

08/10/2015

To: City Council of Batavia, NY

RE: Police Task Force Final Recommendation

Dear Councilmen and Councilwomen,

We are happy to report to Council that we have completed our work, and have overwhelmingly agreed upon a final recommendation regarding the future location of our Police Facility. As you are all aware, this Police Task Force was created by the authority of City Council on November 22, 2014. We were charged with a number of items and tasks and we have diligently researched, examined, studied, and debated in order to arrive at the very best solution for our city going forward. Attached you will find a number of items to refresh yourself with our mission and work. Included is a summary of every meeting the Task Force held, the original 7 locations the Geddis report identified, two separate matrixes which were created to rank options, a PowerPoint presentation we gave to solicit feedback from our fellow city residents, and finally a comprehensive financial analysis of the Final Recommendation.

The Task force met as a group 10 times. We also met in small groups throughout the process to solicit and gather additional information from experts. These smaller groups explored issues of historical significance and rehabilitation, grant opportunities, traffic studies, parking counts, and flood plain research. We have roughly estimated that each member of the Task Force spent over 55 hours on this project from inception to completion.

It is our ultimate recommendation that the city should move forward with building a new Police Station located on Swan Street in the city of Batavia. We feel that the central location of this site, its availability, the low interest rate environment, the city's financial strength, and the current deficiencies with the current location make this a unique opportunity in the history of our City to make an investment for the future public safety of our citizens. We are keenly aware of the history of "can kicking" regarding this issue, and feel the time has come to move our city forward and provide our officers, employees, and citizens with a public safety facility on par with the demands and accessibility requirements today's world demands.

As a group, we are honored to serve our city, and hopeful that our groundwork will result in a plan of action that sees this project to completion.

Respectfully yours,

Marc A. Staley, 23 Prospect Ave (Chair)

Ashley Bateman, 27 Summit Street

Peter Garlock, 67 Ellicott Avenue

Alfred McGinnis, 16 Vernon Avenue

James Jacobs, 60 Otis Street

Bill Hayes, 22 Meadowcrest Drive

David Leone, 32 Bogue Avenue

CITY OF BATAVIA – CONFERENCE MINUTES

MONDAY, SEPTEMBER 23, 2013

Present were Council President Buckley and Councilpersons Canale, Christian, Doeringer, Briggs, Hawley, Pacino, Russell and Cipollone.

Call to Order

Council President Buckley called the meeting to order at 7:00 PM. Council President Buckley led the Invocation and the Pledge of Allegiance.

Public Comments

None.

Council Response to Public Comments

None.

Communications

The Batavia Jaycees submitted their application for a Halloween Parade on Sunday, October 27th at 1:00pm. Line up will be in front of Dan's Tire & Auto and they will proceed to Batavia's Original. Council approved.

Presentation of Financial Statements

Laura Landers, Freed Maxick, noted that she met with the audit advisory committee on September 5th to discuss the audited financial statements for fiscal year ending 3/31/13. Ms. Landers noted that the fiscal year ended with a surplus of approximately \$294,000 bringing the fund balance to over \$5,806,000. She noted that sales tax increased for that year but that Council budgeted conservatively with relation to economically sensitive issues. Ms. Landers explained that budgeted expenditures continued to be greater than actual expenditures and fund balance has increased since 2009. She noted that the water fund generated a surplus and had since 2008. She stated, however, that the sewer fund had a net deficit of approximately \$34,000. Mr. Molino noted that the City was trying to achieve a 10% unassigned fund balance and that we were currently at about 8.5%. Mr. Molino suggested putting approximately \$900,000 of the unassigned fund balance into reserves for facility, sidewalks, employee benefits accrued liability, and fire equipment. He noted that approximately \$150,000 would be put to committed fund balance (which is a step below restricted) for resurfacing of South Jackson and Otis Streets. Councilperson Doeringer asked how he came up with the \$150,000 figure. Mr. Molino noted he used mill and paving bids from Richmond and North Streets as a ballpark but noted the City could piggyback on previously bid projects. Council President Buckley recalled that eight years ago the City was in bad shape. He thanked Mr. Molino and staff along with Council in how far they had come and it was because of everyone involved.

Amendment to Verizon Lease Agreement

Mr. Molino noted that Verizon leased space from the City and wanted to upgrade their existing equipment. Council agreed to move the item forward.

NYS Archives Grant

Heidi Parker, City Clerk, noted that the City had received \$24,493 for a high-powered scanner/printer for digitization of maps and drawings. Mrs. Parker recommended Council accept the grant and amend the budget to reflect the grant funds. Council agreed to move the item forward.

Police Facility Analysis

Mr. Molino noted that \$45,000 was budgeted for a police facility analysis, the building was over 100 years old, and was the former Brisbane Mansion. He explained that it was currently in poor working condition, very choppy because of the various uses over the past few years and received 10 submittals as a result of the RFP. He noted that the analysis would look at other locations within the City for the police station, provide estimated costs and consider renovation of the current building. Councilperson Canale wanted to see suggestion of future uses of the facility if the police department moved to another location. Councilperson Christian didn't want to spend \$45,000 because they had worked so hard to get to where they were now and wanted to wait a couple of years. Council President Buckley noted that the money was part of the budget and approved of spending the money for the analysis. Councilperson Russell felt it was long overdue and the conditions of the building warranted the improvements. Mr. Molino noted that discussions had been going on since 1991. Councilperson Pacino noted that she didn't want to give anyone \$45,000 but the building was 158 years old and if they didn't do anything it may fall apart and cost the City even more. Councilperson Russell noted that he wasn't in favor of spending \$45,000 if there wasn't follow through on the project. He noted that a lot of studies had taken place but there was never any action because of them. Councilperson Briggs felt that the cost of the studies and improvements would continue to increase so putting it off would just cost more. Councilperson Cipollone stated that it was up to Council to make sure we follow through with the project. Councilperson Christian thought the police department was supposed to be in City Hall. Council approved moving the item to the next business agenda.

* * *

Conference Meeting adjourned at 7:40 PM.

Respectfully submitted,

**Heidi J. Parker
Clerk-Treasurer**

09/23/2013

**SPECIAL BUSINESS MEETING MINUTES
CITY OF BATAVIA
NOVEMBER 24, 2014**

The special business meeting of the City Council was held Monday, November 24, 2014 immediately following the conference meeting in the Council Chambers, One Batavia City Centre, Batavia, New York, with Council President Hawley presiding.

Present were Council President Hawley and Councilpersons Pacino, Briggs, Christian, Canale, Doeringer, Deleo and Jankowski. Councilperson Cipollone was absent

Council President Hawley called the meeting to order at 7:45 PM.

The Council President assigned the regular agenda items.

* * *

New Business

#82 - 2014

RESOLUTION TO APPOINT MEMBERS TO THE POLICE FACILITY TASK FORCE

Motion of Councilperson Briggs

WHEREAS, on September 22, 2014 the City Council was presented the Police Department Facility Feasibility Study (“Study”) which was completed by City staff and Geddis Architects (“Facilitators”); and

WHEREAS, the Study included a space needs assessment that examined seven (7) alternatives for making improvements to the Police Department facilities; and

WHEREAS, the City Council is desirous of creating an advisory Police Facility Task Force (“Task Force”) comprised of residents and business leaders to review the alternatives and make a recommendation to City Council; and

WHEREAS, the Task Force is advisory only and can only make a recommendation to the City Council and City Council shall retain all decision making authority; and

WHEREAS, the duties of Task Force should be as follows:

1. Meet as a Task Force and review the Study to include a critical appraisal of the possible alternatives suggested.

2. To review the methodology of developing the specific functional program for the Batavia Police Department.
3. To discuss, investigate and visit the potential site locations; to include tours of the existing facility.
4. To review the cost estimate methodology, costs for each alternative, discuss un-anticipated cost areas and contingencies and possible funding sources.
5. Select an alternative for City staff to complete a financial analysis of the alternative, demonstrating the potential tax, budget and debt impacts based on the available information.
6. Every other month the Task Force shall provide a progress report to the City Council President who will promptly share the progress report with City Council.
7. The City Manager and staff shall provide support to the Task Force and shall attend meetings as requested by the Facilitators and Task Force.
8. Make a recommendation to City Council no later than July 1, 2015. The recommendation will include the financial analysis of the selected alternative and any conditions or suggestions for the City Council to consider.

NOW THEREFORE, BE IT RESOVLED, the Council of the City of Batavia does hereby appoint the aforementioned residents to serve on the Police Facility Task Force:

- | | |
|-------|-----------------------------------|
| I. | Durin Rogers, 211 Naramore Drive |
| II. | Ashley Bateman, 27 Summit Street |
| III. | Peter Garlock, 67 Ellicott Avenue |
| IV. | Alfred McGinnis, 16 Vernon Avenue |
| V. | James Jacobs, 60 Otis Street |
| VI. | Marc Staley, 23 Prospect Street |
| VII. | Bill Hayes, 22 Meadowcrest Drive |
| VIII. | David Leone, 32 Bogue Avenue |

BE IT FURTHER RESOLVED, that the Police Chief is hereby appointed to serve on the Task Force as an Ex-officio non-voting capacity.

Seconded by Councilperson Christian and on roll call approved 8-0.

Councilperson Doeringer noted that he, Councilpersons Jankowski, Briggs and Pacino all met and recommended the names listed in the resolution for appointment. Councilperson Jankowski noted

that the 5th ward wasn't represented because there was no one interested in serving from that area. Councilperson Christian thanked everyone who volunteered for the task force.

* * *

Meeting adjourned at 7:50.

Respectfully submitted,

**Heidi J. Parker
Clerk-Treasurer**



Batavia Police Department Facility Feasibility Study

(summary of findings)



Introduction

FY 2013/14 budget to complete a Space Needs Assessment to examine alternatives for making improvements to the Police Department facilities.

- ✓ Construct a new police station on properties to be identified
- ✓ Construct renovations to create a new police station in existing buildings
- ✓ Construct renovations and/or additions to the existing police facility

RFP was issued in July 2013 – along with several site tours.

- 10 submittals were received
- Staff reviewed and recommended Geddis Architects team
- City Council awarded contract October 2013

How old is 10 West Main Street?

- Completed in 1855.
- The first locomotive ran from the Atlantic Ocean to the Pacific Ocean on the Panama Railway.
- Texas was linked by telegraph to the rest of the United States, with the completion of a connection between New Orleans and Marshall, Texas.
- US Congress approved \$30,000 to test camels for military use.
- US Congress authorized registered mail.
- 1st train crossed 1st US railway suspension bridge, Niagara Falls.
- USS Constellation commissioned

The building cost \$25,000.

