

## *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 75 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 2014/15 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

### Capital Infrastructure Plan – 2015-2020

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

*Operating Expenses:* \$45,000  
*Budget Account:* 002.8310.0423  
 003.8110.0423

In 2009 the City engaged the services of Conestoga Rovers & Associates (CRA) to develop a Water and Sewer Rate Model and Capital Improvement Plan. This planning tool evaluated the current condition of the City's water and sewer infrastructure, water plant, wastewater plant, pump stations and associated equipment and provided a time line for replacement, repairs, improvements and upgrades necessary to ensure uninterrupted service to the community. The model also projected water and sewer rates for 5 years based on cost of service and execution of the Capital Plan. This planning tool proved to be invaluable for the development of water and sewer budgets which provided funds to schedule and complete several large capital projects over the last 5 years. Over the next year the City will update the CIP for the next five years, focusing on planning multiple water plant and infrastructure projects in conjunction with Genesee County and the Water Plant Operations and Maintenance Agreement.



### 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.

### Financial Reporting

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.

*Lead Department:* Finance Office

*Operating Expenses:* Existing budget

Quarterly presentation of the City's financial status including updated forecasts of economic fluctuations will continue, in addition to the financial reporting received by City Council on a monthly basis. Together, the increased regular communication will enhance City Council's understanding of the City's financial situation and improve their fiscal oversight.

## **New Initiatives**

### **10 yr. Parking Lot Capital Plan**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$32,990

*Budget Account:* 001.5650.0401

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.

2013 was the second year working under the parking lot capital plan. In the second year the City resurfaced the Police parking lot. This project was completed along with milling and paving the School Street parking lot and overlaying the Youth Bureau parking lot. We also did extensive patching of parking lots in

the downtown area. In FY 2014/15 the City is scheduling to improve the West City Centre (Mall) parking lot between Dan's Tire and the Lawley Agency. There will also be a preservation surface placed on the tennis courts at Farrall Park.

### **Develop Specifications for Equipment Replacement**

*Lead Department:* Dept. of Public Works

*Operating Budget:* \$133,050

*Budget Account:* 001.7110.0200.2102

001.5142.0200.2102

001.5110.0200.2102

The Bureau of Maintenance will develop, prepare, advertise and open bids for equipment replacements as per the equipment replacement plan. In FY 2014/15 the City will look to replace a 1997 wood chipper, 2003 roll back trailer, 1988 wide-area mower and a 1966 30hp tractor.

# 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

In 2013 the City and Town of Batavia began dialogue and analysis to review options for the Town purchase of additional sewer capacity to support the recent industrial expansions at the Genesee Valley Agri-Business Park. The City and Town continue to negotiate 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
Efficiency gained from partnerships and improved operations	Increase # - measure cost/benefit	Increase # - measure cost/benefit
Improve public communication	New website operational	# of text alert/e-subscribe sign ups
		# of hits on main page
		Establish Facebook & Twitter accounts
Improve professional development	Execute safety and general training plan	Execute leadership development training plan
Improve internal process efficiency	Dept. project & measure	Dept. project & measure

## **Employee Performance Evaluations**

*Lead Department:* HR Office  
*Secondary:* All Dept.'s

*Operating Expenses:* Existing budget

In 2009 the City developed and implemented an Employee Performance Evaluation Program. Supervisory and management staff has gone through multiple years of performance management training to assist them in the evaluation process. The evaluation program has been an integral part in creating a performance communication environment.

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.

In addition, to help foster relationships amongst all City employees, the City has sponsored several informal employee lunches. Two hot dog lunches were provided in the months of August and October and in December a Christmas luncheon was provided to all employees. An average of 50 employees attended each of the three lunches.

The City will continue to hold periodic lunches throughout 2014.

### **Sludge Removal Evaluation**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Existing budget

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. The City has begun preliminary discussions, and a more formal RFP will be prepared for selection in the coming months.

### **Utility Mapping**

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$2,000 (Various Dept.'s)



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.

## New Initiatives



### Review and Update City's Strategic Plan

*Lead Department:* City Council  
*Secondary:* Management Staff

*Operating Expenses:* \$5,000  
*Budget Account:* 001.1010.0423

In summer 2010 City Council engaged in a strategic planning process to allocate the City's available resources to best meet the needs of our residents, while balancing the environmental factors in the future. Our strategic planning process included work sessions facilitated by Genesee Community College BEST Center, a Citizen Survey, review of financial history, understanding future short and long-term factors affecting the City, SWOT analysis and staff feedback. We gathered various types of empirical data from daily operations to percentage based data from the Citizen survey. From reviewing existing data and work completed, the Council created strategic priorities for 2011/12 and 2012/13 and developed directional statements that further defined each priority. In February 2011, City Council adopted a 2 year Strategic Plan. In 2012 the newly elected City Council reviewed and updated the City's Strategic Plan for 2013/14 and 2014/15.

The City of Batavia's strategic planning is the foundation from which the City's services and annual budget are based. The City's

Strategic Plan establishes a vision that best defines the level of services we can provide, along with an understanding of what resources will be needed to provide them. In summer 2014 the Strategic Plan will again be reviewed and updated by City Council to set policy priorities and objectives for 2015/16 and 2016/17.

### Hire Assistant City Manager

*Lead Department:* City Manager's Office

*Operating Expenses:* Admin. Services budget

The reintroduction of the Assistant City Manager will be critical in accomplishing many of the initiatives for the upcoming year and into the future. Most notably, the City's participation in the National Flood Insurance Program (NFIP) Community Rating System (CRS) can provide significant financial relief to property owners by decreasing flood insurance premiums. The Assistant would act as the City's CRS Coordinator in establishing the program within the City, and managing it long term. With flood insurance premiums on the rise due to federal legislation changes, effective implementation of the program could provide significant financial savings to property owners.

Aside from managing the CRS program, the Assistant would be intricately involved in taking on risk management responsibilities. As this was a responsibility of Assistant Managers in prior years, providing oversight, guidance, analysis and recommendations to managing the City's healthcare, workers compensation and general liability insurances is critical as insurances are a major cost center in the City's budget, well over \$2 million. Since the position was vacated in 2006, there has been no concentrated effort to focus on risk management and minimize costs associated with future liabilities. Liability can be extremely costly, and even though the City

is insured in several areas, constant oversight is necessary to ensure comprehensive coverage and protection is provided at the most cost efficient means. Issuing and managing the Request for Proposal process for insurances will be another task in the upcoming year.

In addition, other duties for the position include, but are not limited to, acting as the City Manager in my absence, overseeing the IT budget and act as the network administrator, assist with preparing the City budget and capital plans, work on various departmental projects to improve efficiency and effectiveness of operations and assist with preparation and collective bargaining process.

The position is a management non-union position, generally requiring a Master's Degree education and/or several years of work experience. The salary range is \$63,928 - \$77,694. While this position has not been funded for the past several years, it will be fundamental to moving forward if neighborhood revitalization and government efficiency initiatives are to be addressed by the City.

### **NYS Archives Grant**

*Lead Department: Clerk's Office*

*Operating Expenses: Apply for Archives grant*

The Clerk's office has plans to apply for a NYS Archives grant for historical records management. This would consist of purchasing new equipment for secure and proper storage of records, maps, and other items of historical significance. The grant would be administered in conjunction with the City Historian and would assist in organizing and preserving historical records. The grant period would be from July 1, 2014 through June 30, 2015.

Since 2004, the City has received over \$113,000 from the New York State Archives for projects ranging from file management, storage and retrieval to document conversion and access. The document conversion and access projects have converted more than 150,000 pages of records to electronic format allowing for more efficient retrieval for numerous purposes. We are hoping to continue our success with the historical records application for the 2014-2015 grant cycle.

### **Implement Organizational Development Plan**

*Lead Department: HR Office*

*Operating Expenses: Existing budget*

Over the last few years the City has developed and implemented an Organizational Development Plan

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 concluded June 2013. Training included topics such as electrical safety, lock-out/tag-out, confined space, personal protective equipment, and trenching and shoring.

In addition, the City held Sexual Harassment training in May of 2013 and HazMat training in November of 2013.



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. The focus for FY 2013/14 was safety training and general training (sexual harassment) and for FY 2014/15 the focus will be on leadership development along with team building with management and supervisory staff.

In the last 2 years the City has experienced a significant turnover in supervisory staff. Fiscal year 14/15 will be a great opportunity for the City to develop a leadership development program to assist these new supervisors in their new leadership role. Human Resources will be working with Department Heads to assess the needs of each department in order to create a comprehensive program.

### **Clerk/Treasurer Office Efficiencies**

*Lead Department: Clerk's Office*

*Operating Expenses: Existing budget*

- 1) Items in the small vault will be reviewed and analyzed to see which items are utilized infrequently but must be maintained on a long term basis. These items will be moved to the locked storage room to free up space in the small vault and allow easier access. As ambulance records retention is met, additional space will become available in the locked storage room.
- 2) Council meeting minutes will be saved as is currently done but will also be saved as one document for upload to FileBound at year end. Years 2009 through 2012 will also be merged into one document and uploaded onto FileBound so all years from 1960-2013 will be available for full-text searching. Minutes will also be

uploaded to the new website to offer the public easy access to minutes.

