documentation approved by the City Attorney. A mailing to designated housing went out to solicit participation in the Community Garden. There is room for 25 beds with an educational bed to be used by committee members to assist the novice gardeners. The YB director presented the progress to City Council as well as the concept of a special appointed committee to consist of the current members to oversee this project. We are on a hold pattern with the progress regarding converting the old wading pool. Our timeline is to have the beds in the pool by May 18 and all planting to take place by June 1. The expansion of the youth garden will take place in the spring of 2013. The committee has blanketed applicable businesses with a donation request to assist with this project.</p>	Ongoing
Good Neighbor Initiative	City Manager's Office	Vibrant Batavia committee working on recommendations from community improvement plan.	In progress