Facility History

As far back as 1991 there was discussions regarding improvements, renovations, additions and relocations of the former City Hall and Police Department.

- **1991** – *Batavia City Hall: Condition Report*
- **1994** – *Genesee County Facilities Study: Proposal for City/County Courthouse & Office Building*
- **1997** – *Feasibility Study of Renovation of City Hall*
- **1998-2005** – *Joint Police/Sheriff Facility Discussions*
 - **2002** – *Study for a Joint Genesee County Sheriff & Batavia City Police Public Safety Building*
 - **2002** – *St. Jerome (Bank St.)*
 - **2004** – *Evaluation of the Old City Hall Structure for City Police Use*
- **2006** – *Police Facility Committee*

Little to no work has been done over the past 25 years.

Current Conditions

The current Police Facility is a historic building originally constructed as a private residence by George Brisbane in 1855. In 1918 it was acquired by the City and converted into City Hall. An addition was added in 1963, re-organizing space. In 2004 a new City Hall was built and the structure was retained for sole use of the BPD.

Operational Challenges:

- Building entrance is not secure.
- Public entry area is too small.
- Prisoner transfer and booking is not secure.
- Prisoner and public entrance is one and the same.
- Interview rooms are not isolated or secure.
- Storage of weapons and gear is insufficient and not co-located.
- Officer locker rooms are not adequate.
- Parking areas for police vehicles are commingled with public

Physical Challenges:

- Building egress is inadequate and not code compliant.
- Building is not ADA compliant.
- Building infrastructure is outdated and in need of replacement.
- Hazardous Materials exist.
- Installation of modern equipment (i.e. camera system) requires major work be done

Current Study Methodology

Phase 1 – Situation Analysis Phase

- ✓ Met with City and BPD leadership, identified project goals and objectives, along with various tasks that needed to be assigned and completed.

Phase 2 – Data Collection, Analysis and Evaluation Phase

- ✓ Collected and reviewed data and statistics and conducted staff interviews to better understand operations.
- ✓ Interviews provided additional insight to the strengths and weaknesses of current space.
- ✓ Created detailed space program considering current space use and recommendations to address current space deficiencies and future needs.
- ✓ Potential site locations were identified.

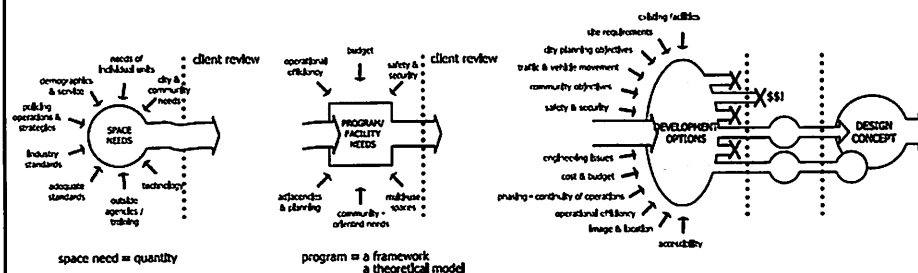
Phase 3 – Concept Design Phase

- ✓ Utilized all collected data to generate design alternatives for most suitable sites.
- ✓ New construction block diagrams were created for vacant sites.
- ✓ With existing PD developed more detailed schematic design to best identify accurate level of renovation. Assisted with Haz. Mat. Assessment.
- ✓ Developed schematic site plans to show access, site movement and parking.
- ✓ Through this process certain sites became more suitable than others.

Phase 4 – Findings and Report Phase

- ✓ All information was reviewed and evaluated and alternatives were based on pre-determined criteria (Selection Matrix).

Current Study Methodology

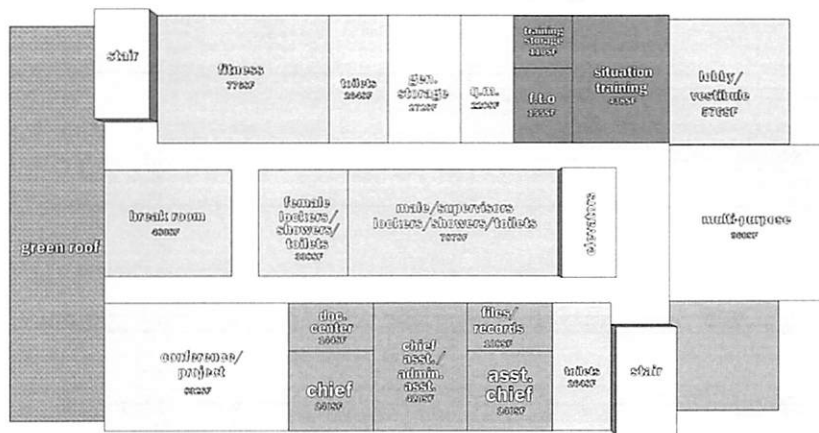


Needs Assessment & Functional Program

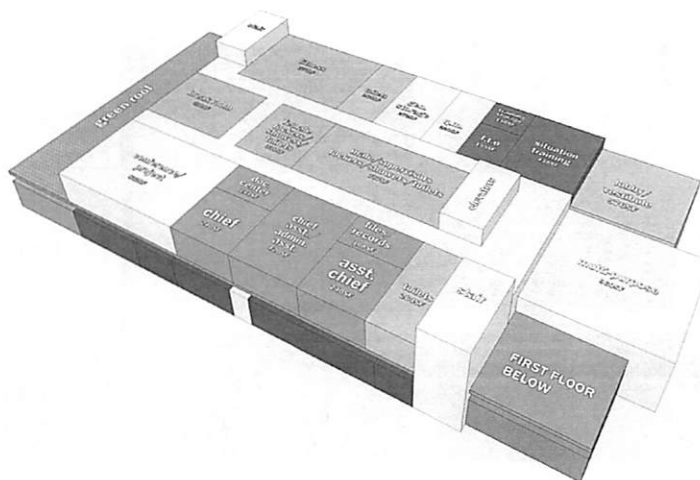
Current and future facility space needs were determined by using the following process:

- Understanding of current operations, working conditions, impact of facility on conducting efficient, effective and safe policing.
 - ❖ Included tours of facility with BPD staff, observing and asking questions.
 - ❖ Reviewed existing drawings of facility and taking inventory of existing people, functions and space.
- Reviewed information on population growth and demographic changes.
- Conducted two rounds of interviews:
 - ❖ First round - obtain detailed information on operations, current conditions, opinions on future changes within community, department, initial estimates of space needs. Compared this to industry standards for municipal police departments of similar size, and New York State requirements.
 - ❖ Second round - took information collected and discussed perceived space requirements, separation of 'needs' from 'wants' and more detailed analysis of the functions. This formed based for draft space and function program.

Alternative Sites and Scenarios



Alternative Sites and Scenarios



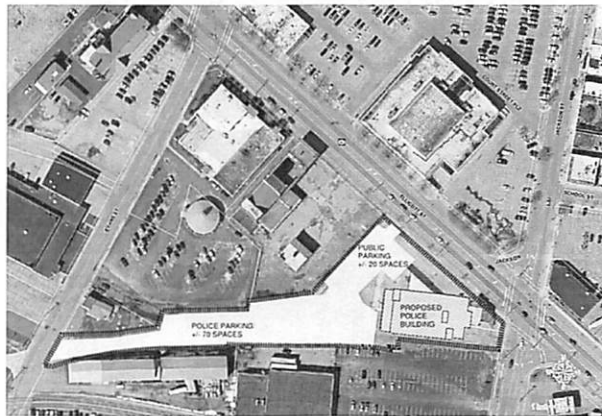
Alternative Sites and Scenarios

This section includes a total of six (6) possible construction scenarios and provides observations regarding each site.

- Site Description
- Zoning
- Environmental
- Site Development Approach
- Summary Observations

56 Ellicott Street Site

This site is composed of three parcels that the City would need to assemble in order to create a viable building site. Three parcels total 2.36 acres.



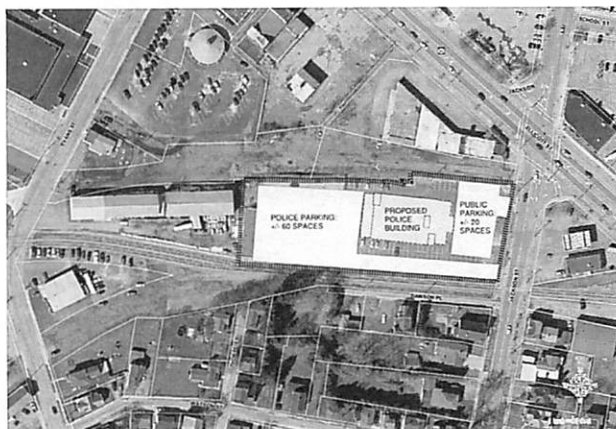
56 Ellicott Street Site

Observations:

- The Site has good access to the Downtown area. Egress for emergency vehicles at this location is acceptable.
- All new construction allows best ability to meet program and operational needs of the Police Department.
- Location of the Site in a flood zone requires flood mitigation measures, discourages development of below grade structures and increases construction costs. It may compromise Police activities during a severe flood event.
- Environmental remediation will be required before development could begin, this will increase construction time and cost.
- The City has to foreclose on the Della Penna property and purchase the Santy properties.
- The future of the existing historic building (10 W. Main St.) is not addressed in this scenario; presumably it will be sold or re-purposed for another public use.
- Utilizing this site for a Police Station may compete with economic development intentions.

96-98 Jackson Street

This section consists of a single parcel of 1.9 acres currently by a Salvation Army Thrift Store.



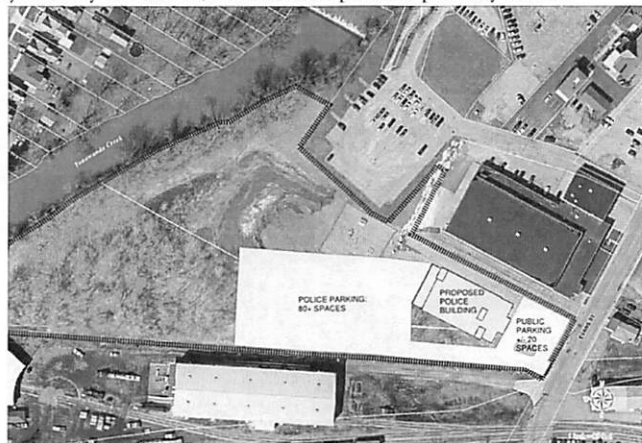
96-98 Jackson Street

Observations:

- The Site has good access to the Downtown area. Emergency vehicle egress is favorable at this location.
- All new construction allows best ability to meet program and operational needs of the Police Department.
- Location of the Site in a flood zone requires flood mitigation measures, discourages development of below grade structures and increases construction costs. It may compromise Police activities during a severe flood event.
- A Phase I (possible Phase II) Environmental Site Assessment (ESA) should be performed on the site prior to purchase to identify any existing environmental impacts. If found, environmental remediation would be required.
- The City would have to purchase the property.
- The existing structure would have to be abated of any hazardous material prior to demolition.
- The future of the existing historic building (10 W. Main St.) is not addressed in this scenario; presumably it will be sold or re-purposed for another public use.