- 3) Daily receipts documentation that is currently stored in manila envelopes will be scanned into a directory organized by year then by month. This will allow easy access to the records and eliminate the need for paper storage. The records are required to be retained for 6 years and the file will be deleted once that retention period is reached. Auditors frequently request the paperwork from specific days and this information can now be e-mailed with ease.

### **Finance Office Efficiencies**

*Lead Department: Finance Office*

*Operating Expenses: Existing budget*

- 1) As the City's new purchasing manual is implemented, the Finance Office will train department clerks on inputting invoices into KVS. This will include scanning and attaching invoices to the voucher and purchase order screens in KVS. In addition, more meaningful descriptions will be added to invoices making KVS a much more powerful tool containing more valuable information at our finger tips.
- 2) The Finance Office, with the help of the other departments, will begin the process of standardizing equipment via resolution and approval from City Council. This will provide departments with greater ability to bid specific equipment needed for operations.
- 3) In November 2013, legislation was signed allowing municipalities to contract with purchasing cooperatives. There is a potential for savings when purchasing goods and services, however the City is

required to have a “Best Practice” procedure developed and approved via resolution from City Council. The Finance Office will develop a procedure for the next fiscal year to allow City departments to take advantage of savings available through various cooperatives.

- 4) Bidnet is an on-line bidding network of vendors and municipalities where quoting, competitive bidding and bid results are available. The Finance Office will spearhead the registration for this service along with any training that may be necessary. The Finance Office will be the hub for communication between Bidnet and City employees in need of this service.
- 5) The Finance Office will begin the steps necessary to pay vendors using Chase debit payments. Vendors would agree to receive debit payment from the City. Those vendors would be “marked” in KVS as a wire transfer vendor and payments would be made by debit instead of by check. This would eliminate printing the check, matching the remittance advice, stuffing the check, stamping and mailing. When compared to the cost of debit payments (\$.20 per transaction) the overall savings in check stock, envelopes and postage makes this a cost efficient process to undertake.



### **Financial Management Best Practices**

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

*Operating Expenses:* Existing budget

The Governmental Finance Officers Association (GFOA) established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Documents must be submitted within three months after budget adoption to the Budget Awards Program where they are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. If the City's budget documents win the award, it will receive public recognition of its achievement, along with a plaque and a press release. Public recognition includes having the City's name appear on a list of award-winning reports maintained on the GFOA's website. Moreover, first-time winners will be announced in the GFOA e-newsletter.

Government Finance Institute (GFI) is a comprehensive, multi-year professional

development program featuring authoritative educational training in the nine core areas of government finance: Accounting; Financial Reporting; Cash Management; Debt Management; Internal Control; Performance Management; Auditing; Human Resource Management; and Ethics. GFI is a two level, progressive program, providing a continuing series of in-depth workshops and sessions at both a foundation (basic) and advanced level. Graduates will be formally recognized for their commitment to professional excellence and competence in the field. The Deputy Director of Finance has begun training in these nine core areas and has another two years to complete all requirements.

### **Review Election Districts**

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

*Operating Expenses:* Existing budget

Section 1-5 of the City Charter states the City Manager is to review the official population following the United States census final report. Population data became available in 2012, and pursuant to the City Charter a formal review of the population for each of the six City wards needs to be reviewed. If two or more of the wards have a population differential of 10% more than the average of the six wards, a redistricting plan will have to be submitted at the next general election. This process will include a review of ward populations and possible recommendation for changes to City wards. If boundary changes are needed they would be effective for the next ward elections.

### **Cell Phone Policy**

*Lead Department:* HR

*Operating Expenses:* Existing budget

With many employees having the need to be able to keep in constant communication with their employees, departments as well as other departments within the City, it has become necessary to create a policy to regulate the use of City provided cell phones.

### **Social Media Policy**

*Lead Department:* HR

*Operating Expenses:* Existing budget

With the social media environment that we find ourselves in today, it is imperative that the City develop and institute a social media policy to provide guidelines on the management, administration and oversight on the use of social media by employees of the City of Batavia.

### **Request for Qualifications/Proposals for Insurance**

*Lead Department:* City Manager's Office

*Operating Expenses:* Existing budget

In 2008 the City completed a comprehensive RFP for liability insurance as the City was previously self-insured. After five years of review and familiarity, the City will issue an RFP for an insurance broker to test the market and obtain the best insurance services for the lowest cost.

An RFP/RFQ will have to be developed and issued, insurance brokers interviewed and based on a pre-determined set of criteria assessed and recommended to City Council.

It is also anticipated that brokers will be reviewed on their ability to assist the City in reviewing health insurance options as the City is currently self-insured.

### **Workers Compensation Review**

*Lead Department:* City Manager's Office

*Operating Expenses:* Existing budget

In 2009, the City of Batavia went from a self-insured workers' compensation program to an insured workers' compensation policy. With the increasing cost of workers' compensation and in a climate where government entities are always challenged to find more ways to cut cost, the City will be conducting a comprehensive review of their workers' compensation program to see if the program is fully utilizing all cost preventative measures possible.

### **Replace Salt Storage Facility**

*Lead Department:* Dept. Public Works

*Operating Expenses:* \$325,000

*Budget Account:* 001.5142.0200.2106

As an initiative in the FY 2013/14 Strategic Plan, the City conducted an inspection of the City's existing salt barn. The current salt barn is a dome shaped wood framed structure that was built in the late 1970's. From the inspection it was determined that a complete replacement of the existing roof was needed. At a minimum, deteriorating framing will need to be removed and replaced and spalled portions of the foundation need to be restored. When considering the existing salt barn's age, the amount of leaking from deferred maintenance, the cost of known repairs and the strong potential for hidden extensive repairs, it is recommended that a

new salt barn be constructed as it would be more cost effective than repairing the existing structure. Also a new structure would provide an extended life of 30+ years which is significantly longer than repairing the existing structure.

When evaluating a new structure, a rectangular footprint with similar capacity is recommended as the shape would make the loading and unloading of salt safer and more efficient. The estimated cost of demolition of the existing structure and building of a new salt barn is approximately \$325,000. In October 2013, the City Council committed this amount of funding to the facilities capital reserve fund for this project.

### **Sewer Lining Project**

*Lead Department:* Dept. Public Works

*Operating Expenses:* \$175,000

*Budget Account:* 003.8120.0459.2130

The City is looking to rehabilitate 5,000 lf of sanitary sewer main. This will be done using a cast in-place pipe lining as was completed in 2013. The work will focus on deep sewers, under roads that are being improved or areas where there are identified grease and/or root problems. In FY 2014/15 we plan to complete the sewer lining of South Swan Street where the 2013 project left off, Otis Street before roadway resurfacing and New York Place. The work is expected to be completed in summer 2014.

# Economic Development & Job Creation

## Ongoing Initiatives

### Revolving Loan Fund

*Lead Department:* Batavia Dev. Corporation

*Operating Expenses:* Revolving Loan Funds

According to the Batavia Development Corporation (BDC), the two small business revolving loan funds had a great deal of interest at the start of 2013 but the interest waned when the Micro-Enterprise funds were limited. However, the oversight of the program continues to improve with an emphasis on pre-qualifying the applicants and collaborating with local service providers to assist applicants in preparing business plans.

As of January 2014, the BDC reviewed 12 business plans and the Board approved five loan packages motivating nearly \$300,000 investment in the City. The program assisted one true business start-up that now provides trash removal services to City residents whereas the other commitments helped to retain jobs and provide working capital to other early stage companies.



April 2013 Brothers David & Jeffrey Pero opened Trash Away LLC as a new small business in the City. Photo by The Batavian.

15 jobs were retained and 7 new positions were created in 2013.

\$188,300 private investments  
\$110,000 City loan/grant contribution  
 \$298,300 total project investments

Over the past year the BDC has executed a purposeful marketing campaign to promote available small business resources, entrepreneurial workshop sponsorships and a diligent small business visitation program that has generated a consistent 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.

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



## **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 was in alignment with the current two-year economic development services agreement that was renewed in 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 also initiated the launch of the new Genesee Community College BEST Center course “Small Business Beyond the Basics” to help small business owners become better prepared for long-term business success.

A comprehensive approach to entrepreneur development continues to be encouraged for the Business Incubator Center on Harvester Avenue. The conversation has evolved into an

emphasis on agriculture related enterprises, supply chain business opportunities and an “accelerator” approach for small farm producers. New in 2013, the Business Center considered a restaurant incubator approach which tied directly to the Community Improvement Plan strategy of creating a dining and entertainment district. A restaurant incubator would be a unique use for the space that may present other opportunities. Many local agencies are cooperating to further develop this concept with original anticipation of a 2013 start. Unfortunately, grant funding was not secured in 2013 making a 2014 launch likely.

Real estate efforts are primarily focused within the context of both the Main Street grant program as well as the BOA efforts. During the Consolidated Funding Application round to secure New York State economic development grants, the BDC submitted an application named the “Cleaner Greener City of Batavia” to advance the redevelopment of select sites. While the grant was not awarded, the City was able to highlight redevelopment projects and gain recognition as having regional priority projects.

The BDC continues to support the Vibrant Batavia efforts and works in cooperation with the City’s Bureau of Inspection. With the hiring of a community organizer under the Vibrant Batavia auspices, the BDC is able to focus on the economic development work which fosters a holistic approach to a business friendly City environment.