165 Evans Street

This site is composed of two parcels totaling 5.69 acres. The northern parcel (1.43 acres) is owned by the City of Batavia; the southern parcel is privately owned.



165 Evans Street

Observations:

- The Site has good access to the Downtown area. Emergency vehicle egress is favorable at this location.
- All new construction allows best ability to meet program and operational needs of the Police Department.
- Location of the Site in a flood zone requires flood mitigation measures, discourages development of below grade structures and increases construction costs. It may compromise Police activities during a severe flood event.
- Environmental remediation is likely to be required before development could begin, this may increase construction time and cost
- The City will have to purchase the larger parcel to have sufficient land for development.
- The future of the existing historic building (10 W. Main St.) is not addressed in this scenario; presumably it will be sold or re-purposed for another public use.

Park Road Site (Sheriff's Office)

This alternative consists of co-locating at the existing County Sheriff's Facility. This building was completed in 2007 and also houses the County's Emergency Dispatch Center. It consists of a one story building with a separate garage structure to the north and east and communications tower to the south. There is separate surface parking for police vehicles and public vehicles.

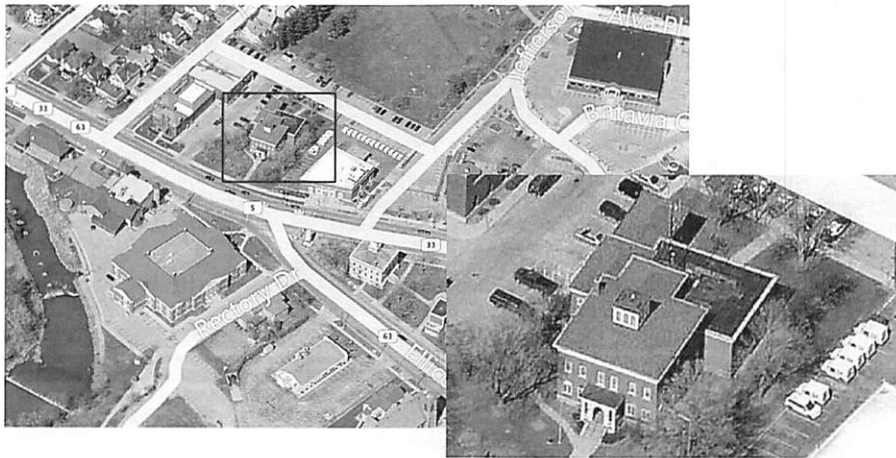


Park Road Site (Sheriff's Office)

Observations:

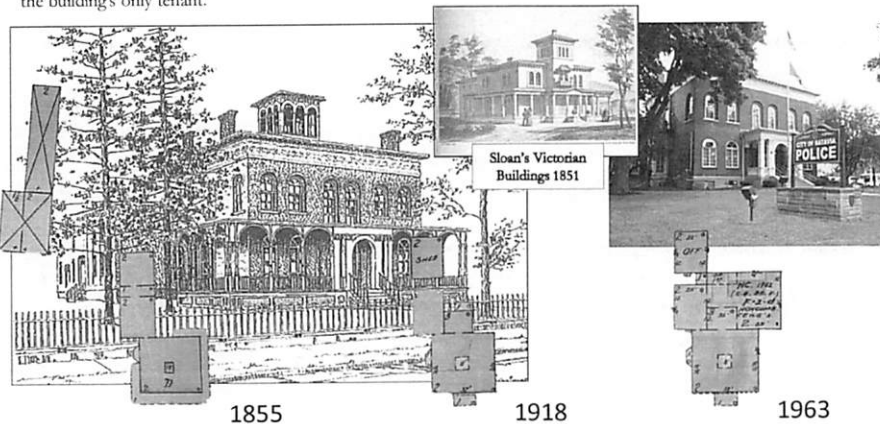
- This location is stand alone facility. The current Sheriff's facility would require additional alterations to achieve shared space model.
- The site is far removed from the downtown area. A satellite facility may be required so that the Police Dept. can have a visible downtown presence. Emergency vehicle egress is not an issue at this site, however the distance to travel to emergencies may provide for delayed response times.
- Due to capacity and operational issues, few of the core functional areas can be shared between the Police and Sheriff's Departments. The result is more of a "co-location" as opposed to an "integration".
- Since the Departments have different jurisdictions and serve different public needs, a clear identity for each should be maintained.
- In order to facilitate sharing of program spaces, it will be necessary to make some modifications to the existing building. The extent of these modifications will depend on exactly how many and which spaces are to be shared. A shared public entrance and lobby, for instance, may require it to be re-located to a position between the two facilities.
- The future of the existing historic building (10 W. Main St.) is not addressed in this scenario; presumably it will be sold or re-purposed for another public use.

Renovation/Additions at 10 W. Main St.



Renovation/Additions at 10 W. Main St.

Originally built as a single family home in 1855. In 1918 it was renovated and converted to the Batavia City Hall. In 1963 a two story addition was made on the north side of the original house. The building remained the City Hall until a new building was built in 2004 to house all City Administration except the Police Department, which then became the building's only tenant.



Renovation/Additions at 10 W. Main St.

Development Approach

Two approaches were investigated for the renovation of the existing building. In both cases the existing building is fully renovated and an addition is made.

Scheme A Demolish 1963 addition and construct a new three story addition:

- Demolish the 1963 addition.
- Build a new addition with a basement and two upper floors aligning with the floors of the original house.
- The interior of the existing building will be gutted to accommodate the program.
- An elevator and accessible toilets are added along with new egress stairs in the addition.
- The added basement space can accommodate an indoor pistol range.

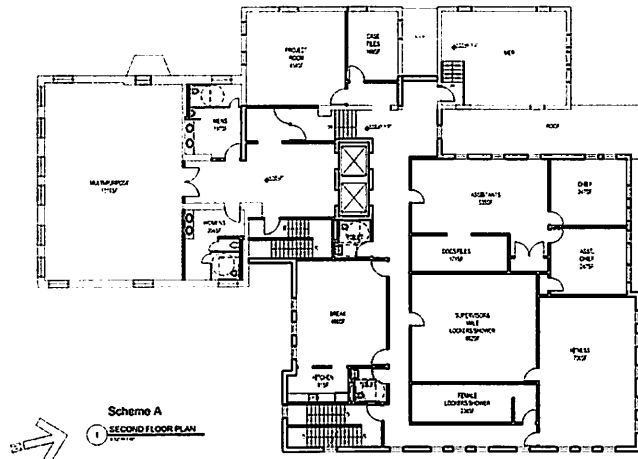
Scheme B Retain entire existing structure and add new stair, elevator and garage:

- Retain the entire existing building with its multiple levels.
- A one story garage along with a new elevator, stair and entry lobby is contained in a new addition.
- The interior of the existing building will be gutted to accommodate the program including a new stair to create a second means of egress from all levels.
- An elevator and accessible toilets will also be added.

For both approaches, the public entry will be moved to the original front entry on Main St. Vehicular access to the site will remain in its current location though a means for restricting public access to police parking will be developed.

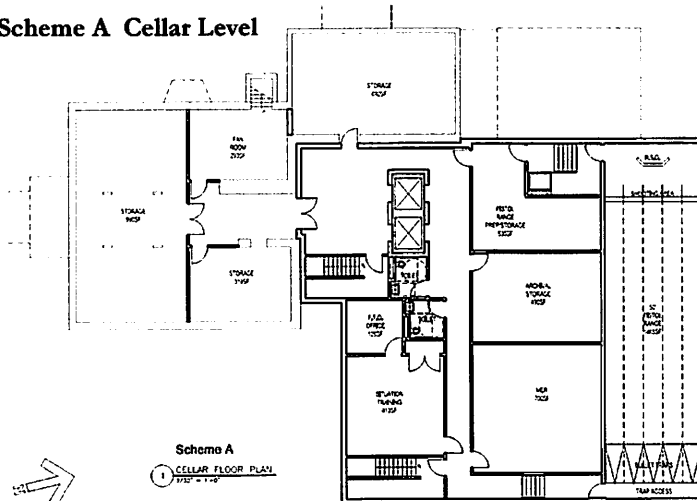
Renovation/Additions at 10 W. Main St.

Scheme A Second Floor



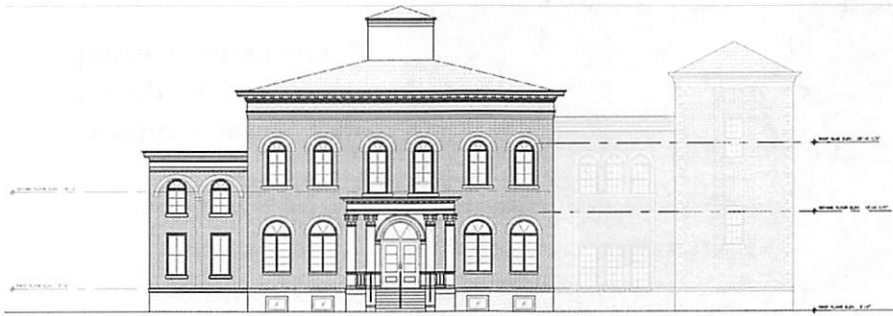
Renovation/Additions at 10 W. Main St.

Scheme A Cellar Level



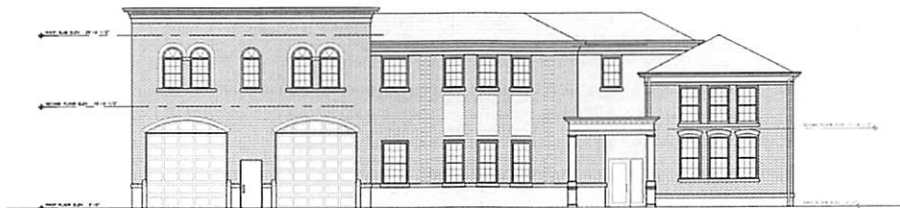
Renovation/Additions at 10 W. Main St.

Scheme A Main Street Elevation



Renovation/Additions at 10 W. Main St.

Scheme A Parking Lot Elevation



Renovation/Additions at 10 W. Main St.