## **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 an initial 250 acre area which was expanded to 366 acres downtown. Upon New York State approval of the City's proposed work plan, the local Steering Committee was established and a consulting services team was selected. The project team along with a local steering committee presented development concepts to City residents that were intended to maximize property values, enhance 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, continued 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. Five strategic sites were identified and further assessed for environmental hazards, coupled with a complete market analysis of opportunities.

The preliminary site assessments prepared using BOA funds, provided an opportunity

for the City to circulate a formal Request for Proposal (RFP) to redevelop the tax delinquent Della Penna property located on Ellicott Street. The RFP process was closed without making a formal developer commitment; however, genuine interest in cleaning-up and reusing the existing building and adding another new office building to the site is a real possibility in the near future. Through cooperation, this BOA effort also initiated a new Batavia Micropolitan Redevelopment Loan Fund in partnership with the GCEDC. Adaptive Reuse and infill projects in the City now have access to a unique loan program that makes securing financing much more possible in these difficult land redevelopment scenarios. The program is co-marketed by the BDC and the GCEDC while managed by the county group.

Furthermore, in Fall 2013, the City was host to a "Developers Forum" that welcomed real estate developers from other markets to consider the proposed concepts and opportunities for investment in the City of Batavia. The response was very favorable and dialogue with interested prospects is on-going.

The program will conclude early 2014 providing the documentation necessary to advance to the NYS Phase III Brownfield Program and to seek a variety of targeted funding sources to implement the plans. An EPA grant will be considered in 2014 along with another attempt for New York State grant dollars to assemble land and redevelop underutilized sites. A link has been provided on the home page of the City website to this project website [www.bataviaopportunity.com](http://www.bataviaopportunity.com).

## 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 was to assist at least 20 property owners to 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 BDC aggressively managed the program to achieve more than 20 commercial unit impacts and has owners prepared to deliver 9 new and improved residential units leveraging five times the private investment anticipated in the grant application.

In addition, the City was able to enhance the dumpster area on Center Street utilizing \$25,000 of this grant matched by a BID investment of \$10,000. The \$25,000 balance of the grant was designated for administration of the program and shared between Stuart Brown Associates and the Batavia Development Corporation.

The final projects are slated for completion prior to July 2014 in time for the City to consider an application for another round of Main Street grant funds.



BEFORE: 17 Jackson Street, Batavia



AFTER: 17 Jackson Street, Batavia



## 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 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. The BDC has negotiated the sale of the building to a local investment group who is moving forward to rehabilitate the property into four residential units and a ground floor flex-office space.



Concept drawing the redeveloped Carr's Warehouse building.

The BDC has awarded a \$115,000 grant through the Main Street program and secured an additional \$50,000 grant through the National Grid Main Street Revitalization program to support downtown investments. In addition, this is the first project to receive funding from the GCEDC's Batavia Micropolitan Redevelopment loan fund. In total the project is a \$526,000 investment to deliver the newly renovated space before July 2014.

### CDBG Economic Development Grant and Consolidated Funding Application (CFA)

*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 was to recapitalize the Micro-Enterprise Fund. It remains a priority for 2014. Unfortunately, the New York State Office of Community Renewal did not offer the funding to recapitalize Micro-Enterprise programs in 2013.

During the 2013 CFA round to secure New York State economic development grants, the BDC submitted an application named the "Cleaner Greener City of Batavia" to advance the redevelopment of select sites. While the grant was not awarded, the City was able to highlight redevelopment projects and gain recognition as having regional priority projects.

The BDC continues to seek other opportunities that may provide grant support in order to deliver on this future programming.

# 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 is being reconstructed with Federal Transportation Improvement Program (TIP) funds administered through the New York State Department of Transportation (NYSDOT). Erdman Anthony has been retained by the City to design, inspect and provide contract administration for the project. Two of the three phases of the contract were completed by winter 2013, with the remaining phase to be completed in late spring 2014. Phase III includes road reconstruction, drainage, sidewalks and restoration south of the railroad overpasses to Ellicott Street. 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 \$2,541,136.



Cedar St. reconstruction is scheduled for completion in 2014.

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(4Q)	95% compliance(4Q)
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	Graffiti removal
Inspection of multi-family homes	95% compliance(4Q)	95% compliance(4Q)
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: Project on Hold*

Summit Street Reconstruction is a Federal Transportation Improvement Program (TIP) project with funds administered through the New York State Department of Transportation (NYSDOT). The program is funded with 80% federal funds, 15% Marchiselli funds and 5% from the Consolidated Highway Improvement Program (CHIPS). Erdman Anthony has been retained by the City to design the project which was nearly complete, when New York State deferred the funding beyond the 2011-2014 Program which caused the project to stop until funding was reinstated. The City resubmitted the Summit Street Reconstruction project to the Genesee Transportation Council (GTC) as originally designed for funding on October 1, 2013. The City was notified on December 4, 2013 by GTC that the funding has not been reinstated and the project will have to be resubmitted by the City for funding in 2017.

***Due to the extremely poor and deteriorated condition of the road, timeframe to reapply for funds and the uncertainty of receiving financial support to reconstruct the roadway, we are requesting City funds to mill and pave Summit Street. The cost to complete this project is \$325,000.***

***It is recommended the City utilize \$190,000 remaining from the 2013/14 VLT aid and \$135,000 from unassigned fund balance. It recommended that these funds be transferred to the City's Committed Fund Balance for completion of the project in 2014/15.***



Summit St. reconstruction was scheduled for 2015. Due to the deferral of funding, it is recommended the street be resurfaced in 2014.

**National Night Out**

*Lead Department: Youth Bureau*

*Secondary: Police Department*

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

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

The City will host the 12<sup>th</sup> annual National Night Out on August 5, 2014. The City of Batavia takes this concept a step further with inclusive demonstrations and presence of all city services.

Creating caring neighborhoods continues to be the focus. Last year's event returned us to Austin Park. We had a lot of support and involvement from city departments as well as community based organizations. Birchwood Village also had an event on the same evening with support from the planning committee. As we move into next year, we will look into what area to focus our efforts on based on feedback.

## Sidewalk Rehabilitation Program

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$113,000

*Budget Account:* 001.5410.0401.2107

Replacement of defective sidewalks and installation of curb ramps is planned for Otis Street 1500 lf, Ross Street (East Main to North) 1000 lf, East Ave (Ross to Vine) 200 lf and Trumbull Pkwy (East to Lown) 1000 lf in the FY 2014/15.



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

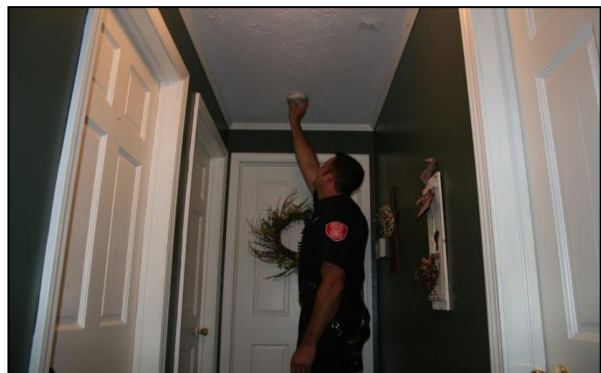
## Multi-family Inspection Program

*Lead Department:* Fire Department

*Operating Expenses:* \$2,500

The current NYS Fire Prevention and Building Code (Uniform Code) requires that multi-family dwellings (3 units or greater) be inspected at a minimum of once every 36 months. There are currently 127 dwellings that are 3 units or greater within the city. These occupancies have been divided into the four inspection zones currently utilized for public assembly and commercial business annual inspections. This segregation will result in approximately 40 units per year, or roughly 8-14 units per zone depending on the number of units in each 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. 2013 completed the first three (3) year cycle of this program. Beginning in 2014, we will be re-inspecting those occupancies from 2011.



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

## New Initiatives

### Local Law 55-4 Unsafe building; Nuisances; Graffiti

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Existing budget

Currently the Batavia Municipal Code is silent on what authority the City has to enforce the removal of graffiti from privately owned buildings, structures, equipment etc. Although the City has not fallen victim to a rash of graffiti appearing on buildings, it can be very upsetting to the property owner as well as adjoining property owners when this happens. The goal of the new local law is to gain compliance from the owner to have the graffiti removed within a reasonable time, or the City can have it removed at the owner's expense. This local law will be most effective to ensure the removal of graffiti from vacant buildings.



### Otis/ South Jackson Street - Resurfacing

*Lead Department:* Dept. Public Works

*Operating Expenses:* \$150,000 Committed  
Funding

Currently this mile stretch of roadway receives considerable traffic for urban collectors within the City as the average annual daily traffic (AADT) exceeds 1,800. Both So. Jackson St. and Otis St. are heavily utilized due to Jackson Primary School and Farrell Park.

The Pavement Condition Index (PCI) is part of the City's Roadway Surface Management System (RSMS) used for evaluating and assessing streets and roads throughout the City. The City's average PCI for 2013 is 87.19 and the City's Strategic Plan Key Intended Outcome is 85. The current PCI for this stretch of roadway is 68.57 for South Jackson St. and 52.27 for Otis St. (*For comparative purposes Richmond Ave. PCI prior to the 2013 improvements was 78.56 out of 100.*) Considering the poor condition of this corridor and significant use due to Jackson Primary School and Farrell Park, the resurfacing of this section of pavement is necessary and critical for safe vehicular and pedestrian traffic. It is also recommended that the City replace 1,500 linear feet of sidewalks and ramps in partnership with this project.

## Roadway Improvements

*Lead Department:* Dept. Public Works

*Operating Expenses:* \$236,260

*Budget Account:* 001.510.0401.9405

Consolidated Highway Improvement Program (CHIP) funds will be used to preserve and improve roadways in the City. The streets targeted for roadway surface course preservation are Center Street, School Street (Jackson to Liberty), Charles Street and Meadowcrest Drive. Streets targeted for resurfacing improvements are Bank Street (Denio to City line), Denio Drive, Sumner Street, Union Street (W. Main to Richmond). These roadways were selected based on their PCI and treatment type.

## 2014 CDBG Grant Application

*Lead Department:* City Manager's Office

*Secondary:* Dept. of Public Works

*Operating Expenses:* Existing budget

Over the past four 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 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. Currently the City has an application for \$400,000 for another housing rehabilitation program, similar to 2010.

It is expected that in 2014 another round of CDBG funding will be available. There are generally three major categories, public infrastructure, housing rehabilitation and public facilities. It is recommended that the City consider applying for future CDBG grant funds in 2014.

## Trumbull Parkway Sewer Line Replacement/ Road Resurfacing and Sidewalk Replacement

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$1,055,000

*Budget Account:* 003.9950.0901

Design is underway to replace approximately 1,950 linear feet of sewer line on Trumbull Parkway between East Avenue and Lown Street. This project also includes sidewalk replacement, road restoration, water services, valves and hydrants. We anticipate the contract will be competitively bid in early spring 2014 with construction to follow.

## Feral/Stray Cat Fix

*Lead Department:* City Manager's Office

*Secondary:* City Attorney

Police Department

Dept. of Public Works

*Operating Expenses:* Existing budget

There has been an increase in feral/stray cat complaints over the past several years and several identified locations where residents have been harboring feral/stray cats, creating at times, a nuisance concern within neighborhoods. There is no comprehensive statutory framework for the regulation of cats in NYS. The NYS Agriculture and Markets, Article 7 only addresses the licensing, identification and control of dogs. In addition, it is not clear as to what authorization a municipality has to address feral/stray cat concerns. It is recommended that the City review various options for addressing feral/cat concerns in neighborhoods and recommend an action plan.



City of Batavia flood of 1942.

### **National Flood Insurance Program Community Rating System**

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

*Operating Expenses:* Existing budget

Every year flooding causes hundreds of millions of dollars' worth of damage to homes and businesses around the country. Standard homeowners and commercial property policies do not cover flood losses. To meet vital coverage, the Federal Emergency Management Agency (FEMA) administers the National Flood Insurance Program (NFIP).

The NFIP's Community Rating System (CRS) recognizes community effort beyond those minimum standards by reducing flood insurance premiums for the community property owners. The CRS is a voluntary program for NFIP participating communities. The goals of the CRS are to reduce flood damages to insurable property, strengthen and support the insurance aspects of the NFIP, and encourage a comprehensive approach to floodplain management.

CRS discounts on flood insurance premiums range from 5% up to 45%. Those discounts provide an incentive for new flood protection activities that can help save lives and property in the event of a flood.

Currently there are 1,229 communities throughout the county participating in CRS. The CRS continues to see growth with an average of 35 new communities joining each year, and 80 communities achieving CRS class improvements. Currently there are 399 flood insurance plans in the City of Batavia, costing property owners approximately \$360,000 annually for flood insurance. The average premium is \$900 per year. On a home assessed at \$90,000, the property owners flood insurance is greater than their City property taxes (\$837).

In addition, the Biggert-Waters Flood Insurance Reform Act of 2012 (BW-12) was passed by Congress requiring significant program reform. The law requires changes to all major components of the program, designed to make the NFIP more financial stable, and ensure that flood insurance rates are more accurately reflect the real risk of flooding.

Unfortunately, BW-12 will affect almost half of policy holders in the City, and has the potential of increasing premiums more than 25% within the next year. In addition, all homes purchased in future requiring flood insurance could see a significant increase in flood premium.

With flood insurance rates projected to continually rise and the uncertainty surrounding further changes to BW-12, joining the CRS is an additional way to demonstrate to Batavia property owner that the City is proactively working to protect their property and wallets, both now and in the future. It is expected that the Assistant City Manager would be appointed as the CRS Coordinator, committed to completing the application process and maintaining the program for the City.

## Abandoned/Vacant Residential Properties

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

*Operating Expenses:* \$10,000  
*Budget Account:* 001.1420.0437

As systematic code enforcement efforts have improved over the past several years, abandoned or vacant properties have become more obvious due to the lack of regular maintenance and upkeep. While most of these properties have open code violations, the City has little recourse to enforce maintenance and upkeep of the property as the property taxes are paid by the mortgage holder, however title is not transferred. Currently, it is estimated that there are 50 residential properties that are vacant, have open code violation, are current on property taxes however the owner of record has abandoned the property and the mortgage holder has not taken title to the property.



### 1. Real Property Actions and Proceedings Law (RPAPL) Article 19-A

In certain circumstances the City may have recourse in taking title to a property under the Real Property Actions and Proceedings Law (RPAPL) Article 19-A. This section of the law authorizes a municipality to start a legal proceeding that may allow the City to take title to an abandoned/vacant property if certain criterion such as the property is not

secured and there is at least one year of unpaid taxes against the property. Also, the process may be completed in less time than the traditional three years of a tax foreclosure process.

The action is only for one or two family dwellings and requires very specific procedures to be followed within certain time frames. In addition, there is appropriate due process prior to any property being taken.

However, if this procedure is executed successfully and the City can take title to abandoned/vacant properties, the City must have a plan in place to transfer the property to owners that will maintain the property.

### 2. Bank Discussions

Considering most of the abandoned and vacant homes are current on property tax payments due to mortgage holders (banks) paying the taxes but not taking title to the property, there may be an opportunity to open discussions with banks regarding donating properties.

Research would need to be conducted regarding any liens against properties, how many properties have the same mortgage holder and if there is legal authority to easily dispose of property with existing debt. However, if donation is a possibility for lending institutions, it may be a low cost solution eliminating abandoned housing stock.

### 3. Expanding Not-for-Profit Partnerships

Currently the City has a partnership with the Batavia Housing Authority and Habitat for Humanities, in which the City transfers foreclosed properties to Habitat for rehabilitation. Habitat screens all potential candidates for ownership and



requires all future owners to participate in sweat equity in the rehabilitation of the property.

Over the past seven years Habitat has rehabilitated five single family homes. The average assessed value of homes prior to Habitat's renovations was \$49,520. After Habitat's renovations and location of families into each home the average assessed value has increased to \$68,400. This is an average increase of 38% in assessed values due to Habitat's dedicated and diligent work in renovating homes.

In addition, the renovated homes and new families add considerable benefits to the street and neighborhoods they are located on and greatly contribute to the City's efforts of Neighborhood Revitalization.

Expanding upon this relationship would provide a larger platform to accept abandoned properties, transfer title to not-for-profits at low acquisition costs and provide for revitalization of neighborhoods with improved housing stock and revived home ownership.

To further develop not-for-profit partnerships the City should complete a Request for Qualifications/Proposals for not-for-profit agencies that would be willing to take abandoned property for ownership and rehabilitation. This would assure the City that rehabilitation efforts would be consistent with redevelopment efforts in the City.

## **Residential Tax Exemption Review**

*Lead Department:* City Manager's Office  
*Secondary:* City Attorney  
BDC

*Operating Expenses:* Existing budget

In 2010 the City Council adopted the local option for the Real Property Tax Law (RPTL) 421-f. RPTL 421-f is a local option tax law that allows municipalities to provide tax exemptions of an annually declining percentage for the increase in a property's assessed value that was due to a capital improvement to a residential property. This option was adopted by holding a public hearing and enacting a local law enacting the option. The option is limited to one and two family residences, and does not require the property to be owner-occupied. RPTL 421-f is a local exemption option on only the increased assessed value due to a home improvement. Currently there are 3 home owners that have taken advantage of this exemption.

While RPTL 421-f has received some use by residents, there may be additional opportunities to adopt local options that can target new residential construction, multi-family conversions to single family homes or zoning specific home improvement exemptions throughout the City. In addition, the City may develop its own real property exemption targeted for specific interests by submitting a home rule request for consideration by the NYS Legislature. It is proposed that the City review current RPTL's in existence, research other community successes and recommend any tax exemptions that will assist with triggering residential investment and redevelopment in our neighborhoods. Also, the City should make an effort to better publicize RPTL 421-f so residents are aware of an opportunities while making improvements to their homes.



### Redfield Parkway Revitalization Project

*Lead Department:* City Manager's Office

*Operating Expenses:* \$25,000 (need to apply for grant funding)

Redfield Parkway is located approximately one mile west of downtown Batavia and the street is comprised of modest single family homes occupied by many long term residents that have lived there all their lives. The street is represented by the active Redfield Parkway Neighborhood Association that sponsors annual flowers, holiday decorations and events.

The Parkway was developed in 1912 and residents of the street recently held a centennial celebration that included burial of a 100 year time capsule. It serves as a ceremonial gateway and entrance into the United States Veterans' Hospital campus at the northern end of the street where Redfield intersects with Richmond Avenue. To acknowledge and celebrate the street's role as the gateway to the Veterans' facility the entrance to Redfield Parkway is adorned with a matching pair of decorative masonry pillars, walls, lighting and signs. In addition, the street was designed as a boulevard with a center median and landscaped parkways.