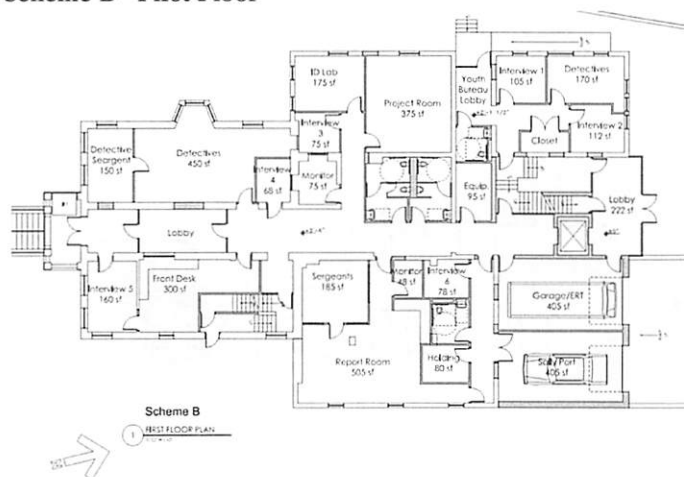


Scheme B

Retain entire existing structure and add new stair, elevator and garage.

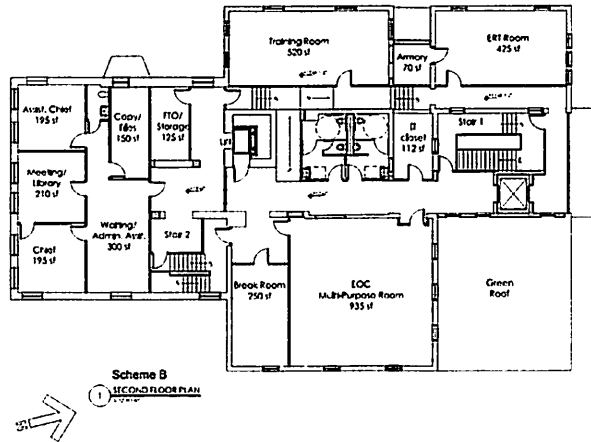
Renovation/Additions at 10 W. Main St.

Scheme B First Floor



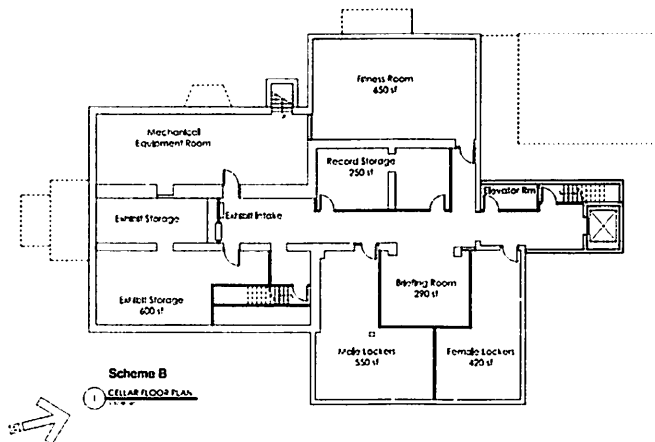
Renovation/Additions at 10 W. Main St.

Scheme B Second Floor



Renovation/Additions at 10 W. Main St.

Scheme B Cellar



Renovation/Additions at 10 W. Main St.

Observations:

- The Site has good access to the Downtown area, a prime consideration for the Police Department, however emergency vehicle egress is difficult most times of the day: *Both Options*
- Temporary relocation of the Police Dept. will be required during construction: *Both Options*
- Renovating an existing structure is less optimal than constructing new for achieving all the program goals:
Option A with more new construction (17,660 sf new; 11,116 sf renovated meets program goals more successfully than Option B (2,660 sf new; 17,858 sf renovated).
- Environmental remediation will be required before development could begin, this may increase construction time and cost: *Both Options*
- Adequate Public and Secure Police Parking will be more difficult to achieve because of site constraints: *Both Options*
- The existing historical structure is completely renovated thus assuring its preservation: *Both Options*

Status Quo at 10 W. Main St.

The current structure is composed of multiple floors and levels and a variety of changes of use over its 150 plus years in existence. Most notably, for a public facility, is that it does not meet ADA requirements.

- Improvements may be limited to only aesthetic appeal and some physical conditioning; any significant alterations would require the space/area be made ADA compliant.
- Any substantial mechanical or electrical improvements would also require ADA compliance.
- Although aesthetic improvements are important, they will not address the functionality of the building, safety of the staff or efficiency of operations of the police department.
- There are circumstances in which building improvements may not require ADA compliance, however City Council would be accepting a public policy that would purposefully not make the Police Station ADA complaint.

Cost Considerations

Police buildings are very specialized:

- Stringent construction codes
- 24/7 operations with low risk of failure
- Designed to support uninterrupted police operations in times of emergency

This project is a significant investment for the City:

- It must meet needs for many years
- Requires robust construction and systems

Budget includes all costs necessary to complete project:

- Furniture and specialized police furnishings
- Security, Communications and IT systems
- Design fees, legal fees, project management fees, permits
- Land acquisition, repurposing costs for the existing building, environmental assessment & remediation
- Project, design and construction contingencies and inflation

Cost Comparisons

Site's I, II and III

- Located in the Special Hazard Flood Area (SHFA) and require additional site preparation and construction to account for flood potential.
- Have confirmed or speculated environmental contamination requiring clean up prior to construction.
- Site's I and II have existing structures that will need hazardous material abatement and demolition.
- Requires property to be purchased.

Site IV

- Stand alone facility. No shared space.
- Require political will of City and County elected bodies and Sheriff.
- Ownership rights would have to be determined.

PD Scheme's

- Requires hazardous abatement prior to construction.
- Requires relocation of PD for 12-18 months during construction.
- Unknown costs due to age of building.

Site I New Construction	Site II New Construction	Site III New Construction
56 Ellicott St.	96 Jackson St.	26 Evans St.
\$11.1MM- \$11.9MM	\$11.6MM- \$12.5MM	\$11.4MM- \$12.3MM

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PD Scheme's

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Site I New Construction	Site II New Construction	Site III New Construction	Site IV Co-Located
56 Ellicott St.	96 Jackson St.	26 Evans St.	165 Park Rd.
\$11.1MM- \$11.9MM	\$11.6MM- \$12.5MM	\$11.4MM- \$12.3MM	\$9.9MM- \$10.6MM

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Site I New Construction	Site II New Construction	Site III New Construction	Site IV Co-Located	PD Scheme A Additions Renovations	PD Scheme B Additions Renovations
56 Ellicott St.	96 Jackson St.	26 Evans St.	165 Park Rd.	10 W. Main St.	10 W. Main St.
\$11.1MM- \$11.9MM	\$11.6MM- \$12.5MM	\$11.4MM- \$12.3MM	\$9.9MM- \$10.6MM	\$15.9MM- \$17.2MM	\$11.3MM- \$12.2MM

Selection Matrix

Site Selection Matrix														
No.	EVALUATION CRITERIA	Criteria Value	Site I Della Penna/Santy		Site II Salvation Army		Site III Creek Park		Site IV Park Road		Existing PD Scheme 1		Existing PD Scheme 2	
			score	total	score	total	score	total	score	total	score	total	score	total
1	Provides Good Proximity to Downtown	4	0	0	0	0	0	0	0	0	0	0	0	0
2	Provides Adequate Parking for Police/Public Vehicles	1	0	0	0	0	0	0	0	0	0	0	0	0
3	Provides Good Access & Security for Police Vehicles	3	0	0	0	0	0	0	0	0	0	0	0	0
4	Can be Readily Acquired	2	0	0	0	0	0	0	0	0	0	0	0	0
5	Can Readily Achieve Zoning/Regulatory Approvals	1	0	0	0	0	0	0	0	0	0	0	0	0
6	Requires Minimum Disruption to Police and Public During Development	2	0	0	0	0	0	0	0	0	0	0	0	0
7	Meets City Development Goals and has Positive or No Impact on other Redevelopment Initiatives	1	0	0	0	0	0	0	0	0	0	0	0	0
8	Minimizes Site Development Issues (relocation, temporary facilities, infrastructure, environmental remediation)	3	0	0	0	0	0	0	0	0	0	0	0	0
9	Minimizes Overall Development Cost	4	0	0	0	0	0	0	0	0	0	0	0	0
10	Effectively Meets Program and Functional Needs	3	0	0	0	0	0	0	0	0	0	0	0	0
	Total		0	0	0	0	0	0	0	0	0	0	0	0
		RANK												

- | | | | |
|--------------|--|------------------------|---------------------------|
| Score | | Criteria Value: | |
| 1 | Evaluation Criteria is not achieved | 4 | Very important |
| 2 | Evaluation Criteria is achieved less than satisfactorily | 3 | Relatively more important |
| 3 | Evaluation Criteria is achieved satisfactorily | 2 | Relatively less important |
| 4 | Evaluation Criteria is achieved more than satisfactorily | 1 | Less important |

Next Steps

Create a process that involves public engagement, influence and input to assist in making decision.

- ✓ Create a Task Force that includes a cross section of community of citizens, business owners, education and health care leaders, etc.
- ✓ Have the consultant facilitate a series of meetings to review the study process, conclusions and alternatives. Put everyone on the same learning curve.
- ✓ Task Force should be engaged with reviewing alternatives as well as financial analysis for funding alternative.
- ✓ A recommendation to City Council on selected alternative and financial analysis no later than July 1, 2015.
- ✓ Process should take approximately 6-8 months.

USS Constellation (1855) vs USS Ronald Reagan (2003)



Police Station Task Force – Progress summary for City Council

03/30/2015

Respectfully Submitted by **Marc Staley** (Chairman) on behalf of the members of the Task Force.

Durin Rogers / Jim Jacobs / Bill Hayes / Ashley Bateman / Dave Leone / Peter Garlock / Al McGinnis

Meeting #1 December 9, 2014

The task force responsibilities were reviewed and discussed in general. The task force was then given a tour of the existing police facility, history of the police department and operations. There was also a discussion regarding the site evaluation matrix. Also group decided to select spokesperson at time of recommendation. We discussed the timeline that the task Force would work and estimated 7-8 meetings over a 6 month time frame.

Information on history of maintenance expenses for the building was requested prior to next meeting.

Meeting #2 January 13, 2015

Task force toured the Genesee County Sheriff's Facility on Park Road.

After returning from the tour John Pepper went through the presentation "Best Practice Design for a Municipal Police Station".

Further discussion was had regarding if the facility affects morale. It was discussed that there are a lot of "work arounds" due to inadequate facilities.

Further discussion was had regarding what to do with the existing facility if vacated and what type of investment would be needed to be put back into the facility to receive a good return on investment.