Since the 1900's, however, the physical condition of the street has deteriorated. The

existing gateway entrance pillars need to be rebuilt, many parkway trees have been lost and the historic decorative median lighting has been replaced by cobra head lights. Therefore, residents of the Parkway, as well as the City's Historic Preservation Commission, have expressed a desire to revitalize and restore the street based on its original design and purpose as the gateway to the Veterans' Hospital campus.



Picture of Redfield Parkway in 1912.

The Redfield Parkway Revitalization Project is the restoration of the gateway entrance pillars, walls and lighting. The masonry has been deteriorating for some time and the City of Batavia has made minor repairs to the pillars. However, the repairs were intended to shore up the pillars and some of the replacement stones and mortar composition did not match the original design.

As part of the 2005 Route 5 (Main Street) reconstruction project the pillars were again repaired but engineers recommended that the pillars be rebuilt. The estimated cost to rebuild the pillars is \$25,000. It is recommended that the City work with the Historic Preservation Commission and the Landmark Society of Genesee County to apply for grants to cover the cost of preserving these historic landmarks.

## **Rental Properties**

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

*Operating Expenses:* Existing budget

Over the past several years the City has made considerable strides with respect to greater code enforcement efforts. In 2009, Chapter 96: Grass, Weeds and Debris of the BMC was changed to provide greater enforcement tools for prompt correction of basic property maintenance violations. Also, in 2009, the Bureau of Inspection started its Systematic Code Enforcement program which implemented a comprehensive review of sections of the City annually for exterior code violations. The program has resulted in a near 99% compliance from property owners. In 2011 the Fire Department began inspecting multi-family dwellings pursuant to NYS Fire Prevention and Building Code. 2013 completed the first three year cycle of this program which has had great compliance.

In light of this continuing effort to improve the quality of life within the City, further research and concepts need to be reviewed in order to provide greater tools to maintain and improve the City's neighborhoods.

A greater emphasis needs to be focused on rental housing. Over the course of the FY 2014/15 an employee group consisting of Public Works, Police and Fire staff will review rental housing initiatives such as landlord registries, licensing of rental properties and code enforcement priorities. They will review the successes of these programs in other communities as well as the legal, practical and logistical aspects of implementing such programs. From this review recommendations will be made on how to best implement a program(s) that will most readily address rental housing concerns within

the City of Batavia. The purpose is to assure that rental housing in the City is decent, safe and sanitary and is so operated and maintained as not to become a nuisance to the neighborhood or to become an influence that fosters blight, deterioration or disinvestment within the community.

## **Neighborhood Enforcement Team (NET) Detail**

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

*Operating Expenses:* \$10,700  
*Budget Account:* 001.3120.0101.9990

One of the Police Department's top priorities is to protect the citizens of the City from illegal drugs, weapons and other contraband in order to provide all residents with a safer more secure place to live and work.

In FY 2014/15 the City Police Department will dedicate patrols for targeted enforcement details. The goal of these details will be to intercept and interrupt the flow of illegal drugs, weapons, and other contraband as well as locating and arresting wanted persons. These details will also be focused in neighborhoods that have had a presence of nuisance and illegal behavior.

## Neighborhood Sweeps

*Lead Department:* Police Department  
*Secondary:* City Manager's Office  
Dept. of Public Works  
NYS Parole  
GC Probation

*Operating Expenses:* \$10,700  
*Budget Account:* 001.3120.0101.9990

The Police Department has made it a priority to ensure that all residents of the City, regardless of the neighborhood they live in, shall not be subject to illegal activity taking place on their street. In addition to NET Details, the Police Department in partnership with Public Works, Parking/Recycling Enforcement and outside agencies such as New York State Parole and the Genesee County Probation Department will conduct Neighborhood Sweeps throughout the City.

Neighborhood Sweeps will respond to areas of concern within the City in a targeted and systemic enforcement approach. The Police Department along with the other Departments and agencies will conduct several sweeps throughout FY 2014/15.

The goal of Neighborhood Sweeps is to enhance the quality of life for all City residents by bringing to bear the enforcement efforts of multiple departments and agencies.

## Vibrant Batavia

*Lead Department:* Vibrant Batavia

*Operating Expenses:* \$45,000  
*Budget Account:* 001.6460.0423.0030



Last year the City Council committed \$45,000 to Vibrant Batavia's efforts to advance community development initiatives that were outlined in the City Community Improvement Plan.

Objectives outlined in the initial request have been achieved such as:

- Partnered with NeighborWorks Rochester and hiring a local Community Organizer.
- Held series of Coffee Talks in neighborhoods to discuss neighborhood concerns.
- Organized a fall cleanup event.
- Developed a brand, logo and tagline for Vibrant Batavia.
- Created marketing plans with a website, social media, public relations, advertising and special events.
- Developed sponsorship platform for the Centennial Celebration in 2015.
- Developed and issued the first publication of *Vibrant Times* a local publication supported by local businesses sharing the stories of our community.

- Created Shop Around Batavia coupon fundraiser to support future Vibrant Batavia programming.

Vibrant Batavia will continue these efforts into the upcoming year with greater focus on neighborhood meetings, formation of block clubs/neighborhood associations, organization of events to foster community pride and the development of the Centennial Celebration. Vibrant Batavia will address the City Council during the budget review process to present this year's achievements and next years objectives.

# Environmental Sustainability

## Ongoing Initiatives

### Earth Day

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

*Operating Expenses:* \$1,000 (Various Dept.)

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

The City celebrates Earth Day annually with an event at Austin Park. The event consists of booths & displays that have education about recycling, reusing and reducing. We also have an entertainer who presents about 30-40 minutes about protecting the earth and recycling. Following the booths and presentation, the youth and adults break into teams to clean up our city parks. We plant a new tree at one of our parks with the assistance of DPW and have pizza for all the volunteers.

The City School District’s 5<sup>th</sup> grade team fosters youth involvement and has been a great collaborator over the years. We do hold a competition for them and whatever class has the most participants for our Earth Day event gets a pizza party at school.

Due to school schedules and holidays, our Earth Day event in 2014 will take place on May 3.

Our Summer Recreation Program participates in Recycling Education through the ARC. We have youth along with their recreation leaders go to ARC’s West Main St. site and tour and learn about the importance of recycling. This is something that the youth enjoy and look forward to each summer.



Earth Day 2013 participants planting a tree in Centennial Park.

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 bench mark for efficiency	Maintain/improve on prior year
# of trees planted	Complete tree inventory	Develop tree master plan

## Leak Detection Survey

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$6,500

*Budget Account:* 002.8310.0423

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. Current efforts show improvement; in 2011 un-accounted for water was 31% and in 2013 it was 18%. The City has experienced approximately a \$195,000 savings by reducing the volume of un-accounted for water over the past three 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. A new contract will be bid this spring to continue this annual project. It is the intention to bid a 3-year contract for these services with the survey to be completed during late summer/early fall annually.

## Identify Annual Loss

*Lead Department:* Dept. of Public Works

*Operating Expenses:* Existing budget

The American Water Works Association (AWWA) is phasing out the term un-accounted 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.

New York State has set a goal of 20% un-accounted 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. 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.

## New Initiatives

### Street Tree Inventory/Develop Tree Master Plan

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$4,000

*Budget Account:* 001.7110.0443

*\$15,000 – Master Plan is dependent on receiving DEC grant*

The City of Batavia has 56.8 miles of tree lined streets and 94 acres of parkland. It is estimated that there are over 6,000 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 are 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. The inventory is about 40% complete; however the project has been delayed until June 2014 when the consultant is available. The tree inventory will provide recommendations for future planting locations, suitable species type and a spreadsheet version of the inventory and report.

A Tree Master Plan will be based on the tree inventory. The plan will provide strategies, goals, policies, standards and actions to protect, enhance, expand and preserve the tree canopy for the benefit of the community. In addition, it will provide a valuable strategic planning tool to recover lost canopy. The development of the Tree Master Plan will be dependent on receiving a grant from the NYSDEC Urban Forestry Grant program.

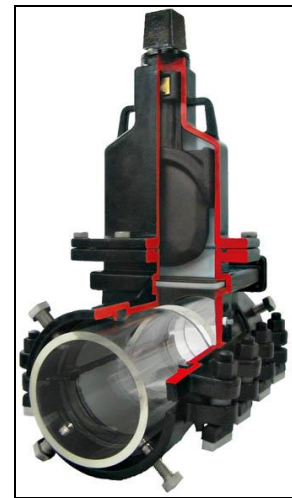
### Water Valve Replacement

*Lead Department:* Dept. of Public Works

*Operating Expenses:* \$70,000

*Budget Account:* 002.8340.0423.2124

The City has been replacing water valves in an effort to increase reliability and improve maintenance / repair capabilities. A major area of concern is the 16” water main which feeds from the water plant to Main St. This water main has only a few valves and some are broken, making the City’s ability to shut down the water line in an emergency very difficult and results in a large service area interruption.



Example of valve insertion technologies.

This project will utilize technologies that permit valves to be inserted into the water main without shutting it down. Upon completion, this will allow for this water main to be shut down in segmented sections if repair / maintenance are required. This work will be bid for a contractor during the summer.