Next meeting would include presentations on individual sites. History of "other locations" that were considered, but not part of the study's final list of recommendations was requested.

Meeting #3 February 12, 2015

John Brice presentation on site options. All aspects of each site were discussed including site conditions, environmental impact, development challenges, etc.

There was further discussion regarding other sites that were considered but not part of the study. In addition, task force looked at Google Maps during the meeting and referenced and discussed other locations.

Information regarding funding and financing was requested prior to the March meeting as well as what grant opportunities may be eligible for each site.

Meeting #4 March 10, 2015

Just prior to the 4th meeting we were delivered a hard copy of the resolution outlining our responsibilities as a task force. Identifying that we needed a Chairperson/Spokesman, the Task Force selected Marc Staley to fill this role. He advised he would put a brief report together for circulation amongst the group.

Meeting dates were set for April 21st and May 12th at 6pm at the Police Station. Discussion pursued regarding if the task force was going to have enough time to present a recommendation to City Council by July 1st. All agreed that issue could be determined after upcoming meetings, but requesting additional time would not be out of line to make a good recommendation. It is the intent of the task force to meet with just the members of the task force so that we may have a frank review and discussion of the options without outside influences so that we may ultimately provide a transparent and independent recommendation to city council

Dom Calgi, Calgi Construction, went through all the detail of the cost estimates for each site. There was some additional discussion regarding the County Legislatures interest in cooperating. It was mentioned that both the County Manager and Sheriff were aware of the Park site and report recommendations. Issue was made that the Evans St. site did not include additional costs for addition ice arena parking lot.

The task force then discussed additional sites such as the Alva parking lot, 35 Swan St. and putting additional City agencies in 10 W. Main if it was renovated.

Jason Molino then reviewed grant opportunities that may be available depending on what site was selected. He then discussed existing City debt service, reserve contributions and level debt concepts. In addition he provided information regarding various amortization debt schedules.

Information to be provided for the upcoming meeting:

- GIS layout of program block building on Alva parking lot and 35 Swan St. along with updated cost estimates.
- Send presentation to task force.
- Send matrix to task force.
- Prepare more detailed debt options with certain variables.
- Marc Staley to circulate a brief for submission to City Council.

April 21, 2015

The task force discuss the site drawings for Alva and Swan St. Discussion focused around parking and traffic flow concerns. Also, discussion around Swan St. having two entries onto Swan and not a second egress onto private property.

John Brice reviewed the budget comparison updates.

Ashley Batemen suggested Bero Associates meet with members to discuss potential funding for renovating the existing building.

Jason Molino reviewed the financial and debt analysis for several different size projects.

Information to be provided for the upcoming meeting:

- Check with City Attorney on conflict of interest if task force members have done business with owner of 35 Swan St.
- Redraw 35 Swan St. with two means of egress from Swan St. Eliminate north egress onto to private property.
- Check if we have traffic counts for Bank St.
- Are the costs in 2014 #s? Is there an inflator factored in?
- PILOT agreements – get a schedule of City PILOT agreements.
- Send out matrix again. Have it returned to Marc Staley by 5/8.
- Will try to schedule meeting with Bero Associates.

May 13, 2015

Bero Associates came and toured the facility on 5/8/15. Several members could attend. Bero stated that the addition on 10 W. Main St. is not good for the building, and that the building is not a good candidate for a police station. It was a good place to do something else such as a niche hotel/boutique hotel. There may be grants available for private investment but not really for municipalities. There are a lot of tax credits for redevelopment. The visit confirmed that the building is not best suited for a police station.

Task force reviewed a summary of the evaluation matrix and individual scores. Each task member discussed their scoring and why.

A decision was made to remove the bottom three (existing PD 1 & 2 and Sheriff's building). A decision was also made to remove Santy's and Evans St. locations. The remaining sites were Alva, Swan and Jackson St.

There was discussion and agreement that the task force should only recommend one location versus multiple sites.

Agreed to redo the matrix after site visits to all the sites were conducted on 5/28.

Information to be provided for the upcoming meeting:

- Parking counts for Alva lot.
- Go on site tour at 5/28 meeting of three remaining sites.

May 28, 2015

The task force and media were brought to each site location via ERT vehicle. The task force stopped at Alva, Jackson and Swan St. locations, looked around at each location and discussed positives and negatives with each location. Returned back to station for more discussion.

Set the next meeting for 6/4 pm. Discussion regarding different locations and response times from each location as well as traffic concerns.

Jackson St. poses concern that a critical facility is located in flood plain near a flood risk. Also may compromise City's CRS scoring. The task force requested Assistant City Manager to attend next meeting to discuss impact of building a critical facility in flood plain.

Task force agreed to have a public meeting for public feedback and input on 6/23 at 6pm.

Information to be provided for the upcoming meeting:

- Assistant City Manager to attend next meeting to discuss building in the flood plain.
- Map with 3 locations on one map.
- Jason to develop suggested format for public meeting.
- 3 sites with financial analysis with \$1MM less.

June 5, 2015

Gretchen Difante, Assistant City Manager and Ron Panek, Code Officer/Flood Plain Manager presented to the task force issues surrounding building a critical public facility within the 100-year flood plain. They defined the 100-year flood plain and potential emergency response concerns as well as general construction requirements of a new facility within the 100-year flood plain. They also explained the Community Rating System (CRS) and the City's participation in the program and potential impacts of constructing a critical public facility within the 100-year flood plain.

Consensus from the task force was to remove the Jackson St. location from the three final sites being considered.

Jason Molino reviewed a revised financial and bond analysis for the three remaining sites, inclusive of the use of the reserve funds. Once a final site is selected a more in-depth analysis will be conducted.

Discussed the outline for the public meeting on June 23rd. All agreed they should be available to discuss concerns with residents. Marc would circulate a presentation/format prior to the meeting.

Site Selection Matrix

No.	EVALUATION CRITERIA	Criteria Value	Site I Ellicott Street		Site II Jackson Street		Site III Evans Street		Site IV Park Road		Site V Alva Lot		Site VI Swan Street		Existing PD Scheme 1		Existing PD Scheme 2	
			score	total	score	total	score	total	score	total	score	total	score	total	score	total	score	total
1	Provides Good Proximity to Downtown			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
2	Provides Adequate Parking for Police/Public Vehicles			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
3	Provides Good Access & Security for Police Vehicles			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
4	Can be Readily Acquired			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
5	Can Readily Achieve Zoning/Regulatory Approvals			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
6	Requires Minimum Disruption to Police and Public During Development			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
7	Meets City Development Goals and has Positive or No Impact on other Redevelopment Initiatives			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
8	Minimizes Site Development Issues (relocation, temporary facilities, infrastructure, environmental remediation)			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
9	Minimizes Overall Development Cost			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
10	Effectively Meets Program and Functional Needs			0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
Total				0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0
		RANK																

Score:

- 1 Evaluation Criteria is not achieved
- 2 Evaluation Criteria is achieved less than satisfactorily
- 3 Evaluation Criteria is achieved satisfactorily
- 4 Evaluation Criteria is achieved more than satisfactorily

Criteria Value:

- 4 Very important
- 3 Relatively more important
- 2 Relatively less important
- 1 Less important

Aggregate Matrix of all 7 Task Force Members

No.	EVALUATION CRITERIA	Criteria Value	Site I Elliott Street (Sandy's Fire Location)		Site II Jackson Street (Salvation Army Lot)		Site III Evans Street (Left of Ice Bank)		Site IV Park Road (With Sherriffs)		Site V Alba Lot (Corner of Alba & Bank)		Site VI Swan Street (Former Ward Plow)		Existing PD Scheme 1		Existing PD Scheme 2	
			score	total	score	total	score	total	score	total	score	total	score	total	score	total	score	total
			RANK		RANK		RANK		RANK		RANK		RANK		RANK		RANK	
1	Provides Good Proximity to Downtown	3.182	3.29	11.44	3.29	11.46	2.71	9.44	1.29	4.49	3.86	13.44	3.14	10.93	3.29	11.46	3.29	11.46
2	Provides Adequate Parking for Police/Public Vehicles	3.285	3.00	9.86	3.57	11.73	3.14	7.03	3.14	10.31	3.00	9.86	3.71	12.19	2.00	6.57	1.86	6.11
3	Provides Good Access & Security for Police Vehicles	3.182	3.00	10.45	3.57	12.43	3.14	10.93	2.86	9.96	3.00	10.45	3.43	11.94	2.00	6.96	3.86	6.48
4	Can be Readily Acquired	3.142	2.71	8.51	2.71	8.51	3.00	9.43	2.86	8.99	3.57	11.22	3.43	10.78	3.71	11.66	3.71	11.66
5	Can Readily Achieve Zoning/Regulatory Approvals	3	2.71	8.14	2.86	8.58	3.00	9.00	2.86	8.58	3.43	10.29	3.43	10.29	3.57	10.71	3.57	10.71
6	Requires Minimum Disruption to Police and Public During Development	3.142	3.57	11.22	3.86	12.13	3.57	11.22	2.71	8.51	3.57	11.22	3.86	12.13	3.57	10.71	3.57	10.71
7	Meets City Development Goals and has Positive or No Impact on other Redevelopment Initiatives	3.285	2.57	8.44	3.00	9.86	2.86	7.98	2.86	7.98	3.43	11.27	3.29	10.81	2.86	9.40	2.86	9.40
8	Minimizes Site Development Issues (relocation, temporary facilities, infrastructure, environmental remediation)	3.142	2.57	8.07	3.14	9.87	2.29	7.20	3.14	9.87	3.57	11.22	3.57	11.22	3.43	10.71	3.43	10.71
9	Minimizes Overall Development Cost	4.571	2.42	8.64	2.57	9.18	2.29	8.18	2.57	9.18	3.71	13.25	3.57	12.75	2.14	7.64	2.14	7.64
10	Effectively Meets Program and Functional Needs	3.857	3.29	12.67	3.43	13.23	3.29	12.69	3.43	9.37	3.43	13.23	4.00	15.43	2.86	9.37	2.57	9.91
	Total		2.9	97.4	3.2	107.0	2.8	93.1	2.6	87.2	3.5	115.4	3.5	118.5	2.7	82.8	2.8	82.8



Police Facility Task Force

June 23, 2015

Introduction



FY 2013/14 budget to complete a Space Needs Assessment to examine alternatives for making improvements to the Police Department facilities.

- ✓ Construct a new police station on properties to be identified
- ✓ Construct renovations to create a new police station in existing buildings
- ✓ Construct renovations and/or additions to the existing police facility

RFP was issued in July 2013 – along with several site tours.