## **Storm Water Station Improvements**

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

*Operating Expenses:*        *\$25,000 – Burke Dr.*  
   *\$2,500 – Lehigh Ave.*

*Budget Account:*            *001.8140.0200*

The Burke Dr. storm water pump station has an outdated electrical service and is a simplex style station. Improvements to that station will involve installing a new electrical service, and replacing the existing 30 year old pump with two new pumps. This will return the station back to its original design with redundant pumps, as well as allowing for possible future development in the area.

A companion project to this is to install a new electrical service into the Lehigh Ave. storm water pump station. This station was outfitted with new controls and pumps a few years ago, but needs a new electrical service to increase reliability. It is the intention that both of these projects will be completed by in-house staff.

# 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	180 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	2 tractor trailer enforcement details



Fire fighters demonstrating Stop-Drop & Roll.

### Public Safety Education

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

*Operating Expense: Existing budget*

Educating business owners and citizens about risks or hazards of fires or other emergencies that may impact their families, neighborhoods or businesses is important in assisting them in being prepared for unlikely events. Training in areas such as fire prevention and safety and basic disaster response skills are only a few education efforts city fire department staff has provided over the years.

In 2013 the Fire Department initiated the first Youth Fire Prevention Poster Contest where the winners in each age group received a lunch at the fire station and a ride to school on the fire engine. The poster contest was centered on the NFPA Fire Prevention Weeks annual theme.

Other initiatives include continued meetings with local businesses to assist with prevention and preparedness planning, continuing to utilize local media outlets for messaging and continued awareness e-mails to city employees focusing on preparedness, safety, and prevention topics.

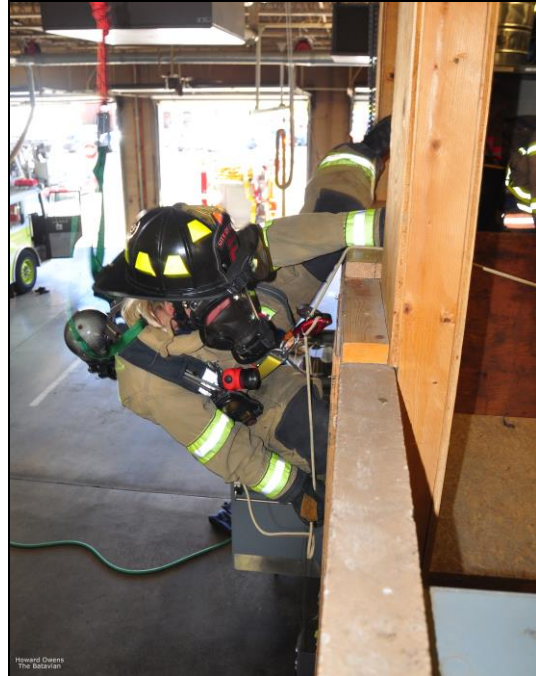
### ICS Trained Staff

*Lead Department: Fire Department*

*Secondary: All Dept.'s*

*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.



**CPR and AED Certified Employees**

*Lead Department:* Fire & Police Dept.'s  
*Operating Expense:* \$3,000  
*Budget Account:* 001.1620.0200

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.

The ultimate objective is 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. In 2014 two (2) City facilities are expected to be outfitted.

**Expand/Promote Car Seat Inspection Program**

*Lead Department:* Fire Department  
*Operating Expense:* \$6,200  
*Budget Account:* 001.3410.0200.1122

The fire department entered the Child Safety Seat Inspection Program in 2011 and has now taken the lead in operating this valued safety program. This safety initiative has proven to be an added value to the department as well as the City. We are currently one of the busiest fitting stations in western New York. This is recognized by the growth of grant monies being awarded to the fire department to support this program growing from \$1,400 in 2011 to \$6,200 in 2014.

The fire department has hosted a technician class the past two (2) years and is currently soliciting for a spring 2014 class with the intention of adding a minimum of 2 more technicians to our ranks. The fire department currently has eighteen (18) certified technicians.

Through education, local 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. We are currently working with UMMC Maternity and Pediatrics on new born installation awareness. The 2014 goal is to add a minimum of two (2) more technicians to the fire department staff, and conduct 180 inspections.

## 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.

## Improve Traffic Safety

*Lead Department:* Police Department

*Operating Expense:* Existing budget

The Batavia Police Department is committed to the safe flow of traffic throughout the City. To this end the City Police have conducted targeted vehicle and traffic enforcement directed at Commercial Vehicle Enforcement, Drunk Driving, Aggressive Driving and Seat Belt enforcement to name a few.

The Police Department continues to be committed to improving the Traffic Safety in the City in FY 2014/15 and will be

conducting traffic details as in prior years with a focus on alcohol impaired and drugged driving. The Police Department will also be conducting traffic details aimed at commercial vehicle enforcement.



## Special Operations Program

*Lead Department:* Fire Department

*Operating Expense:* \$66,114

*Budget Account:* 001.3410.0200.2101

The City of Batavia Fire Department has provided several forms of technical rescue and hazmat services for years. These services are combined under the heading of Special Operations and include rope rescue, confined space rescue, vehicle rescue, water rescue, and hazardous materials mitigation. Most of the equipment for these services is split among the entire department vehicle fleet and the remainder is located in storage at the fire headquarters.

This is not the ideal way to store and transport these items. Currently all vehicles in our fleet would need to respond to a special operations incident to use various pieces of equipment making them unavailable to any other alarms that might come in at the same time.

The goal of the fire department in 2014 is to replace the sold Rescue 17 with a new pickup truck and special operations trailer. The one ton pick-up truck will have an enclosed bed with a slide out tray that would carry special operations equipment that is immediately available for life safety and rescue. The remainder of the equipment would be stored in a specially designed trailer and would be towed to the scene by one of the departments support vehicles. By moving all of this equipment off the remainder of the fleet, it keeps those vehicles available and ready to respond to other emergencies in the city as they arise.

## Water Rescue Program

*Lead Department:* Fire Department

*Operating Expense:* 2013/2014 budget

The City of Batavia Fire Department has a long history of providing water rescue services. In 2013 the City of Batavia Fire Department responded to 4 water related emergencies. These included a person who was found semi-conscious in the water along Walnut Street, the rescue of 2 people who drove around barricades into flooded streets, and the evacuation of 2 people from a flooded home.

With approximately 327 acres of open water, 2.79 miles of the Tonawanda Creek and one low head dam all within the City limits or on City property, water emergencies are a real risk for the members of our community. This risk will continue to increase as more people continue to use the creek for recreational activities such as kayaking and fishing. The City has also experienced one third of the record high crests for the creek during the last 15 years; 2013 saw the 9<sup>th</sup> highest crest ever.

This water rescue training program includes ice and cold water rescue and swift and flood water rescues. The program consists of two training modules: the first in February 2013 and the second in May 2014.

These two water rescue instructor qualifications will allow the City of Batavia Fire Department to economically and consistently train members in-house to respond to any and all water related emergencies while meeting the national standard of NFPA 1670. Once this training is completed by the department it may open the City to several new grant opportunities to maintain and upgrade water rescue equipment.

## New Initiatives



### Police Station Assessment

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

*Operating Expense:* \$45,000  
*Budget Account:* FY 13/14 reserve funding

In 2013 the City recognized the need to do an in-depth space needs assessment for Police Department operations and feasibility study of the current Police Headquarters located at 10 West Main Street.

A Request for Proposal (RFP) was issued in July 2013 and the City received over 20 submittals. Staff narrowed the responses to four submittals, interviews were conducted with each architectural firm and after further review and consideration, Geddis Architect was chosen to take on the project. Geddis has also partnered with leading Public Safety Architect Rebanks Pepper Littlewood of Ontario, Canada.

The project team has met with City Staff, Police Department Staff as well as other stakeholders and developed raw data that will be transferred into square footage models and basic floor plans.

The goal of the project is to have the firm develop recommendations for square footage

needed and the best possible layout or use of space in a renovated or new Police Headquarters.

### Video Surveillance

*Lead Department:* Police Department

*Operating Expense:* \$7,500  
*Budget Account:* 001.3120.0200.2100

One of the top priorities for the Police Department is to enhance and maintain safe neighborhoods for all residents of the City. The Police Department will introduce a portable surveillance camera to assist officers in keeping our neighborhoods safe.

The camera is portable; therefore it can be placed in different areas as the need arises. The camera is also capable of wireless transmission of video data for collection and/or viewing.

Camera systems like this have been installed in several communities across the State and have demonstrated success in not only preventing crime, but in solving cases as well. The camera will provide an impartial view of activity and can be used to prosecute offenses. The video surveillance program will substantially aid the Police Department in keeping our neighborhoods safe and secure by providing a visible deterrent to criminal activity as well as a way to document activity, and aid in the prosecution of offenders, when needed.



## **Conduct City Facility Fire Drills**

*Lead Department:* Fire Department

*Operating Expense:* Existing budget

Emergency planning and training directly influence the outcome of any emergency situation. Proper education and training directly influences the outcome of an emergency situation. A 2014 initiative is to conduct a minimum of one (1) fire drill in each city facility.

## **Bicycle Patrol/Community Policing**

*Lead Department:* Police Department

*Operating Expense:* \$1,500

*Budget Account:* 001.3120.0200

In an effort to foster more positive interactions with citizens and create a safer community, the Police Department re-established a Bicycle Patrol program in 2013. The Bicycle Patrol was received favorably by the general public, business community and Officers.