- ✓ 10 submittals were received
- ✓ Staff reviewed and recommended Geddis Architects team
- ✓ City Council awarded contract October 2013
- ✓ City Council appointed Police Facility Task Force November 2014

Task Force Meetings



The Task Force have had eight meetings held on December 9th, January 13th, February 12th, March 10th, April 21, May 13, May 28 and June 5.

Meetings included:

- ✓ Selected Chairperson.
- ✓ Tour of existing facility and review of history of PD operations, review history of maintenance of existing building.
- ✓ Tour of Genesee County Sheriff's Facility, reviewed best practice design for municipal police stations.
- ✓ Review of 6 locations recommended in report including site conditions, environmental concerns, challenges, etc.
- ✓ reviewed "other sites" that were considered but not in final report.
- ✓ Discussed and identified other sites not in final report: Alva Place and 35 Swan St.
- ✓ Reviewed detail of cost estimate for each site.
- ✓ Reviewed grant and financing options. Included review of the City current and future debt service and reserve fund balances.
- ✓ Toured current facility with historic architects to discuss feasibility of 10 W. Main St.
- ✓ Completed selection matrix to narrow list to three sites.
- ✓ Visited final three sites.

Current Study Methodology



Phase 1 – Situation Analysis Phase

- ✓ Met with City and BPD leadership, identified project goals and objectives, along with various tasks that needed to be assigned and completed.

Phase 2 – Data Collection, Analysis and Evaluation Phase

- ✓ Collected and reviewed data and statistics and conducted staff interviews to better understand operations.
- ✓ Interviews provided additional insight to the strengths and weaknesses of current space.
- ✓ Created detailed space program considering current space use and recommendations to address current space deficiencies and future needs.
- ✓ Potential site locations were identified.

Phase 3 – Concept Design Phase

- ✓ Utilized all collected data to generate design alternatives for most suitable sites.
- ✓ New construction block diagrams were created for vacant sites.
- ✓ With existing PD developed more detailed schematic design to best identify accurate level of renovation. Assisted with Haz. Mat. Assessment.
- ✓ Developed schematic site plans to show access, site movement and parking.
- ✓ Through this process certain sites became more suitable than others.

Phase 4 – Findings and Report Phase

- ✓ All information was reviewed and evaluated and alternatives were based on pre-determined criteria (Selection Matrix).

Needs Assessment & Functional Program



Current and future facility space needs were determined by using the following process:

- Understanding of current operations, working conditions, impact of facility on conducting efficient, effective and safe policing.
 - ❖ Included tours of facility with BPD staff, observing and asking questions.
 - ❖ Reviewed existing drawings of facility and taking inventory of existing people, functions and space.
- Reviewed information on population growth and demographic changes.
- Conducted two rounds of interviews:
 - ❖ First round - obtain detailed information on operations, current conditions, opinions on future changes within community, department, initial estimates of space needs. Compared this to industry standards for municipal police departments of similar size, and New York State requirements.
 - ❖ Second round – took information collected and discussed perceived space requirements, separation of 'needs' from 'wants' and more detailed analysis of the functions. This formed based for draft space and function program.

Staff & Space Summary



Operational Areas (Includes Sworn & Civilian Personnel - See Table 2)

	Current	Future	Growth	Exist	Req'd
1 - Administration	4	4-5	25%	595	700
2 - Uniform Division	30	30-31	4%	1,507	2,120
3 - Detective Division	5	5-6	20%	1,087	2,090
4 - Youth Office	1	1	0%	500	350
5 - Training	0	0	0%	524	590
	40	40-43	7%	Subtotal - Net Area	4,213 5,850 sq ft

Note: Some future growth in the Police Department was considered for space planning purposes. It was not discussed if or when staffing may change, only that the proposed space program had the capacity to handle some additional growth in department size.

Support Spaces

	Exist	Req'd
6 - Common Areas	933	1,780
7 - Staff Amenities	1,090	1,475
8 - Public Areas	383	370

Subtotal - Net Area 2,406 3,625 sq ft

Total Net Area 6,619 9,475 sq ft

Grossing Factor 2.55 1.40

Total Gross Floor Area 16,910 13,300 sq ft

400 - Garages/Storage

	Exist	Req'd
9 - Garages & Storage	700	2,850
	700	2,850 sq ft
	1.00	1.10
	700	3,200

Total Staff & Space Requirements

	Current	Future	Growth	Exist	Req'd
Building Total	40	40-43	7%	Subtotal - Net Area	7,319 12,355 sq ft
				Avg. Grossing Factor	2.31 1.34
				Total Gross Floor Area	16,910 16,500 sq ft

Internal Circulation, Existing Space - some existing areas include internal circulation, therefore comparison of net/usable ratios are not possible between existing and proposed space.

Additional GFA Required (410) sq ft
Space/Person (all areas) 423 #VALUE! sq ft

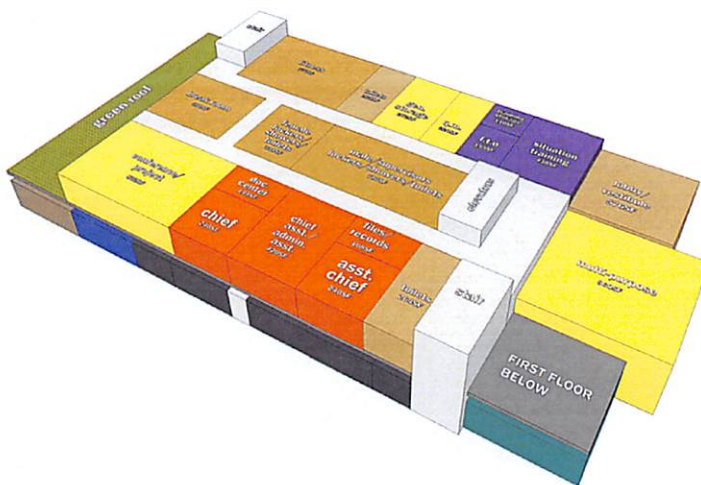
Existing Gross Area 6,010 Level 2

5,430 Level 1 (excl. Parole)

5,470 Bkmt.

16,910

Alternative Sites and Scenarios



Alternative Sites and Scenarios



The final report consider a total of six (6) possible construction scenarios and provides observations regarding each site.

1. 56 Ellicott Street – Santy’s property
2. 96-98 Jackson Street – Salvation Army property
3. 26 Evans Street – south of ice arena
4. Park Road – co-location with Genesee County Sheriff
5. 10 W. Main Street – Current location substantial renovation (Scheme A)
6. 10 W. Main Street – Current location less smaller renovation (Scheme B)

The Task Force identified two (2) additional sites:

1. Alva Place Parking Lot
2. 35 Swan Street

Current Conditions

The current Police Facility is a historic building originally constructed as a private residence by George Brisbane in 1855. In 1918 it was acquired by the City and converted into City Hall. An addition was added in 1963, re-organizing space. In 2004 a new City Hall was built and the structure was retained for sole use of the BPD.

Operational Challenges:

- Building entrance is not secure.
- Public entry area is too small.
- Prisoner transfer and booking is not secure.
- Prisoner and public entrance is one and the same.
- Interview rooms are not isolated or secure.
- Storage of weapons and gear is insufficient and not co-located.
- Officer locker rooms are not adequate.
- Parking areas for police vehicles are commingled with public

Physical Challenges:

- Building egress is inadequate and not code compliant.
- Building is not ADA compliant.
- Building infrastructure is outdated and in need of replacement.
- Hazardous Materials exist.
- Installation of modern equipment (i.e. camera system) requires major work be done

Cost Considerations



Police buildings are very specialized:

- Stringent construction codes
- 24/7 operations with low risk of failure
- Designed to support uninterrupted police operations in times of emergency


This project is a significant investment for the City:

- It must meet needs for many years
- Requires robust construction and systems

Budget includes all costs necessary to complete project:

- Furniture and specialized police furnishings
- Security, Communications and IT systems
- Design fees, legal fees, project management fees, permits
- Land acquisition, repurposing costs for the existing building, environmental assessment & remediation
- Project, design and construction contingencies and inflation

Cost Comparisons



Site's I, II and III

- Located in the Special Hazard Flood Area (SHFA) and require additional site preparation and construction to account for flood potential.
- Have confirmed or speculated environmental contamination requiring clean up prior to construction.
- Site's I and II have existing structures that will need hazardous material abatement and demolition.
- Requires property to be purchased.

Site IV


- Stand alone facility. No shared space.
- Require political will of City and County elected bodies and Sheriff.
- Ownership rights would have to be determined.

Scheme's

- Requires hazardous abatement prior to construction.
- Requires relocation of PD for 12-18 months during construction.
- Unknown costs due to age of building.

Site I 56 Ellicott	Site II 96 Jackson	Site III 26 Evans	Site IV Park Rd.	Scheme A 10 W. Main	Scheme B 10 W. Main	Site V Aha Lot	Site VI 35 Swan St.
\$11.1MM- \$11.9MM	\$11.6MM- \$12.5MM	\$11.4MM- \$12.3MM	\$9.9MM- \$10.6MM	\$15.9MM- \$17.2MM	\$11.3MM- \$12.2MM	\$9.1MM- \$10.0MM	\$9.8MM- \$10.9MM

Selection Matrix



Evaluation Criteria was developed to sort the alternatives developed in the study. These consider factors the city deems most important in choosing a scenario. In addition, the Team ranked the Evaluation Criteria in terms of priority thus creating a weighted ranking system.