During 2013, the Bicycle Patrol logged approximately 30 hours of dedicated patrol in conjunction with approximately 60 hours of foot patrol performed by officers. Much success was had by the Bicycle Patrol Officer who was able to assist citizens, apprehend suspects in the act of committing violations as well as lending assistance during special events throughout the City.

The Police Department will continue this valuable Community Policing effort by adding an additional bicycle and specially trained officer to the unit in 2014.

The goal of the Bicycle Patrol unit for FY 2014/15 is to conduct 60 hours of dedicated

Bicycle Patrol, continue to assist with community events such as Summer in the City and to continue to have a positive impact in the City.



Officer Kevin Defelice patrolling downtown.



# 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,  
Bureau of Maintenance

*Operating Expenses:* \$1,000  
*Budget Account:* 001.7310.0456

The youth center expanded their garden in 2013/14 by adding two more beds for the youth to utilize for the snack program. The committee was also appointed by City Council to oversee the operation of the Community Garden. This was installed with the assistance of Bureau of Maintenance and Water Department in the spring of 2013. 26 beds were built and installed by the committee over the Day of Caring and on May 18. In 2013, 14 of the 26 beds were leased to community members.

As we move into 2014 the committee is focusing on advertising, adding signage and leasing all beds at the community garden. We are in the process of developing a logo and working with the County Sign Shop to assist in making street signs, as well as signage in the facility. We would like to add a bulletin board to the garden so that information can be posted and shared with the garden tenants. The plan is to fill all beds this year, however if a bed(s) are not leased, we will plant and donate the food to a not-for-profit for distribution. The individual plots will remain at the rate of \$15-\$35 for the 2014 season.

The committee is currently updating the rules and these will be distributed to all lessees in 2014 with the applications. We are also

planning an Open House for this season. We will begin advertising in spring of 2014.

### 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 an attempt to control long term healthcare costs, 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.

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% for 2012. Based on the City's average wellness scoring, the City's overall population is in the low risk category. Based on the 2013 testing, 98% of eligible employees participated and 83% earned 4 or

more credits. Due to early detection and treatment the City has saved approximately \$130,000 in health care cost for fiscal year 11/12 and 12/13. If those conditions were left untreated the potential costs could have been over \$900,000.

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.

### **Supporting Local Charities**

*Lead Department: All Admin. Staff*

*Operating Expenses: Existing budget*

Each employee may contribute \$3 per week to wear jeans on Friday. At the beginning of the program, employees may submit the name of their favorite charity for consideration. At the beginning of each month, a charity will be drawn from the submissions. That charity will be the beneficiary of the accumulation of donations for that month. A sign will be posted on City Hall doors or at the counters with the name of the website of the charity for that month. This may encourage others to visit that website to donate as well and demonstrate a philanthropic support of City employees. We anticipate raising approximately \$100 per month for various charitable institutions while giving the employees something to look forward on Fridays. Employees do not need to participate each week, however if they have a meeting or other engagement, appropriate attire would be expected.

## *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 2013/14 Initiative Update*

## Financial Health

<u>Initiative</u>	<u>Department</u>	<u>Update as 3<sup>rd</sup> Quarter FY 13/14</u>	<u>Status</u>
Update Water & Sewer CIP (on going)	Public Works/ City Manager's Office/Finance	Update will be submitted with 2014/15 budget.	To continue annually
Financial Reporting (ongoing)	Finance	City Council continues to receive financial updates quarterly.	To continue annually
Financial Policies	Finance	Purchasing Policy has been revised and is currently being reviewed by the Office of the State Comptroller. It is scheduled to be presented to City Council in January.	In progress
10 Yr. Parking Lot Capital Plan	Public Works	All work scheduled for this year is complete. Savings on the construction for the PD parking lot allowed for us to resurface the Youth Bureau parking lot. Additional funding was made available to complete the School St parking lot a year ahead of schedule.	Complete
Dev. Specs. for Equipment Replacement	Public Works	All equipment has been ordered and delivered with the exception of the single axle snowplow (Expect delivery in December).	Complete
Financial Management Best Practices		It is recommended that the Finance Bureau participate in the GFOA Budget Award program next fiscal year. The Finance Bureau will continue to research what is necessary to compete for this award in preparation for entrance into the program next year.	In progress

## Government Efficiency

<u>Initiative</u>	<u>Department</u>	<u>Update as 3<sup>rd</sup> Quarter FY 13/14</u>	<u>Status</u>
City & Town Sewer Capacity Agreement	City Manager's Office/Public Works	Discussions are continuing with the Town.	In progress
Employee Performance Evaluations (on going)	Human Resources	Evaluations were distributed in April 2013 with a due date of June 2013.  Evaluations will be distributed after the beginning of the fiscal year 14/15.	Complete
Community & Staff Newsletter (on going)	City Manager's Office	Newsletter temporarily on hold until website is complete.	In progress
Website Development	City Manager's Office	The City's new website went live December 19, 2013. We have received positive community feedback on our website survey. Approximately 100 people have signed up for the E-subscribe service. The website committee continues to meet to share suggestions and experiences to continue to improve and add to the site. The committee is developing a social media policy. Once	In progress

		the policy is approved we will add links of our posts on the website to City Facebook and Twitter accounts to further our public communication.	
HR Visits to Dept.'s	Human Resources	Will be scheduling bi-annual HR visits to each off-site facility. One will be scheduled for the spring of 2014 and then one in the fall of 2014.	On going
		An employee lunch was held on August 9, 2013 and October, 11, 2013. Over 40 employees attend.	
		On December 6, 2013 the City held a Christmas luncheon for all employees. Approximately 50 employees attended.	
		Will continue to hold periodic lunches through 2014. None are scheduled at this time.	
NYS Archives Grant	Clerk's Office	Received notice that 2012/13 grant was awarded - \$24,493 – for high-powered scanner/printer for maps and drawings. Met with one vendor and obtained product information. Canon high-powered scanner ordered, will obtain additional server space as well per grant to allow storage of documents. Preparing to apply for next grant for 2014-2015 cycle.	In progress
Implement Organizational Development Plan	Human Resources	Training received from the NYSDOL safety grant was completed in June 2013 and the sexual harassment training that was received through the SUNY grant was completed in May of 2013.	On going
		Still waiting for SUNY Grant funding notification for computer training.	
		Over the next couple months will be meeting with department heads to receive input on developing a leadership development program for supervisory staff for the upcoming fiscal year.	
Clerk & Finance Office Efficiencies	Clerk & Finance	The Finance Bureau is preparing to roll out certain changes in invoice input that involve de-centralizing the process and scanning detail information into the City's financial software making it a much more efficient process and creating a valuable resource containing a wealth of information at the fingertips of all KVS users. This change will take place simultaneous to the adoption of the new Purchasing Manual.	On going
		New York State retirement invoices now being paid through auto-withdrawal similar to other invoices. Reduces need for check printing and mailing. Continuing to update policies and procedures instructions for clerk's office procedures. Challenged staff to create 5 of their own before next evaluation on areas they work on as well.	

Sludge Removal Evaluation	Public Works	Have met with two engineering firms and received scope of services and proposal for sludge removal.	In progress
Water, Wastewater Plant & Pump Station Improvements	Public Works	Well A rehabilitation is completed and Well B was evaluated and found to be in good service. A blower unit at the WWTP has failed and is out for repair. Grit pump replacement has been completed. Roof Repair projects and Steel rehab at Water Plant have not begun.	In progress
Utility Mapping		Will be updated upon completion of Tracy Ave. and Cedar St. projects	In progress
Sewer Lining Project	Public Works	This project came in under budget thus allowing us to add to the project. The project originally expected to complete 4,500 lf of sewer rehabilitation but was increased to 7,019 lf due to bid pricing. Vernon Ave: 1,827 lf, Summit St: 1,470 lf, South Swan St: 1,015 lf, Ross St: 831 lf, Union St: 1,709 lf and Jackson Sq: 165 lf. By lining Union St. we have been able to remove this from the sewer capital plan thus freeing up funding for more pressing projects.	Complete

## Economic Development & Job Creation

<u>Initiative</u>	<u>Department</u>	<u>Update as 3<sup>rd</sup> Quarter FY 13/14</u>	<u>Status</u>
Revolving Loan Fund (on going)	Batavia Development Corp.	5 loans have been issued this year \$110,000 of City assistance with \$188,300 private investment to impact 21 jobs, mostly retention.	On going
Batavia Opportunity Area Program (ongoing)	City Manager's Office	The Developers Forum hosted on 10/1/2013 had 65+ attendees. City and BDC are following-up with multiple inquiries hosting a few additional site visits and now seeking additional grant funds to advance the redevelopments. A final public meeting and report should be available Q1 2014. Ongoing management of the plan is being discussed.	On going
Redevelopment of Carr's Warehouse Building	Batavia Development Corp.	City Building Code review of plans, title search and survey completed and easement provided. SHPO approval and grant commitments also formalized. The property transfer/closing is scheduled for January 2014, the apartment's should be ready late Spring 2014.	In progress
NYS Main Street Grant	Batavia Development Corp.	9 projects completed, 3 new apartments delivered and rented at the highest rental rate for market (\$650 1 BR, \$950 2 BR), 20+ commercial units benefited from building improvements so far. The BID contributed to the streetscape project in order to complete the improved dumpster enclosure on School Street. A program extension was received to spend the balance of the grant which should deliver 4 new apartments and flex-office space in the former Carr's warehouse on Jackson Square.	In progress
CDBG Economic Development Grant	City Manager's Office/ BDC	CDBG did not offer a Micro-Enterprise grant program in 2013. The BDC will likely apply to recapitalize the loan/grant fund if such a program is available in 2014.	Complete

Instead BDC applied for the Cleaner Greener City of Batavia \$2.7MM through CFA and received notice in Dec. 2013 that it did not get awarded (*ranked 5<sup>th</sup> in category for the Region*). BDC secured \$75,000 from National Grid for 2 private projects.

## Neighborhood Revitalization

<b>Initiative</b>	<b>Department</b>	<b>Update as 3<sup>rd</sup> Quarter FY 13/14</b>	<b>Status</b>
Cedar St. Reconstruction Project (on going)	Public Works	Phase I & II of the reconstruction project is substantially completed with the exception of sidewalk at the north end of Cedars St. Phase III will continue as weather permits which includes the installation of storm sewer & structures, modification and upgrades to the storm sewer pumpstation and road reconstruction between the railroad overpass and Rt. 63. Binder will remain throughout the winter with top to be applied to all road surface when Phase III is complete. Final grading and grass restoration will be completed in the spring.	On going
Summit Street Reconstruction Project (on going)	Public Works	The City has been notified by Genesee Transportation Council that the funding to reconstruct Summit Street has not been reinstated. A request for funds to City Council will be made with the 2014-15 budget submission to mill and pave Summit Street.	On going
Sidewalk Rehabilitation Program (on going)	Public Works	Completed 7,600 LF of sidewalk with focus on Richmond Ave, Tracy Ave and sidewalk and on-street parking improvement on Hutchins St. Additional ramps installed at Sumner/So. Swan, Alva at Theater, Alva/ North entrance to City Centre Parking Lot near JC Penny's.	Complete
Code Violation Compliance (on going)	Public Works	96 properties were cited during the systematic code enforcement program January 2013. All final inspections have been completed. 66 of the property owners completed the necessary repairs to gain full compliance, 12 property owners continue to work on the required improvement and 18 property owners have been referred to court. Of the 18 properties referred to court, 7 cases have been closed and 11 remain open.	On going
Multi-family Inspection Program (ongoing)	Fire	The city fire department inspected 46 multi-family occupancies in 2013. This completed the first cycle of the three year program implemented in 2011. There were 110 violations cited out of these 46 occupancies. Several cases have been referred to court for lack of compliance.	On going
National Night Out/ (ongoing)	Youth Bureau	The event was held on Aug 6 at Austin Park. We had approximately 200 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. An event also took place again this year at Birchwood Village with some	Complete



		assistance from the Youth Bureau and Police Dept. Reality Check then hosted a movie event for Birchwood Village. The committee met following the event and took feedback into consideration for planning the event in 2014.	
Richmond Ave./ North St. Resurfacing	Public Works	All resurfacing complete.	Complete
Build City of Batavia Sign	Public Works	New sign built and erected.	Complete
2013 CDBG Infrastructure Grant	City Manager's Office	Did not apply for infrastructure grant this year. Instead applied for housing rehabilitation grant.	Complete
Tracy Ave. Sewer/Road/ Sidewalk Project	Public Works	Sewer main replacement, water and sewer laterals & milling & paving are complete. Sidewalk installation complete.	Complete
Local Law 107-7 Junked Motor Vehicles	Public Works	Draft Local Law prepared. Will be introduced to City Council in February/March	Introduce 1 <sup>st</sup> quarter 2014
New Housing & Neighborhood Revitalization	City Manager's Office/BDC	Habitat continues to make progress on two foreclosed properties. City will applied for CDBG funds in fall 2013 for housing rehabilitation program.	In progress
Community Improvement Plan Recommendations/ Vibrant Batavia	Vibrant Batavia	Partnership with NeighborWorks Rochester has been executed; community organizer has been hired. Vibrant Times publication was launched with success. VB committee is working on sponsorship ideas for local publication and Centennial Celebration.	On going

## Environmental Sustainability

<u>Initiative</u>	<u>Department</u>	<u>Update as 3<sup>rd</sup> Quarter FY 13/14</u>	<u>Status</u>
Earth Day (on going)	Youth Bureau	Earth Day Event as held April 20, 2013; 70 registered. Mother Earth was the entertainment along with other educational booths by outside agencies was present. We had a great turn out again with the 5 <sup>th</sup> grade students.	Complete
Leak Detection Survey (on going)	Public Works	Contractor completed survey in October. Most items flagged in the survey have been addressed. A couple of possible leaks will be investigated further investigated when weather allows.	Complete
Identify Annual Loss (on going)	Public Works	Revenue and non-revenue water is tracked on a quarterly basis with a spreadsheet that is annually evaluated for improvement and accuracy.	On going
Controls for Private Fire Hydrants (on going)	Public Works	Hydrant specification has been changed to allow for the addition of a control device. Currently evaluating this program in adjacent municipalities to determine the effectiveness, and possible language for a local law if needed to move this toward implementation if warranted.	In progress
Green Infrastructure	Public Works	Hydro, wind, solar and geothermal options reviewed with BOA study. Small hydro power station appeared to be possible from the Tonawanda Creek, however needed substantial grant funds to work. Currently no	Complete

		hydro power incentives are available.	
Street Tree Inventory	Public Works	Looking to have completed by independent arborist.	Delayed

## Public Safety

<u>Initiative</u>	<u>Department</u>	<u>Update as 3<sup>rd</sup> Quarter FY 13/14</u>	<u>Status</u>
Update City/ Municipal Facilities CEMP's (on going)	Fire	This project continues to be a work in progress. Eight DRAFT Sections completed. Still working with County OEM for NYS-DHS – Hazard Vulnerability Analysis for City.	On going
Public Safety Education (on going)	Police & Fire	Fire Department personnel conducted 58 Public Safety / Fire Education events in 2013 reaching out to 2,523 residents totaling 21,440 man hours with 268 personnel. Events include review of facility EAPs, fire extinguisher training, fire safety lectures to local schools, tours of the fire station & apparatus, confined space entry, first aid, open house, and community service engagements, etc.	On going
ICS Trained Staff (on going)	Fire	Working with City Manager on candidate training list for 2014.	On going
Expand/Promote Car Seat Inspection Program	Fire	In 2013 the Fire Department inspected/installed 217 child safety seats. The City Fire department sponsored a Child Safety Technician Class in April adding 8 new technicians to our roster (18 total technicians), and 1 new PD Technician. We conducted 5 planned events at the fire station, and two off-site coordinating with Batavia's Original, and Senator Razenholfer, jointly with the County Sheriff's Department for Child Passenger Safety Seat Week. The Fire Department was awarded a \$6,200.00 grant to further expand our operations with the addition of a trailer for program materials storage and mobility.	On going
CPR & AED Certified Employees	Fire	Training to begin March/April 2014 for city employees. AED goal is to purchase 2 annually until each city facility has one.	In progress
Fire Dept. Resource/Vehicle Needs Analysis	Fire	Continue to work with County OEM to improve response capabilities for both organizations. Also working on joint Special Operations Response Team. Still developing the Ladder replacement analysis and Rescue 17 replacement.	In progress
Police Station Assessment	Police	Conducted 3 meetings to date, a variety of topics covered as well as some very preliminary review of site locations. Currently developing and refining the space needs of the Department using accepted national standards for space needs.	In progress
Bicycle Patrol/Community Policing (on going)	Police	Completed approximately 9 hours of foot patrol in all areas of the City. No Bicycle patrols conducted due to weather conditions.	On going
Reverse 911 Utilization for Public Works	Public Works	The Bureau of Water and Wastewater has utilized on-line news agencies rather than a reverse 911 system which appears to be effective for the affected customers. Do not for see utilizing this in the future for	Complete

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		this Bureau.	
Commercial Traffic Stops (on going)	Police	Detail conducted 9/26, 34 man hours, 25 UTT's issued for various violations including passenger vehicles. Joint checkpoint was conducted with the State Police Commercial Vehicle Unit.	On going

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## Healthy & Involved Community Members

<u>Initiative</u>	<u>Department</u>	<u>Update as 3<sup>rd</sup> Quarter FY 13/14</u>	<u>Status</u>
Document & Measure # of Volunteer Hours (on going)	All Dept.'s	In total there has been over 427 volunteer hours.	On going
Community Garden	Youth Bureau	The committee met monthly through the second quarter. We ended up filling 14 of the 23 beds in the community garden. We have begun discussing the promotion of the garden for 2014, signage for the garden and a display board within the community garden for participants. The Master Gardeners made themselves available every Monday night from 7-8pm at the garden in case there were questions from the leasers. A survey went out to all participants, however few have been returned. We will resend in the near future with looking ahead to 2014. Beds have been cleaned out for the season and a composter was built for use with the harvesting and cleaning out of the beds. The next committee meeting is October 22.	On going
Employee Wellness Program	Human Resources	Presenting to Council on October 28, 2013 statistical data relative to wellness results and the impact on the City's Health Care Plan. Provided them with the city's ultimate goals, participation results, credit results and the cost savings realized by early diagnosis of conditions identified for fiscal years 11/12 and 12/13. Will continue to analyze the impact of the wellness program as it relates to the City Health Care Plan.	On-Going

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