1. Provides Good Proximity to Downtown
2. Provides Adequate Parking for Police/Public Vehicles
3. Provides Good Access & Security for Police Vehicles
4. Can be Readily Acquired
5. Can Readily Achieve Zoning/Regulatory Approvals
6. Minimum Disruption to Police and Public During Development
7. Meets City Development Goals
8. Minimizes Site Development Issues (relocation, environmental remediation, etc.)
9. Minimizes Overall Development Cost
10. Effectively Meets Program and Functional Needs

Selection Matrix



Aggregate Matrix of all 7 Task Force Members

No.	EVALUATION CRITERIA	Criteria Value	Site I Ellicott Street		Site II Jackson Street (Salvation Army)		Site III Evans Street		Site IV Park Road (With Sheriff's)		Site V Alva Lot (Cone of Alva & Bank)		Site VI Swan Street (35 Swan)		Existing PD Scheme 1		Existing PD Scheme 2	
			score	total	score	total	score	total	score	total	score	total	score	total	score	total	score	total
1	Provides Good Proximity to Downtown	3.482	3.29	11.44	3.29	11.46	2.71	9.44	4.49	3.86	13.44	3.14	10.93	3.29	11.46	3.29	11.46	
2	Provides Adequate Parking for Police/Public Vehicles	3.285	3.00	9.86	3.57	11.73	3.13	7.03	3.14	10.31	3.00	9.86	3.71	12.19	2.00	6.57	1.86	6.11
3	Provides Good Access & Security for Police Vehicles	3.452	3.00	10.45	3.57	12.43	3.14	10.93	2.86	9.96	3.00	10.45	3.43	11.94	2.00	6.96	1.86	6.48
4	Can be Readily Acquired	3.142	3.57	8.51	3.57	8.51	3.00	9.43	2.86	8.99	3.57	11.22	3.43	10.78	3.71	11.66	3.71	11.66
5	Can Readily Achieve Zoning/Regulatory Approvals	3	3.57	8.14	2.86	8.58	3.00	9.00	2.86	8.58	3.43	10.29	3.43	10.29	3.57	10.71	3.57	10.71
6	Requires Minimum Disruption to Police and Public During	3.142	3.57	11.22	3.86	12.13	3.57	11.22	2.71	8.51	3.57	11.22	3.86	12.13	3.57	11.22	3.57	11.22
7	Meets City Development Goals and has Positive or No Impact on	3.285	2.57	8.44	3.00	9.86	3.57	7.98	3.43	7.98	3.43	11.27	3.29	10.81	2.86	9.40	2.86	9.40
8	Minimizes Site Development Issues (relocation, temporary	3.142	2.57	8.07	3.14	9.87	2.29	7.20	3.14	9.87	3.57	11.22	3.57	11.22	3.57	11.22	3.57	11.22
9	Minimizes Overall Development Cost	3.571	2.42	8.64	2.57	9.18	2.29	8.18	2.57	9.18	3.71	13.25	3.57	12.75	3.57	7.64	3.14	7.64
10	Effectively Meets Program and Functional Needs	3.857	3.29	12.67	3.43	13.23	3.29	12.69	3.29	9.37	3.43	13.23	4.00	15.43	3.57	9.37	2.57	9.91
	Total		2.9	97.4	3.2	107.0	2.8	93.1	3.4	87.2	3.5	115.4	3.5	118.5	3.5	82.8	3.5	82.8
	RANK		4		3		5		6		2		1		T-7		T-7	

Final Sites



35 Swan St. Site

Alva Lot Site





Questions



To: Police Facility Task Force
From: Jason Molino, City Manager
Date: July 23, 2015
Subject: Debt Service and Financing Options

During the July 7, 2015 meeting the Task Force voted on recommending the 35 Swan Street location as the preferred site for relocating the City police station. As part of the Task Force's assigned responsibilities and duties City staff is required to provide a financial analysis to demonstrate the potential tax, budget and debt impacts based on available information.

The following analysis uses the April 14, 2015 budget comparison (see attached) of the Swan Street Site (\$10,360,846) as the foundation for the analysis. For contingency purposes the analysis rounds the total project cost to \$10,500,000. It should be noted that these budget estimates are based on all information available to the Task Force through the study process. As with any construction project, all projections are subject to change depending on a variety of project circumstances, including design, construction and environmental impact variables that may be determined as the project progresses.

The attached spreadsheet entitled "*Debt Service and Financing*" provides an outline to the financial analysis for the project.

Existing Debt Service – This is the existing general fund debt service obligations. This is to include general obligation bonds, municipal leases and energy leases. Financing a new police station will be solely support by the general fund. As mentioned in the City 2015/16 budget message the City's debt service begins to drop starting in FY17, and within the next eight years the City's debt service load will drop approximately \$488,000 or 68% annually. This is an important aspect of the project as the City's capacity to take on new debt service increases significantly in upcoming years.

Facility Reserve Contribution – This is the recommended amount of funding to be dedicated from the general fund to the Facility Reserve specifically for the police station over the next several years. The current Facility Reserve balance at the end of FY 2015/16 is projected to be \$966,000.

Police Station Debt – This is the debt service that would be assumed as a result of a \$9MM bond based on a \$10.5MM total project cost.

Other Reserves (3%) – This is all other funding to be dedicated from the general fund to other reserve funds that support other general fund functions. It is assumed that every other year starting in 2018 there will be a 3% growth in other capital reserve funds (e.g. equipment, sidewalk, etc.) over next 20 years.

New Capacity – This is the additional debt service or reserve capacity that will become available as debt service is retired.

Level Debt – This is the combined debt service and reserve contribution. The desired combination of total debt service and reserve contributions can remain relatively flat over time; however, as one increases or decreases, the other compensates equally. This process is generally referred to as “level debt service.” Once the established reserve and debt levels are determined, capital plans can be balanced with acceptable debt limits. It is recommended that the current level debt service be maintained in the future not to exceed \$923,000 annually.

Video Lottery Terminal (VLT) Aid – It is recommended that over the next three years a total of \$375,000 of VLT aid be utilized to building the Facility Reserve. While the City has received this revenue in prior years, it has not remained at stable levels and is consistently up for negotiation during the New York State budget process. Should this aid be decreased significantly or removed completely in upcoming years, the revenue will have to be made up by another revenue source.

Facility Reserve Funds Utilized – It is recommended that \$1,860,000 of accumulated Facility Reserve funds be utilized by 2021/22 as part of the project. As of FY 2015/16 year-end is the Facility Reserve fund is expected to have a balance of \$966,179. The remaining balance is to accumulate with general fund reserve contributions and VLT aid from 2016-2020.

Facility Reserve Fund Balance – This is a rolling balance of Facility Reserve funds over the course of the project. Please note that building reserve funds is a critical financial component to project success as the total project cost is estimated at \$10.5MM, however utilizing \$1.86MM of reserve funds will provide the City with the opportunity to only bond \$9MM to support the project. Due to conservative and responsible financial planning the current reserve balance is almost \$1MM. As the reserve fund continues to accumulate the final general bond obligation will be less.

The project includes the following:

- \$10.5MM project - \$9.0MM bond/\$1.86MM reserves.
- Use of \$375,000 of VLT aid over three year period to assist in building reserves.
- Assumes no grant funds received.
- Maintains \$36,000 in Facility Reserve fund after project is complete.
- Average annual debt payment for the project is approximately \$547,000 for a 27 year bond, starting in 2019 expiring in 2046.
- Interest rate for bond inclines over the period of the bond starting at 3% and increasing to 5.25% by the final year.
- Total impact may be a one-time 0-2% tax increase realized over a 2 year period, depending project variables.

Observations

- ✓ Generating a greater reserve fund balance to be utilized will minimize the amount to be bonded and will result in less of an impact on the tax levy and property taxes.
- ✓ Maintaining a positive balance in the reserve fund is important in order to retain funds for other City facilities.
- ✓ This analysis considers no receipt of grant funds for the project. Should grant funds or additional surpluses be used to offset the cost of the project, the final debt service for the project may be lower than projected. Conversely, if project costs exceed the projected estimates, debt service costs may be higher than projected.

Summary

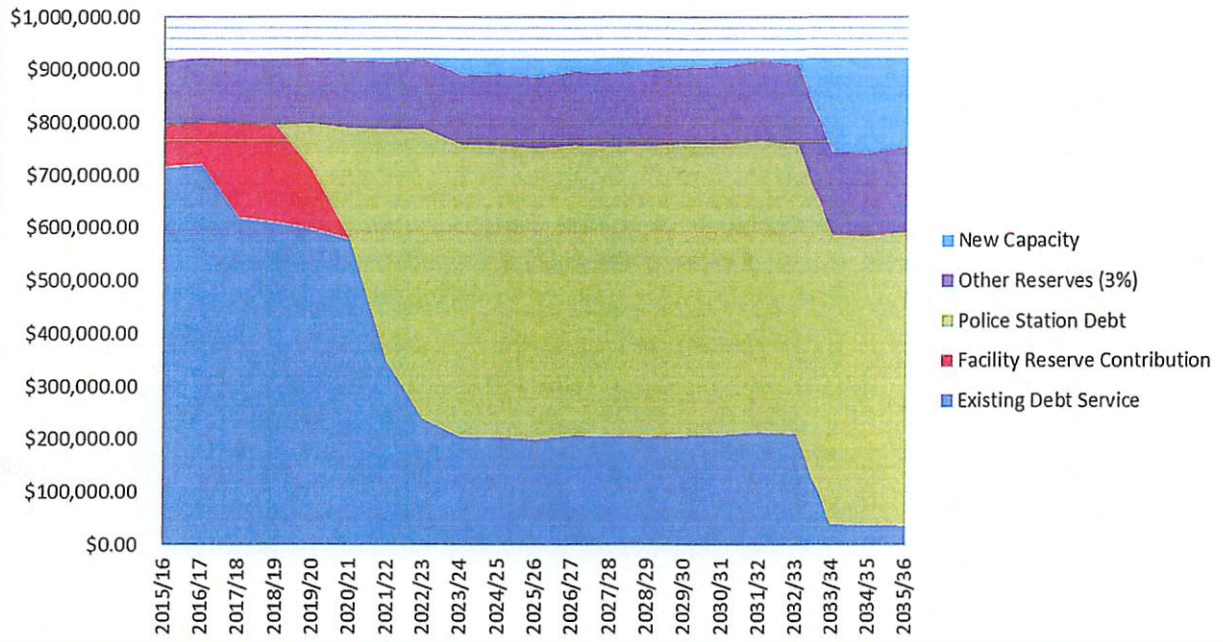
The attached chart entitled “*Level Debt*” demonstrates the impact of decreasing existing debt service, increase of new debt service related to a new police station, steady growth in reserve contributions every other year and the availability of new debt service/reserve capacity, while maintaining the accumulative debt service and reserve contributions steady at 2016 levels. Assuming no significant variances in the estimated project costs, bond interest rates, changes in VLT aid or unanticipated fluctuations in Facility Reserve fund balances or any other variables, it is foreseeable that this project could be completed with no negative impact on level debt factors, resulting in no increase in new tax levy dollars to support the project.

7/23/2015

Swan Street - Debt Service and Financing (projections) - \$10.5MM project (\$9.0 MM financing)

<u>Fiscal Year</u>	<u>Existing Debt Service</u>	<u>Facility Reserve Contribution</u>	<u>Police Station Debt</u>	<u>Other Reserves (3%)</u>	<u>New Capacity</u>	<u>Level Debt</u>	<u>VLT</u>	<u>Reserves Utilized</u>	<u>Reserve Fund Balance</u>
2015/16	\$715,424.36	\$80,000.00		\$121,300.00		\$916,724.36	\$100,000.00		\$1,066,179.00
2016/17	\$721,165.27	\$80,000.00		\$121,300.00		\$922,465.27	\$125,000.00		\$1,271,179.00
2017/18	\$619,747.87	\$180,000.00		\$121,300.00		\$921,047.87	\$150,000.00		\$1,601,179.00
2018/19	\$611,087.88	\$185,000.00		\$124,939.00		\$921,026.88	\$0.00	(\$1,500,000.00)	\$286,179.00
2019/20	\$597,969.51	\$110,000.00	\$90,000.00	\$124,939.00		\$922,908.51	\$0.00		\$396,179.00
2020/21	\$579,118.02		\$460,510.69	\$128,687.17	\$4,684.12	\$923,000.00	\$0.00	(\$250,000.00)	\$146,179.00
2021/22	\$349,549.60		\$547,827.50	\$128,687.17	\$6,935.73	\$923,000.00	\$0.00	(\$110,000.00)	\$36,179.00
2022/23	\$240,360.02		\$547,202.50	\$132,547.79	\$2,889.69	\$923,000.00	\$0.00		
2023/24	\$206,400.02		\$551,352.50	\$132,547.79	\$32,699.69	\$923,000.00	\$0.00		
2024/25	\$206,080.02		\$550,277.50	\$136,524.22	\$30,118.26	\$923,000.00	\$0.00		
2025/26	\$201,640.02		\$549,052.50	\$136,524.22	\$35,783.26	\$923,000.00	\$0.00		
2026/27	\$209,015.00		\$547,677.50	\$140,619.95	\$25,687.55	\$923,000.00	\$0.00		
2027/28	\$207,815.00		\$546,152.50	\$140,619.95	\$28,412.55	\$923,000.00	\$0.00		
2028/29	\$206,280.00		\$549,115.00	\$144,838.54	\$22,766.46	\$923,000.00	\$0.00		
2029/30	\$208,400.00		\$551,477.50	\$144,838.54	\$18,283.96	\$923,000.00	\$0.00		
2030/31	\$209,800.00		\$548,596.25	\$149,183.70	\$15,420.05	\$923,000.00	\$0.00		
2031/32	\$214,900.00		\$550,152.50	\$153,659.21	\$4,288.29	\$923,000.00	\$0.00		
2032/33	\$211,550.00		\$546,140.00	\$153,659.21	\$11,650.79	\$923,000.00	\$0.00		
2033/34	\$40,050.00		\$546,527.50	\$158,268.99	\$178,153.51	\$923,000.00	\$0.00		
2034/35	\$38,700.00		\$546,005.00	\$158,268.99	\$180,026.01	\$923,000.00	\$0.00		
2035/36	\$37,350.00		\$554,545.00	\$163,017.06	\$168,087.94	\$923,000.00	\$0.00		
	\$6,632,402.59						\$375,000.00	(\$1,860,000.00)	

Level Debt



City of Batavia Conceptual Schematic Budget For Police Facility Study
Budget Comparison
April 14, 2014

Probable Cost	Site I Ellicott Street Ellicott Street Site 56 Ellicott Street 17,900 SF New Construction	Site II Jackson Street Jackson Street Site 96-98 Jackson Street 17,900 SF New Construction	Site III Evans Street Evans Street Site 26 Evans Street 17,900 SF New Construction	Site IV Park Road Genesee County Sheriff's Facility 165 Park Road 16,800 SF New Construction	Existing PD Scheme 1 City of Batavia Police Station 10 West Main Street 11,116 SF Building Renovation & 17,660 SF Building Additions	Existing PD Scheme 2 City of Batavia Police Station 10 West Main Street 17,858 SF Building Renovation & 7,660 SF Building Additions	Site V Alva Place Alva Place Site 150 Alva Place 17,900 SF New Construction	Site VI Swan Street Swan Street Site 35 Swan Street 17,900 SF New Construction
1. Base Construction Cost:								
A - Building	17,900 SF x \$300 per SF \$5,370,000	17,900 SF x \$300 per SF \$5,370,000	17,900 SF x \$300 per SF \$5,370,000	16,800 SF x \$300 per SF \$5,040,000	ITEMIZED BUDGET \$10,515,988	ITEMIZED BUDGET \$7,471,295	17,900 SF x \$300 per SF \$5,370,000	17,900 SF x \$300 per SF \$5,370,000
B - Alterations of Existing Spaces	EXCLUDED	EXCLUDED	EXCLUDED	1,500 SF x \$150 per SF \$225,000	INCLUDED	INCLUDED	EXCLUDED	EXCLUDED
C - Pistol Range	EXCLUDED	EXCLUDED	EXCLUDED	EXCLUDED	ITEMIZED BUDGET \$350,000	EXCLUDED	EXCLUDED	EXCLUDED
D - Communications Tower	N/A	N/A	N/A	\$350,000	N/A	N/A	N/A	N/A
E - Site Work and Parking @ 12 per SF	\$571,200	\$885,600	(Added \$350,000 for Parking) \$1,406,000	\$852,000	INCLUDED	INCLUDED	\$474,000	\$754,800
F - Elevate Building Site Above Flood Elevation (Allow 2'-0" of Import Fill)	\$351,000	\$315,000	\$391,500	N/A	N/A	N/A	N/A	N/A
G - Pile Foundation	\$324,000	\$324,000	\$324,000	N/A	N/A	N/A	N/A	N/A
H - Demolition	\$345,000	\$437,000	N/A	N/A	INCLUDED	INCLUDED	N/A	\$150,000
I - Environmental Site Remediation	\$250,000	\$250,000	\$500,000	N/A	N/A	N/A	\$250,000	\$250,000
Base Construction Cost Sub Total:	\$7,211,200	\$7,581,600	\$7,991,500	\$6,467,000	\$10,865,988	\$7,471,295	\$6,094,000	\$6,524,800
2. Contingency: *								
Design Contingency 10%	10% \$721,120	10% \$758,160	10% \$799,150	10% \$646,700	10% \$1,086,599	10% \$747,130	10% \$609,400	10% \$652,480
Construction Contingency	3% \$396,616	3% \$416,988	3% \$439,533	3% \$355,685	3% \$896,444	3% \$616,382	3% \$335,170	3% \$358,864
Escalation 3% per Annum	3% \$249,868	3% \$262,702	3% \$276,905	3% \$224,082	3% \$385,471	3% \$265,044	3% \$211,157	3% \$226,084
Contingency Sub Total:	\$1,367,604	\$1,437,850	\$1,515,588	\$1,226,467	\$2,368,514	\$1,628,556	\$1,155,727	\$1,237,428
Base Construction Cost with Contingency Sub Total:	\$8,578,804	\$9,019,450	\$9,507,088	\$7,693,467	\$13,234,502	\$9,099,851	\$7,249,727	\$7,762,228
3. Project Soft Cost and Other Cost *								
Consultant Fees *								
Architectural / Engineering Fees	8% \$576,896	8% \$606,528	8% \$639,320	10% \$646,700	10% \$1,086,599	10% \$747,130	8% \$487,520	8% \$521,984
Civil Engineering Fees	\$200,000	\$200,000	\$200,000	\$100,000	\$50,000	\$50,000	\$200,000	\$200,000
Construction Management Fees	5% \$360,560	5% \$379,080	5% \$399,575	5% \$323,350	5% \$543,299	5% \$373,565	5% \$304,700	5% \$326,240
Communication Consultant Fees	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Consultant Fees * Sub Total:	\$1,167,456	\$1,215,608	\$1,268,895	\$1,100,050	\$1,709,898	\$1,200,694	\$1,022,220	\$1,078,224
Owner Fees *								
Legal Fees - City of Batavia	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Building Permit Fee - City of Batavia	Waive	Waive	Waive	Waive	Waive	Waive	Waive	Waive
Bond Cost - City of Batavia	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Owners Protective and Builders Risk Insurance @ 0.83 %	\$59,853	\$62,927	\$66,329	\$53,676	\$90,188	\$62,012	\$50,580	\$54,156
Repurpose Cost - 10 West Main Street	\$300,000	\$300,000	\$300,000	\$300,000	N/A	N/A	\$300,000	\$300,000
Building Site Acquisition Cost	\$240,000	\$240,000	\$50,000	N/A	N/A	N/A	N/A	\$150,000
Temporary Relocation Cost - Rent	N/A	N/A	N/A	N/A	\$100,000	\$100,000	N/A	N/A
Temporary Relocation Cost - Fit Out	N/A	N/A	N/A	N/A	\$150,000	\$150,000	N/A	N/A
Move Out / Move In Cost	\$25,000	\$25,000	\$25,000	\$25,000	\$50,000	\$50,000	\$25,000	\$25,000
Miscellaneous Expenditures	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Bidding Expenses and Advertising	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Owner Fees * Sub Total:	\$679,853	\$682,927	\$496,329	\$433,676	\$445,188	\$417,012	\$430,580	\$584,156
Testing & Inspection *								
Material Testing & Inspection	\$35,000	\$35,000	\$35,000	\$25,000	\$25,000	\$20,000	\$35,000	\$35,000
Soil Survey & Borings	\$30,000	\$30,000	\$30,000	\$25,000	\$10,000	\$10,000	\$30,000	\$30,000
Asbestos and Hazardous Material Survey	\$15,000	\$15,000	N/A	N/A	\$15,000	\$10,115	N/A	\$15,000
Air Monitoring and Air Sample Tests	\$20,000	\$20,000	N/A	N/A	\$35,000	\$35,000	N/A	\$20,000
Testing & Inspection * Sub Total:	\$100,000	\$100,000	\$65,000	\$50,000	\$85,000	\$75,115	\$65,000	\$100,000
Interior Systems & Furnishing *								
Interior Furnishings and Equipment - FF&E	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Telephone, Communication, Network System, Security & Alarm System	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Interior Systems & Furnishing * Sub Total:	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Project Soft and Other Cost * Sub Total:	\$2,547,309	\$2,598,535	\$2,430,224	\$2,183,726	\$2,840,086	\$2,292,521	\$2,117,800	\$2,362,380
4. Project Soft Cost Contingency: *								
Soft Cost Contingency 10%	\$254,731	\$259,854	\$243,022	\$218,373	\$284,009	\$229,282	\$211,780	\$236,238
Soft Cost Contingency * Sub Total:	\$254,731	\$259,854	\$243,022	\$218,373	\$284,009	\$229,282	\$211,780	\$236,238
Project Soft and Other Cost * with Contingency Sub Total:	\$2,802,040	\$2,858,389	\$2,673,247	\$2,402,099	\$3,124,095	\$2,522,103	\$2,329,580	\$2,598,618
Project Cost Total:	\$11,380,844	\$11,877,839	\$12,180,335	\$10,095,565	\$16,358,596	\$11,621,954	\$9,579,307	\$10,360,846

* ITEMS THAT REQUIRE INPUT FROM PROJECT TEAM